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Education
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Center

EXPLORING WAYS TO EVALUATE COLLABORATIONS AND PARTNERSHIPS WITH AGEP EVALUATION COMMUNITY MEMBER, DR. KIM KELLY

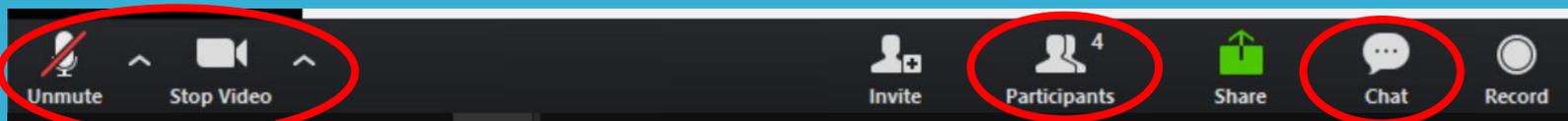
An AGEP ECBC Webinar

March 8, 2021

This webinar
is being
recorded

Suggested Webinar Etiquette

1. Mute yourself unless you are talking
2. Turn on video when talking and in small groups
3. Use the chat to share thoughts, comments, questions at any time
4. Use side by side mode for easy viewing



Please add your alliance number in front of your name

1: AGEP Engineering

2: AGEP Promise Academy

3: California HSI

4: CIRTL AGEP

5: CSU AGEP

6: EAGER

7: Florida AGEP

8: H-AGEP

9: HBCU Instructors Bridge

10: HBU Paths

11: North Carolina (AGEP-NC)

12: NY-PUI

13: PNW COSMOS

14: Texas DES

15: Transformation Alliance Bridging

16: TxARM

17: Willow

Click on your own video feed, and then click on the three dots that appear in the upper right to find the change name option.

Today's Agenda

- Welcome and Updates from the AGEP ECBC
- Updates by Mark Leddy from NSF
- Presentation by Dr. Kim Kelley on the Construction of Collaboration
 - Small Group Discussion
 - Large Group Debrief
- Next Steps and Upcoming Webinars

Updates from the AGEP ECBC

- We have launched our **new website!** Visit: <https://agep-ecbc.edc.org/>
 - This is the home for materials and recordings from previous webinars and meetings.
- We will be doing all virtual meetings for 2021.
- The American Evaluation Association call for presentations will be coming out soon. Consider submitting a proposal.

Find past
webinar/meeting
materials here.

HOME

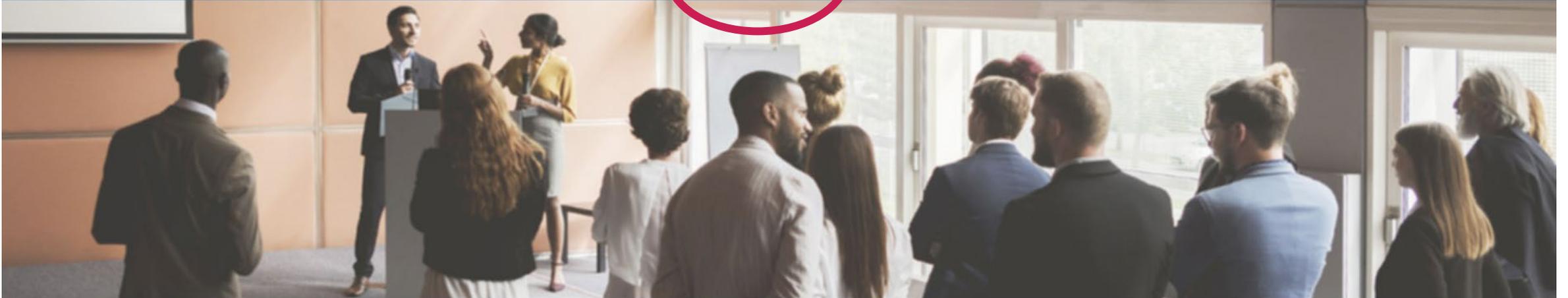
ABOUT US

UPCOMING EVENTS

PAST EVENTS

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AGEP ECBC

The primary goal of The Alliances for Graduate Education

Upcoming Events

WEBINAR | 03.08.2021

Exploring Ways to Evaluate Collaborations
and Partnerships with Dr. Kim Kelly



Dr. Kim Kelly

**EXPLORING WAYS TO EVALUATE
COLLABORATIONS AND PARTNERSHIPS**

Overview of Activities

Part 1: Introduction to the Book of Three	20 minutes
Part 2: Evaluating Collaboration – Small Group Discussion	25 minutes
Part 3: Continuing Collaboration- Large Group Discussion	25 minutes

Collaboration is Everywhere

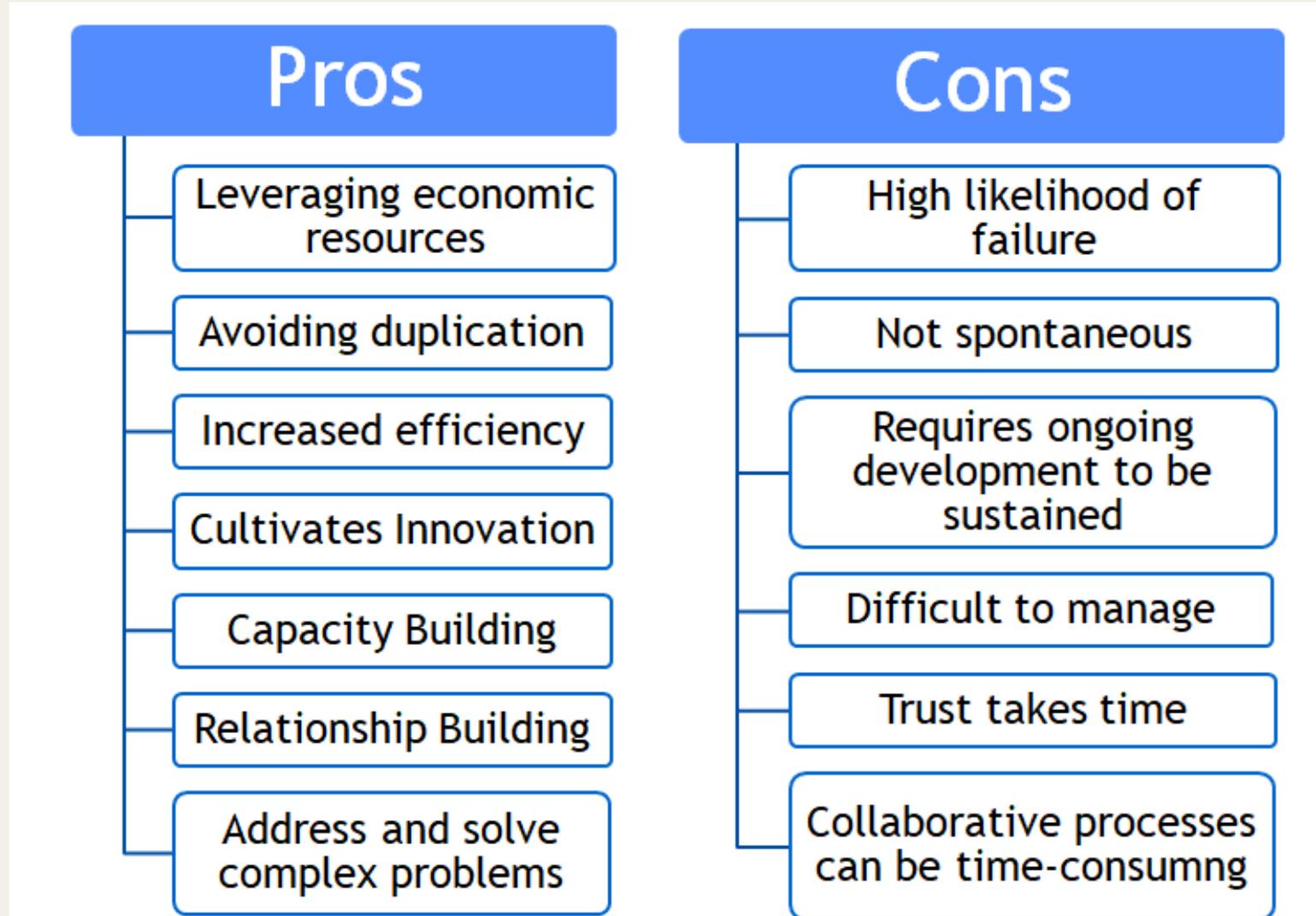
Mentoring	Peer Mentoring	Schools
Youth Organizations	Sports Teams	Project Management Models

The ability to collaborate on both a large and small scale is one of the core requisites of post-modern society ... in short, without collaborative skills and relationships it is not possible to learn and to continue to learn as much as you need in order to be an agent for social improvement.

(Fullan, 1993, pp. 17-18.)

WHY Collaboration? WHY not?

Summary of the Benefits and Costs of Collaboration Practices



Value Proposition for AGEP

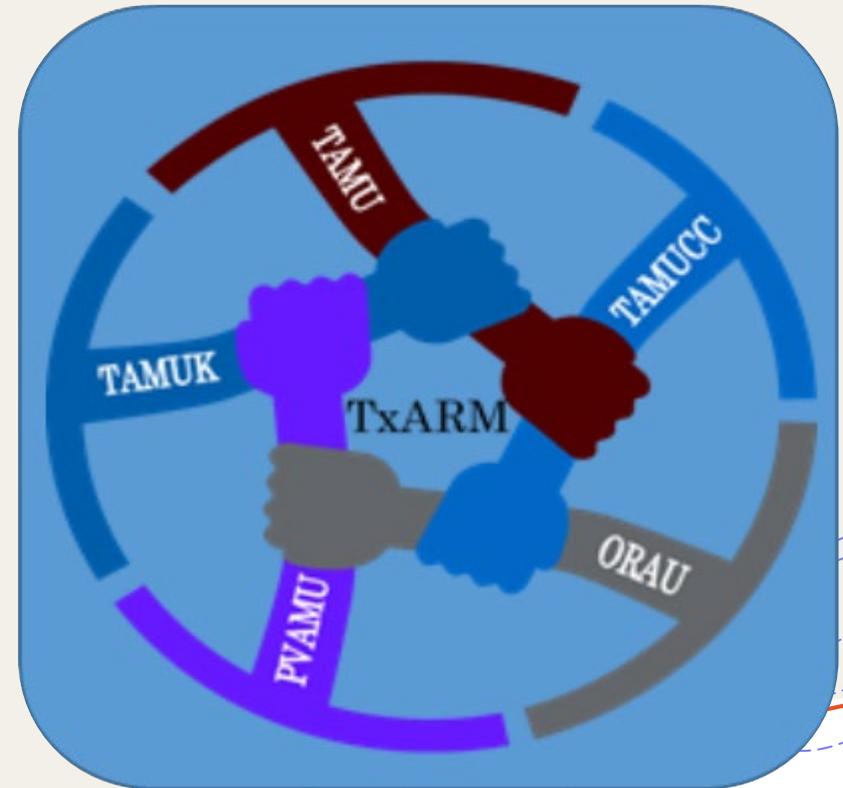
AGEP alliances require stakeholder collaboration.

as collaboration impacts alliance success. Together we can do more than we can alone.

We argue that collaboration is an essential element of AGEP alliances, and requires:

- **DEFINITION**--Requires PD for alliance members and co-creation using evidence-based strategies
- **DEVELOPMENT**--Partnerships do not emerge spontaneously, and partnerships often form without explicit planning of collaboration
- **MEASUREMENT**--Collaboration assessment is grounded in theory and useful for improvement
- **REFLECTION**--Partnerships cannot be sustained without thoughtful attention to collaboration development which considers the mechanisms that support positive collaboration outcomes, and how to improve collaboration over the duration of an alliance.

What does collaboration mean to you and your alliance? How can you measure collaboration in your alliance?



Collaboration during a Global Pandemic and National Civil Unrest

Annual Meeting - Más Fuertes Juntos

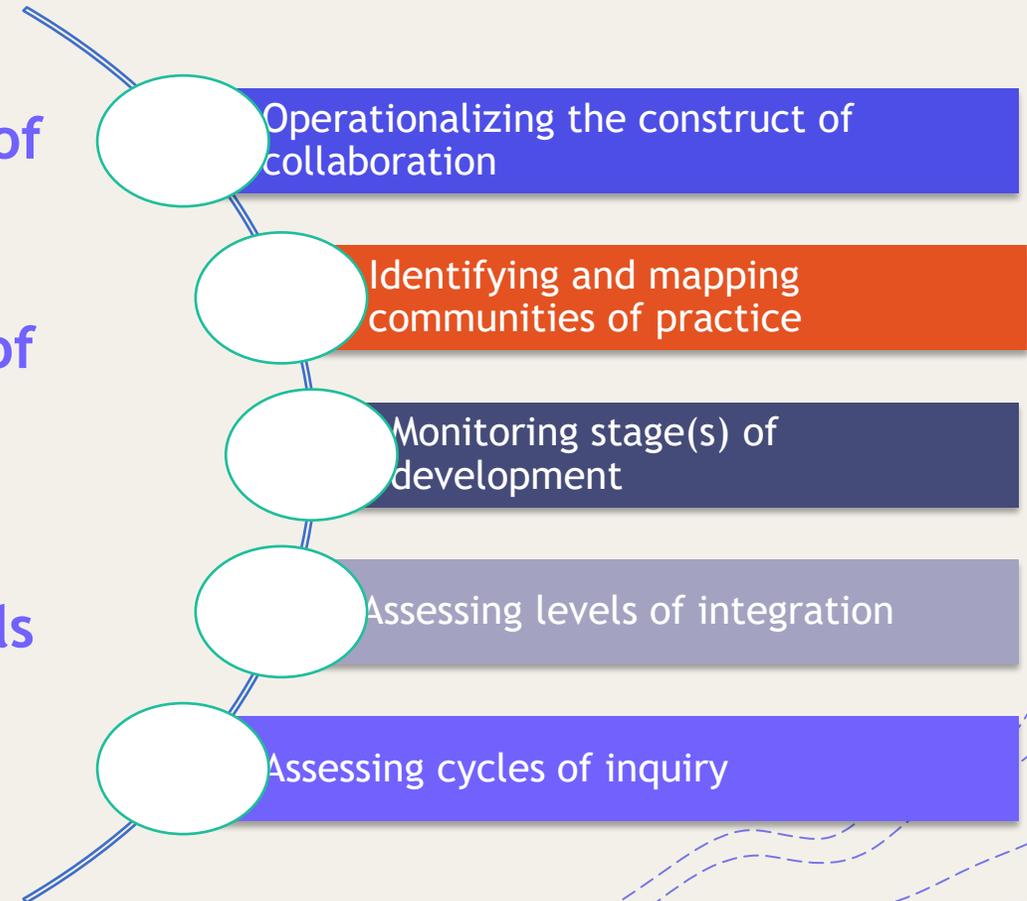
Role Group	Persons Invited	Persons Attended	Percentage Attended	Persons Submitted Chat	Percentage Submitted Chats	Total Number of Chats	Percentage of Total Chats	Average Number of Chats
TxARM AGEP Cohort	9	9	100%	9	100%	141	27%	15.67
PI/Co-PI	15	15	100%	12	80%	94	18%	7.83
Senior Personnel	4	4	100%	4	100%	63	12%	15.75
Support Staff	5	5	100%	5	100%	62	12%	12.40
Evaluator	2	2	100%	2	100%	27	5%	13.50
Graduate Assistant	3	2	67%	1	50%	1	0%	1.00
Postdoc	1	1	100%	1	100%	20	4%	20.00
Advisor/Mentor	17	12	71%	9	75%	69	13%	7.67
Alliance Advisory Board	6	6	100%	4	67%	22	4%	5.50
Social Science Advisory Board	5	4	80%	4	100%	14	3%	3.50
NSF Program Officer	1	1	100%	1	100%	3	1%	3.00
Total	68	61	90%	52	85%	516	100%	9.92

Due to Covid-19, the planned in-person annual meeting of all TxARM stakeholders was held virtually on June 3, 2020. In order to understand engagement during the 4-hour virtual meeting, attendance and online chats were used as participation measures. Chats were mostly used to offer general thanks and encouragement to other attendees (48%). The 9 cohort members who prepared brief videos about themselves and their professional/personal interests received an average of 22 chats (range 15 to 38) from other attendees during or after their presentations. Some of these messages included offers to connect cohort members with career resources. All attendees received a conference package that was opened as a group at the start of the meeting--25 attendees offered messages of thanks for these. About 8% of chats dealt with technology issues.

Theoretical Framework

Collaboration Evaluation Improvement Framework (CEIF; Woodland & Hutton, 2012)

- Framework is based on a thorough review of the collaboration literature.
- Relevant to evaluators working in a range of fields (e.g., education, health, justice).
- Suggests qualitative and quantitative data collection strategies and measurement tools that can be used for each of five entry points listed here



Operationalize Collaboration

Collaboration Practices OC:

- Clearly defined partner roles
- Systems of communication to discuss efforts
- Regular meetings
- Sharing information and resources
- Plans to address conflict or resolve disagreements
- Opportunities for face-to-face or virtual interactions
- Working together to disseminate partnership results or outcomes
- Shared decision-making when developing goals/plans
- System for monitoring collaboration efforts
- Group discussion of evaluation findings

Entry Point OC:

Characterize collaboration structure and function to inform evaluation

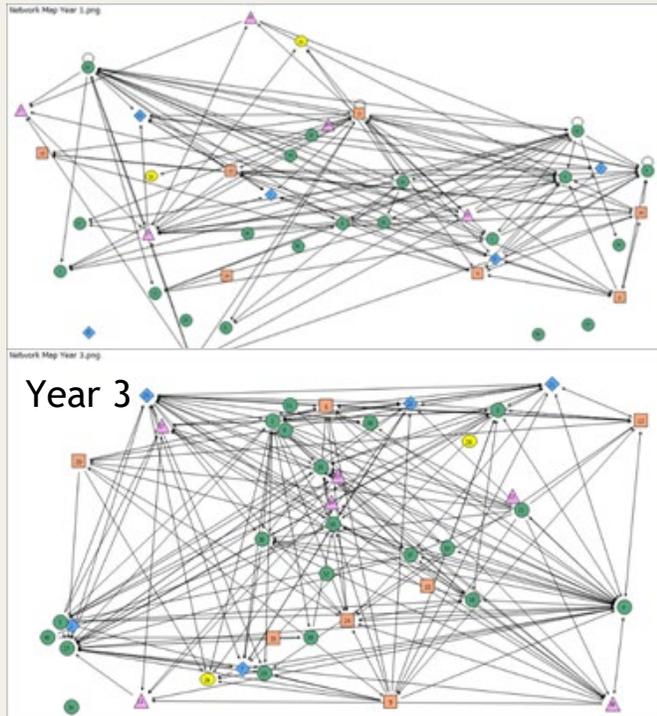
Constructs of Interest for OC:

- Shared purpose, agreement and consistency of views across stakeholders
- Documented activities and structures for successful collaboration
- For each activity, Likert Scale ratings of:
 - Perceived importance
 - Use and implementation
 - Perceived effectiveness

Map Communities of Practice

Social Network Analysis:

- Designed to identify characteristics and connections that exist among “members” of a “partnership”
- The maps below illustrate how the total number of connections appears greater in Year 3 than Year 1



Year 1

Entry Point COP:

Characterize the activities of functional teams that carry out the work of the alliance

Constructs of Interest for COP:

- teams and committees as well as individuals that make up the strategic alliance
- purpose and primary tasks
- how often, who, where, medium of meetings
- how long each team or individuals persisted
- importance of the teams and individuals in achieving the goal of the alliance

Monitor Stages of Development

Alliance Member Interviews:

Evaluators interview all alliance members and cohort participants annually using protocols based on the CEIF stages of development

Entry Point SOD:

Monitor predictable stages of development; 1) assemble/form, 2) storm/order, 3) norm/perform, and 4) transform/adjourn.

Stage	Description	Questions
Assemble form	Success hinges on shared clarity around purpose, structures, strategies, leadership	Do leaders and members share a common understanding of the alliances' purpose?
Storm order	Critical developmental time, when the shared purpose of the alliance tends to evoke feelings related to urgency, resources, turf, expertise, and willingness to take on responsibilities	Has the group established systems and norms for managing consensus and conflict? Are policies and guidelines in place to achieve the group's purpose?
Norm perform	Actively implementing established activities and executing specific activities necessary to accomplish the alliance's goals	How effectively and/or efficiently are the alliance systems (e.g., information dissemination, resource allocation) working?
Transform adjourn	Use data related to goals and outcomes to determine whether and how to refine, reconfigure, or dissolve collaboration	Evidence of accomplishments? How is the alliance transforming? What factors are precipitating the transformation?

Assessing Levels of Integration

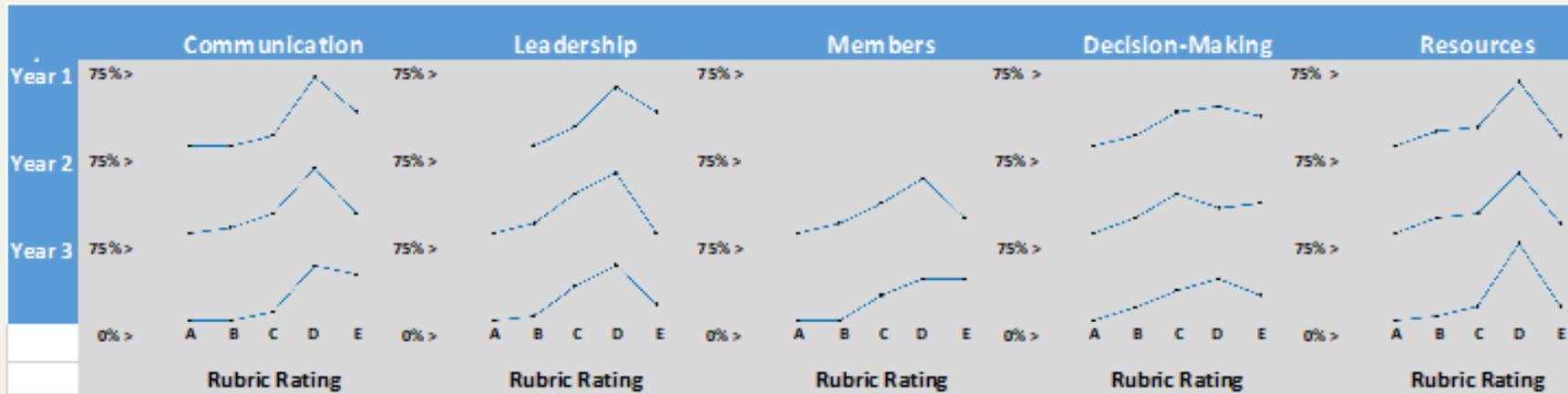
Levels of Integration Rubric (LOIR):

During annual interviews, all alliance members rated collaboration practice using the LOIR, rating 5 categories of collaboration using a 0 to 4 point rubric

Entry Point LOI:

Degree of integration among partners, from cooperation (sharing) to coordination (co-hosting) to collaboration (merging)

Percentage of Alliance Members Endorsing each LOIR Scale Point



Each interviewee selected the rubric value that best reflected Alliance functioning at the end of each year..

Sample Rubric

Leadership	No-shared leadership A	Facilitative leaders, often voluntary B	Central leadership group-identified C	Strong, visible leadership D	Committee and subcommittees formed E
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Assess Cycles of Inquiry

Opportunities for Feedback:



Feedback from Advisory Board

Among Alliance Partners

- + Previous collaboration amongst partners provided a good foundation
- + Impressive level of cooperation and communication among the alliance members
- + Frequency and focus of scheduled meetings and plans for use of technology to manage and coordinate project activities
- ✓ Very strong self-analysis component; seems to continuously adapt to address difficulties and better serve its participants
- ✓ Reflective activities as good models for student practice
- _ Suggestion to document collaboration development and consider potential barriers for newer alliances

Entry Point COI:

Ongoing cycles of inquiry include dialogue, decision-making, action, and evaluation around a shared purpose based on evidence

Constructs of Interest for COI:

- Systematically review feedback
- Structured response documents
- Integrated feedback and analysis of Alliance response
- Quality of response rated: +, ✓, or -.
- See sample below of scored feedback

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An **inter alliance**
collaborative workgroup

dedicated to the **design,**
measurement &
sustainability of
collaborative practices

in service of a **diverse &**
inclusive academy



Building Together

Building Together history and timeline

ECBC
Meetings
Begin

- AGEP evaluators learning together
- Three alliances join to discuss measuring collaboration across alliances

ECBC
Webinar
March 2021

- ECBC sponsors webinar for evaluator/PI dyads
- Build alliance capacity in evaluation of collaborative practice using CEIF* evaluation framework

AGEP NRC
November
2020

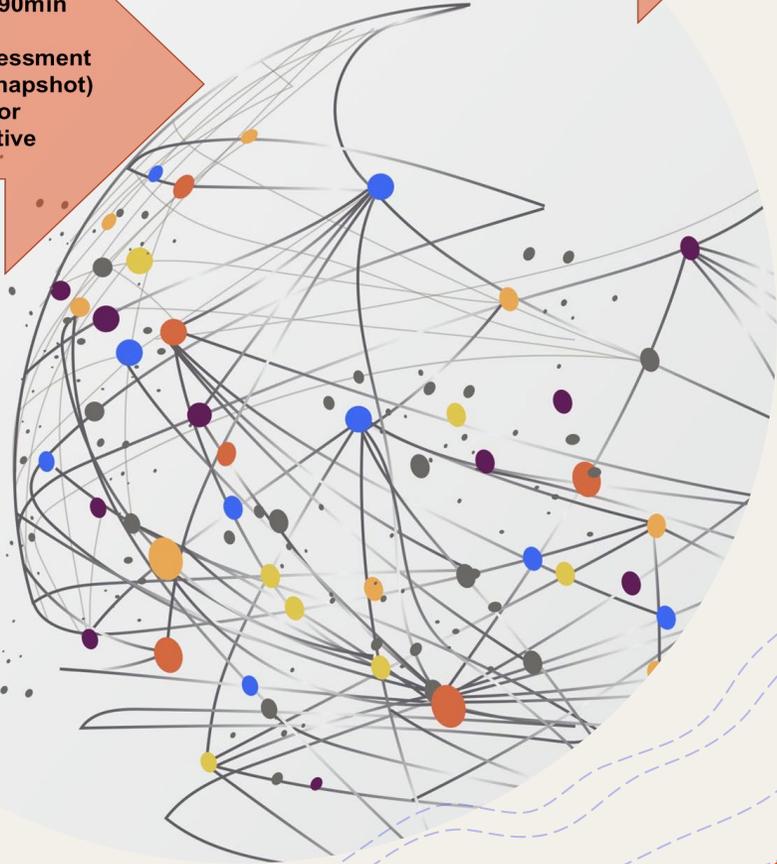
- Three alliances presented research talk
- Outlined the SPARC ecosystem model of collaborative practice for AGEP alliances

Inter Alliance
Workgroup
March-August
2021

- Workgroup Monthly 90min Zoom Meetings
- Construct a self-assessment tool (collaboration snapshot) for alliances to use for improving collaborative practice

AGEP NRC
June 2021

- Scaling workshop June 17-18 or other AGEP community forum
- Share the collaboration snapshot with the AGEP community. Consider next steps as a community.



If you want to **learn more** or **join the workgroup**, contact Kim Kelly

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Come Sail Away with Me... imagine Styx singing...

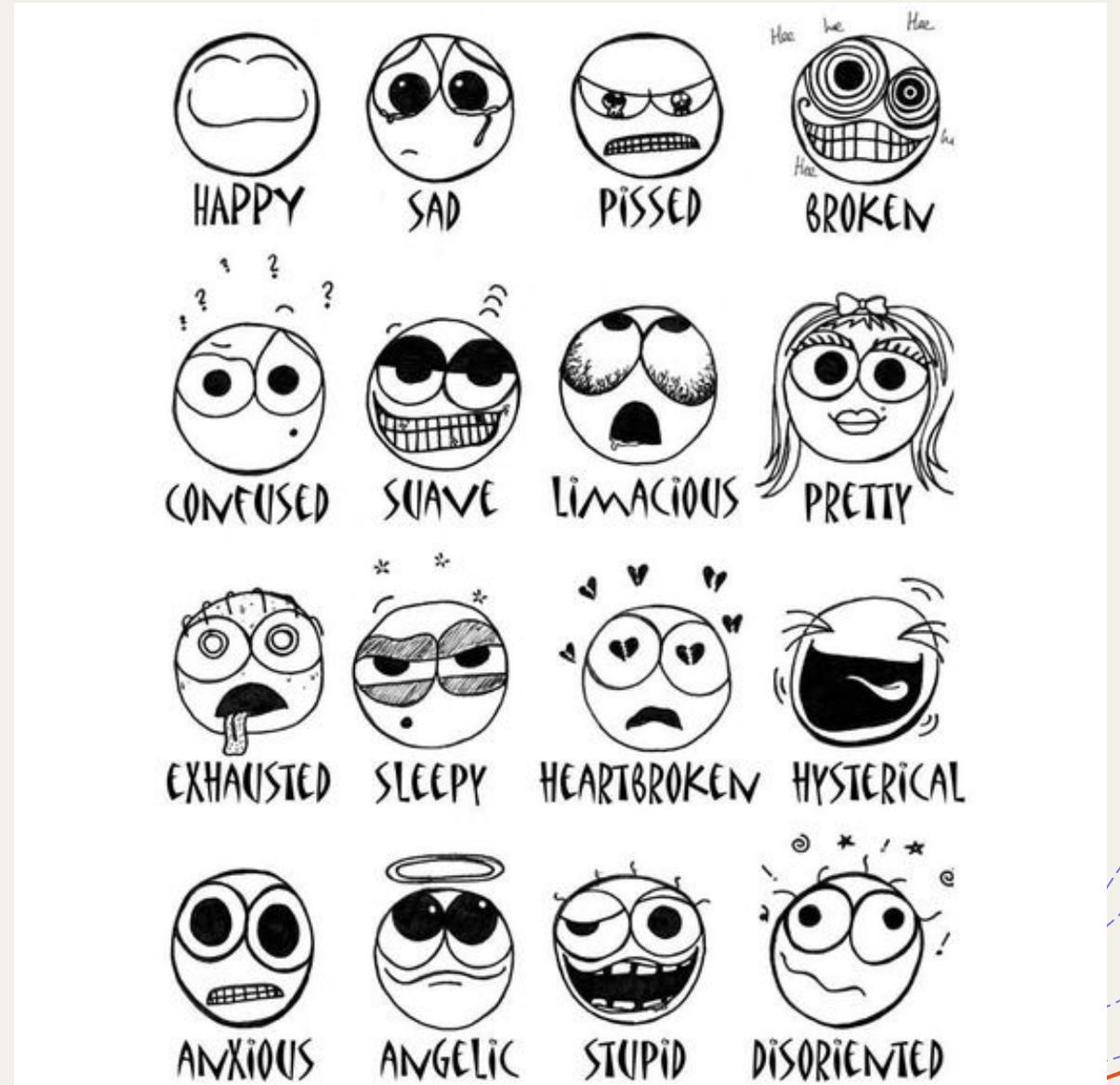


What is something that you can take back to your own alliance to help them collaborate more effectively?

How might you use something you learned in your own evaluation practice with your alliance?

The LAST Word...

How are you
feeling about
collaboration in
your alliance?



Wrap Up and Next Steps

- The next ECBC webinar is on **April 28, 2021 from 2:00 PM – 3:30 PM ET**. This will be a working session on Culturally Responsive Evaluation *for Evaluators only*. We'll send registration information out soon.
- Look out for a survey from us for asking for feedback and suggestions for future webinars.



THANK YOU

Contact the AGEP ECBC team any time!

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<https://agep-ecbc.edc.org/>