

**The National Community Anti-Drug Coalition  
Institute:  
A Formative Evaluation of the Institute's Activities  
from  
September 2003-October, 2004**

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## Executive Summary

This report is a formative assessment of the second year of the National Community Anti-drug Coalition Institute (hereafter called the Institute), spanning the work conducted between October, 2003 – September, 2004. The purpose of this evaluation was to assess the quality and impact of the work conducted during that time. The evaluation was guided by the following questions:

- To what extent did the Institute meet the targeted goals and activities during this time period?
- What are the current strengths and potentials of the Institute?
- To what extent does the Institute continue to build the capacity of its participating coalitions?
- What do key stakeholders (including federal partners, participating and non-participating coalitions) think of the Institute and its work during this period of time?
- Why do some coalitions choose not to participate in the Institute's services? What could be done to engage these coalitions in the Institute's technical assistance and training efforts?
- What lessons can the Institute learn about its work to date and to improve its performance in the future?

An evaluation team from Michigan State University conducted this assessment during May - August, 2005. Three evaluation methods were employed:

- Secondary analysis of all critical documents, including the Guidance for Applicants, the Institute's grant proposal, strategic plan, work plan, theory of change and logic models, bi-annual reports, training evaluations, and other relevant documents.
- Semi-structured interviews of key stakeholders (total N = 46) including Institute Staff (N = 6), CADCA staff (N = 2), representatives from key federal partner organizations (N = 3), participants and mentors from the Greenhouse, National Academy Pilot, Boot Camp, and Leader Mentor programs (N = 28), and representatives from coalitions currently not participating in Institute activities (N = 7). Within each of these groups lists of possible informants were obtained from the Institute. The evaluation team randomly selected individuals from these lists. Phone interviews which lasted approximately 75 minutes were conducted.
- Quantitative assessment of the relevant registry survey data needed to assess the perceived satisfaction and quality of brief TA services and Institute trainings.

As the body of this report indicates, key stakeholders in participating coalitions and federal partners note that the Institute made important strides in Year 2. In regards to its key objective to "develop and build the capacity of community coalitions to successfully reduce substance abuse" coalitions report that the Institute trainings they attended had a significant impact on their coalition's capacity and functioning. Some indications of the impact of the Institute's trainings on coalition capacity, as reported by coalitions, include:

- **Increased funding** (e.g., 11 Greenhouse coalitions received DFC grants)
- **Increased focus on and use of core competencies and the Strategic Prevention Framework** (e.g., community needs assessments, strategic planning, logic model development, membership expansion)

- **Increased visibility and recognition in their targeted communities**

In addition, coalition participants report that they are satisfied with the services they receive from the Institute and the majority note that they “use” the knowledge and skills they have developed to build the capacity of their coalition back home. One training participant captured the sentiment of many in the following statement:

*Because of the training, we're a much more solid coalition in shorter a time.*

Federal partners report similar perceptions of the Institute’s work during this time period. Most are pleased with the direction the Institute is taking and believe that the Institute is well on its way to becoming the “*premier coalition training institute*” in this country. With the addition of the National Coalition Academy, most partners feel that the Institute is well on its way to reaching the desired scale and scope of impact.

Of course, the Institute continues to face some challenges as it strives to reach its objectives and to make “*coalitions smarter, faster.*” In general, these challenges include:

- Limited staff resources amidst increased expectations from partners and constituents
- Competing priorities and federal partner mandates regarding which coalitions to prioritize
- Shifting GPRA measures and challenges establishing the necessary baseline data needed to demonstrate impact

This report is organized into the following sections:

Section 1: To what extent did the Institute meet the targeted goals and activities during this time period? (pg. 4).

Section 2: What do key stakeholders think of the Institute and its work during this period of time? (pg. 11).

Section 3: To what extent does the Institute continue to build the capacity of its participating coalitions? (pg. 13).

Section 4: What are the current strengths and potentials of the Institute? (pg. 26).

Section 5: What could be done to make the Institute’s service more effective? (pg. 35).

Section 6: Lessons learned (pg. 49).

In addition, there are three companion briefs that accompany this report:

- Sustaining the Impact
- Engaging Uninvolved Coalitions
- Fostering Leader/Mentor Impacts

# SECTION 1

## ***To what extent did the Institute meet the targeted goals and activities during this time period?***

In 2004 the Institute modified its objectives, core strategies and ultimately its theory of change (in 03/05) to better reflect the needs of SAMHSA. While this shift did not significantly alter the core mission of the Institute it did alter the Institute's core strategies and focus of work. Although some of the changes were still in process after the end of the second fiscal year, we have used the new objectives and theory of change to frame our evaluation of the 03/04 period. We thought that this would facilitate the forward thinking of the Institute and the full integration of these new objectives and theory of change into the Institute. In addition, the shift to the Strategic Prevention Framework (as mandated by SAMHSA and used to frame coalition development and training work) is very much aligned with the core competency focus initially used by the Institute.

It is important to note that whether we use the new or old frameworks for evaluating the accomplishments of the Institute during this period the story is the same: **most stakeholders agree that the Institute largely accomplished what it set out to achieve during its second year of work.** In addition, our more objective assessments of what activities were promised and which ones were accomplished support these stakeholder perceptions: **of the 106 activities planned for in 03/04, 98 (92%) were accomplished. For many of these activities the Institute exceeded its targeted goals.**

Below we describe the three core strategies that are now included in the new theory of change and highlight the key activities and successes within each.

### **Strategy 1: Increasing the quality and quantity of Strategic Prevention Framework (SPF) coalition development training for community coalitions**

During the 03/04 period, the Institute expended significant effort at increasing both the quantity and quality of training and technical assistance provided to coalitions. Given the mission and purpose of the Institute, it is not surprising that the majority of effort in 03/04 was focused on designing and delivering trainings in a variety of venues to coalitions across the United States. The quality and quantity of the efforts in this area were well recognized by the federal partners:

*In terms of position or branding, I don't know of another place that can provide that level of training.*

*They have trust and confidence from people in the field. A reputation of following through with professionalism the task they've been assigned. This type of reputation grows quickly and people are respectful of those kinds of people.*

In regards to the specific accomplishments during this period:

- Overall, the Institute **provided training to 4336 coalition members across 70 different training events** (a 75% increase over what was expected during this period of time). A few highlights of these activities include:
  - **The training events occurred in 49 different communities across the country** – a strong testament to the Institute’s goal of having a far reach and national focus.
  - Over **150 coalitions received four days of intensive training** in the Coalition Boot Camp. Many participants were DFC coalitions.
  - **30 seasoned coalition leaders** were trained to serve as mentors for selected coalitions.
  - **150 coalition members representing 30 fledgling coalitions** received intensive training to learn about all aspects of coalition operations.

While the impact of these events is discussed in more detail in Section 3, it is important to note here that our evaluation suggests that there is a growing body of evidence to conclude that the Institute is making important progress towards **achieving its goal of increasing the percent of effective coalitions**. For example,

- All but one of the Greenhouse communities completed their required products which demonstrate the implementation of core competencies in the Strategic Prevention Framework.
  - More than 70% of these coalitions (20) submitted DFC applications.
  - Eleven Greenhouse communities received DFC funding.
- **In addition to providing a significant amount of training, the Institute also worked to improve coalition training and support efforts.** In the year one evaluation, the Institute was applauded for its continuous learning orientation, particularly its emphasis on working to improve training and TA services to increase impact and coalition effectiveness. Activities in year two indicated that this emphasis on continuous improvement is still in place, particularly as the Institute works to integrate feedback from current trainings and supports to improve future training and TA endeavors. Below are some of the key activities pursued in this area:
    - **Surveyed coalitions about their training needs.** To help plan for the National Coalition Academy and to learn more about overall coalition training needs, Institute staff and volunteer Leader/Mentors surveyed over 300 coalitions and held in-depth focus groups of coalition leaders at the Forum. This resulted in the “first ever” comprehensive report of coalitions’ opinions related to their training needs and their willingness to participate in different types of training experiences.
    - **Adapted the Greenhouse training model to reach a broader audience and significantly more coalitions.** A large amount of the Institute’s work during year two was to plan for a national training program called the National Coalition Academy. As a result of the academy, a substantial number of coalitions at different levels of development will receive intensive, low cost, high dosage training. This training initiative will create the infrastructure needed for the Institute to have a greater scope of impact.

- In 03/04 **987 units of technical assistance** were provided on a variety of topics to coalitions. This is slightly lower than the 1000 units of technical assistance projected as the targeted goal.

## **Strategy 2: Adopt and disseminate practical information about evidence-based policies, practices and programs and assist coalitions with their selection and implementation.**

As part of the evaluation in 02/03, it was noted by several stakeholders that the Institute needed to significantly “ramp up” its communications and marketing efforts to increase the visibility of the Institute and constituent awareness of the best practices, programs, and resources available. Overall, efforts in this area in 03/04 were applauded by the stakeholders we interviewed. As one federal partner noted:

*Institute now has ability to get the information out to the coalition.*

Coalition members also praised the various communication and dissemination pieces that were developed. As one participant noted:

*I get the Strategizers - I really like those. I have relied on Strategizers a lot – for instance when writing the last DFC grant. Our coalition has changed a bit and so I looked at the Strategizers for things on logic models. I save all of them. (e.g., how to do logic models).*

Below is a summary of the key activities in this area in 03/04.

- **Developed listserves and a website to “get the word out”**  
The Institute significantly revised its website and developed listserves to provide timely and relevant information to coalitions. For example, the listserves allowed the Institute to send messages to a specific type of grantee (i.e., DFC) or geographic location, or populations served (i.e., minority populations). This development now permits the Institute to “target” communications to address specific coalition interests as opposed to just sending generic information. The revised website now serves to promote the Institute’s activities and services and also serves as an information dissemination tool to help coalitions develop their core competencies in the SPF.
- **Improved information dissemination to key stakeholders**  
During its second year the Institute placed a significant amount of focus on “getting the word out” about the Institute. Its Outreach and Marketing unit was reconfigured into the Dissemination and Coalition Relations department. Efforts to increase Institute’s visibility among key state and federal partners were enhanced. As a result of these efforts the Institute has developed several new partnerships and has received additional funding from NHTSA and Weed and Seed.
- **Provided four audio teleconferences to expand the reach and meet coalitions’ emergent needs and requests**  
To assist coalitions in improving their ability to begin and sustain effective environmental strategies, the Institute contracted with the Pacific Institute for

Research and Evaluation (PIRE). PIRE provided four audio teleconferences on “hot topics” that were of interest to the coalitions like methamphetamine abuse and workplace substance abuse strategies.

- **Provided four satellite broadcasts**

During year two, the Institute assumed responsibility for planning and conducting four satellite broadcasts that substantially increased the number of individuals the Institute reached.

### **Strategy 3: Improving coalition’s ability to identify and adopt tools, mechanisms and measures to evaluate the creation and implementation of the SPF**

Many of the activities developed to achieve strategy two support strategy three as well. Efforts to communicate and share information with coalitions about coalition development (like the upgraded website) have also been used to inform coalitions about evaluation. In addition, the following activities were planned for and accomplished during this period of time:

- **Selected and showcased effective coalitions**

During year two, the Institute developed criteria and a selection process for the “Got Outcomes” initiative. This initiative is a competitive selection process whereby coalitions compete to be showcased by the Institute due to their successes and impacts. After a competitive review process, the committee selected two coalitions to be showcased. These coalitions also received technical assistance from the “Got Outcomes” review committee to help prepare them for the SAMHSA National Registry of Effective Programs and Practices (NREPP).

- **Developed and published several publications to aid coalition evaluation**

During FY 03-04, the Institute developed several publications, including a Strategizer on Principles of Coalition Evaluation, a bi-monthly one page Research to Practice “fact sheet” that is e-mailed to all coalitions including DFC funded coalitions, and tools distributed through the Institute’s website for coalitions to use to plan for local evaluation.

### ***What else did the Institute accomplish in 03/04?***

We were interested in identifying if the Institute accomplished other goals or activities during this period of time that were not directly linked to the three core strategies, but nevertheless critical to the work of the Institute. Institute staff were able to identify several additional accomplishments including:

- **Increased use of evaluation and technology systems to track outcomes.**

*We implemented policies and procedures for logging and handling TA requests that makes the process more streamline and efficient.*

*We now have better ways of measuring our impact and success of the trainings that matches dosage with the expected outcomes.*

- **The launching of The National Coalition Registry.**
- **Greater clarity of focus**, specifically about their role in serving DFC coalitions.
- **Ability to maintain a focus on the core mission and vision**, despite external constraints and demands.

*During this period of shifting political whim, we've been able to continue to articulate a vision of community mobilization to address a key concern of this country.*

- **Continued to increase Washington's awareness and knowledge of coalitions** through discussion with the federal partners and politicians.
- **Worked with OJJDP to better engage the Institute** in the referral and feedback process leading to the Institute having better follow-up with the coalitions and increasing their credibility.
- **Improved its relationships with CADCA.**

## **What did not get done and why?**

Overall, the Institute achieved most of the activities listed in its 03/04 work plan. Only two activities were not accomplished and both for reasons that were outside of the control of the Institute:

- During FY 03-04 the **Annual Coalition Survey and Database** was not completed. The annual coalition survey and database was intended to help identify all community anti-drug coalitions operating in the United States and to gather pertinent information about each coalition's form, structure and operation. The survey had been developed, but the Institute did not receive Office of Management and Budget clearance. It was intended to serve as a baseline for GPRA measures. There was hope that CSAP and ONDCP could require DFC and SIG/SPF coalitions to complete the survey, it was later determined that they had no legal authority to do so. It is important to note that the Institute is not being held accountable for the withdrawal of this baseline survey due to SAMHSA's withdrawal of support. It is also important to note that the Institute was able to launch the National Coalition Registry instead, which serves as an excellent source of data for many of its GPRA measures
- Thirty additional coalitions were to be selected for the second round of Greenhouse coalitions but additional funding was not obtained.

## ***Is the Institute meeting its federal partners' goals?***

Over the past 2 years, both the oversight agencies, and therefore the accountability measures have changed for the Institute. Originally housed in CSAP and then moved to SAMHSA, the Institute's original 10 GPRA measures, as set forth in the original application, have been modified. These measures are used to determine the extent to which coalitions served by the Institute adopt specific practices; more specifically collect local baseline data. These measures include:

- Improve the structure, operation, leadership, and sustainability of coalitions—as indicated by the number of coalitions that have developed outside funding streams
- Improve coalitions' use of data for needs assessment and strategic planning—as indicated by the number of coalitions using data
- Improve coalitions' implementation of evidence-based prevention strategies—as indicated by the number of coalitions using evidence-based prevention strategies
- Specifically assist coalitions that represent economically depressed communities—as indicated by the number of coalitions trained and assisted by the Institute that represent economically depressed communities.

Using these objectives as a guide, the Government Performance Results Act (GPRA) standards for the Institute during '03-'04 was to serve 98 “economically disadvantaged” coalitions. Institute staff report that this objective was met. As a result of this shift from one funding agency to another, the Institute has had to put some projects on hold or make changes to projects that were already underway. The Institute has also had to shift its emphasis on training coalitions in its targeted core competencies to the Strategic Prevention Framework adopted by SAMHSA. In actuality these two approaches are quite similar and focus on many of the same coalition processes.

During the interviews, the federal partners stated that they believe the Institute has adapted to the shift well. In fact, the federal partners feel the relationship has improved since the Institute was shifted to SAMHSA. When asked about how the Institute has adapted to the change, the response was overwhelmingly positive.

*They did a very nice job in being a neutral party in all of that - the shifts – acted professionally and appropriately and have taken on the new partnership and have been on board with that. We have been pleased with their reaction to it.*

### **According to the Federal Partners, what did the Institute accomplish in 03/04?**

According to the Institute's Federal Partners, the Institute had many accomplishments in 03/04. Most Federal partners felt that the Institute is accomplishing “what it is designed to do.” and that the Institute is either meeting or exceeding their expectations. However, one respondent stated that it is “too early to tell” and felt that the Institute's third year in operation would be the real test, because by then, the Institute was expected to have some outcome data. Below is a summary of federal partners' perceptions of the Institute's accomplishments during FY 2003-2004.

- **The Institute increased the amount, affordability, and sophistication of training and technical assistance.** Federal partners noted that the Institute accomplished this through the variety of trainings they offer, including the regional trainings and the National Academy, Bootcamp and Mid-Year Trainings.

*A major accomplishment was to build a national coalition academy...They've held some significant training events that have been well received and attended. They were lauded for their abilities – Mid-Year Institute, National Leadership Forum, regional training institutes, and helping states with their training events.*

- **Gained a greater clarity in their focus, specifically about their role in serving Drug-Free Community coalitions.**  
*We did struggle with them when they first came on - they were struggling figuring out their direction. I think [what helped was] them finally picking one piece to focus on - a clarity of focus helped. They got a package of materials (the training modules) that can be adapted for appropriate audiences and timeframes.*
- **Conducted the National Registry of coalitions**  
*They helped put together the national registry of coalitions that will be a powerful tool –it currently has more than 1000 coalitions. That is an accomplishment that is long overdue.*
- **Fostered unity in the coalition field.**  
*They (the staff) worked very diligently to build a coalition of partners from regional, state, federal and others so everyone is working together to help coalitions. They have reached out to the other players in field.*
- **Improved its relationship with the federal partners.**  
*Every month there's a group called cooperative partners, SAMHSA, ONDCP that met, - the meetings were really tense and relationships were strained. The Institute really tried to play a facilitating role in building relationships and moving the group in a more positive route. Amongst the group – they helped set the agenda and define the tasks. This enabled things to get done this year. Relationships between the Institute and ONDCP and OJJDP have improved. Things have calmed down, and we now hear positive comments on the Institute's work. It was the Institute who reached out – not the other way around.*

Overall, Federal partners stated that the Institute not only accomplished its goals in 03/04 but also **successfully responded to feedback and lessons learned from the previous year.**

*...They were receptive to feedback to making necessary changes and adjustments that worked well. They took some heat during year one but they listened to it and tried to correct accordingly.*

## Conclusion

In summary, the Institute was charged with reaching an impressive set of objectives in 2003/2004. To accomplish these, the Institute created an ambitious workplan for the second year and then completed a large percentage of those planned goals and activities. This is a significant accomplishment given that the Institute is only in its second year of operations. It is also important to note that federal partners, CADCA staff, and Institute staff concur that the Institute accomplished its core objectives for year two and began to establish the frameworks and infrastructure to further its success in year 3 and beyond. As one partner noted:

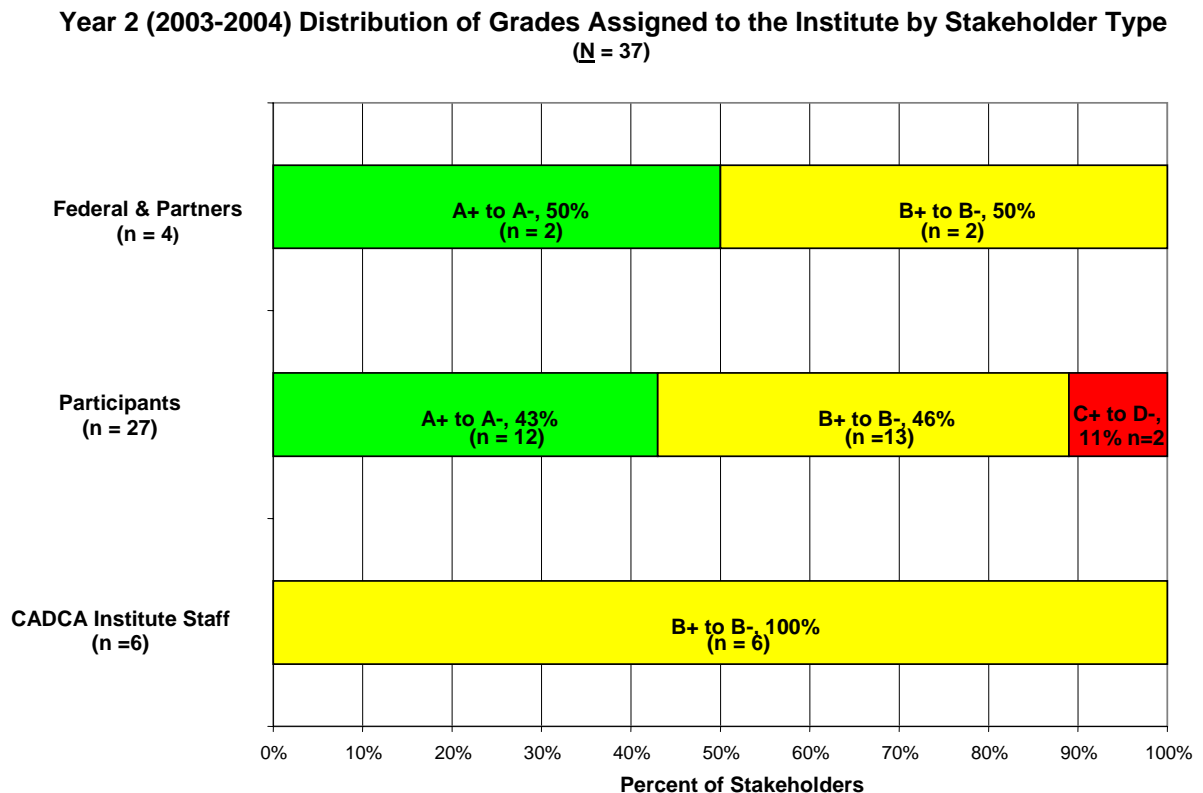
*It (the Institute) has exceeded the objectives that it was given – it is a quality element within the CADCA family. It has expanded CADCA's respect in the field.*

## Section 2

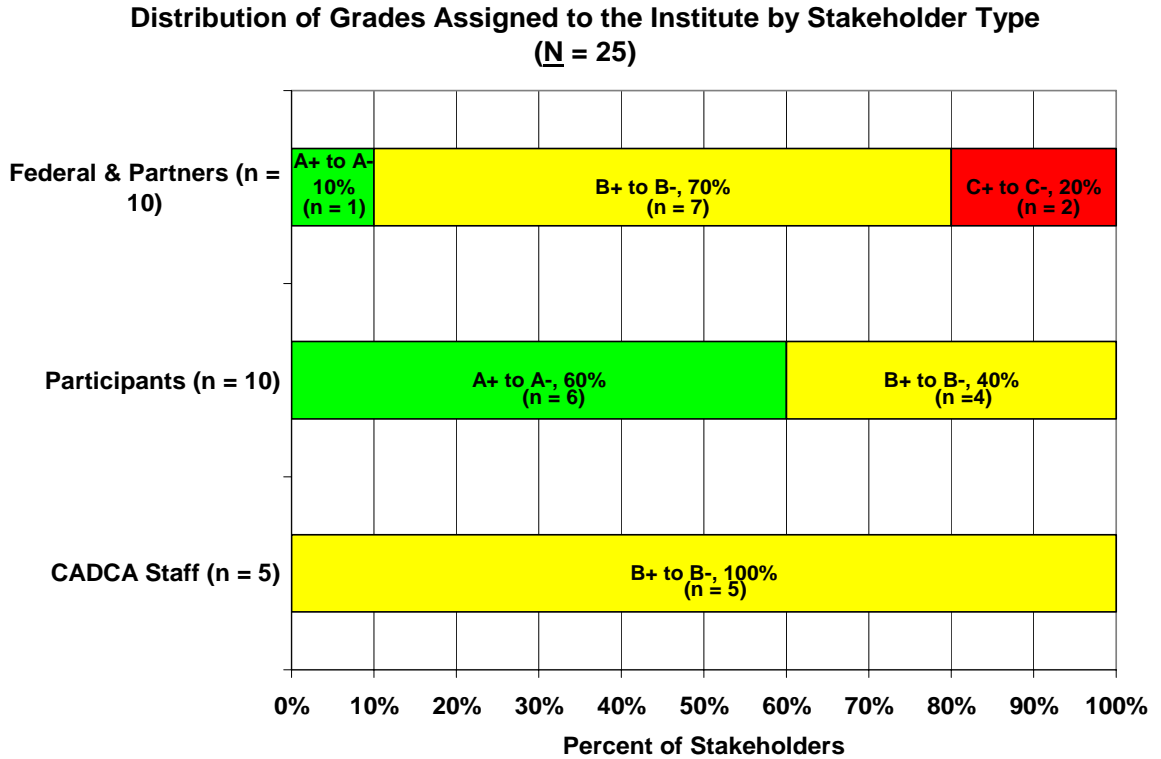
### ***What do key stakeholders think of the Institute and its work during this period of time?***

When asked to grade the work of the Institute during 2003/2004, stakeholders gave an average of a **B** (as they did in 02/03). As Figure 1 illustrates, Federal and other partners rated the Institute's work the highest this year and these ratings are somewhat higher than they gave the coalition last year (See Figure 2 for last year's ratings). Coalition members provided a more mixed response this year, rating the Institute's work slightly lower than they did last year. Given this finding, we thought it would be useful to compare the ratings given by participants from the different trainings that were included in this study. We should note that these ratings should be interpreted with caution, given the small N that was available for each type of training. As Figure 3 illustrates, the Boot Camp received the lowest grade overall, particularly by individuals representing coalitions that were not mandated to participate in this training. Our interview data suggests that some of these individuals perceived this training to be too basic, given their coalitions' current needs and capacities.

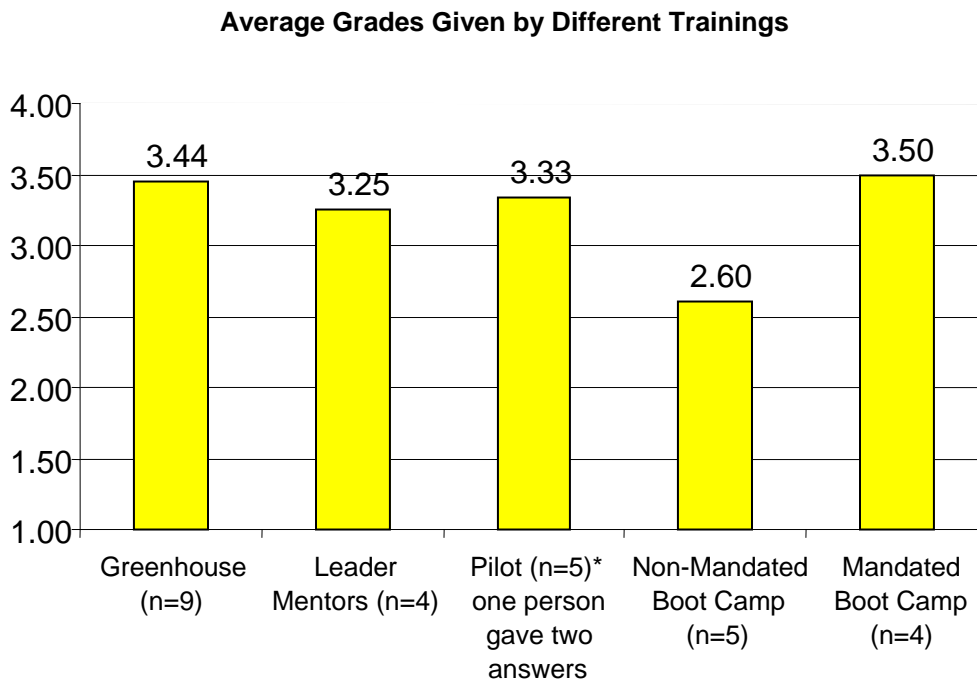
**Figure 1: Stakeholder Grades of CADCA Institute in 2003/2004**



**Figure 2: Stakeholder Grades of CADCA Institute in 2002/2003**



**Figure 3: Differences in 03/04 Coalition Grades Across Training Types**



## SECTION 3:

### ***To what extent does the Institute continue to build the capacity of its participating coalitions?***

The Institute strives to build the capacity of coalitions in a variety of ways, including through its trainings, audio and teleconferences, dissemination of educational materials, and technical assistance. Because our evaluation mostly targeted gathering data from participants in the trainings, we primarily examine the extent to which the Institute trainings continue to build the capacity of its participating coalitions.

Evaluating the impact and effectiveness of a training program requires attention to two questions:

- 1) **Are participants satisfied with the training they receive?** Participant satisfaction is an indication that the design and training content are meeting participants' needs and is usually an indication that participants will seek training again from the same sponsor.
- 2) **Does training build coalition capacity?** The primary goal of the Institute's training is to build coalition capacity. Capacity within this context can include increases in skills and knowledge as well as improvements in the coalition's operations and infrastructure that would help it to achieve its goals (e.g., implementing the core competencies, increasing resources).

To answer the above questions we assessed the a) interview data from participating coalitions, b) evaluation summaries and forms from several training efforts, and c) data gathered in the National Registry survey process. The interview respondents represented a variety of trainings including the Greenhouse, Leader/Mentor, National Academy Pilot, Leadership Forum, and Bootcamp trainings.

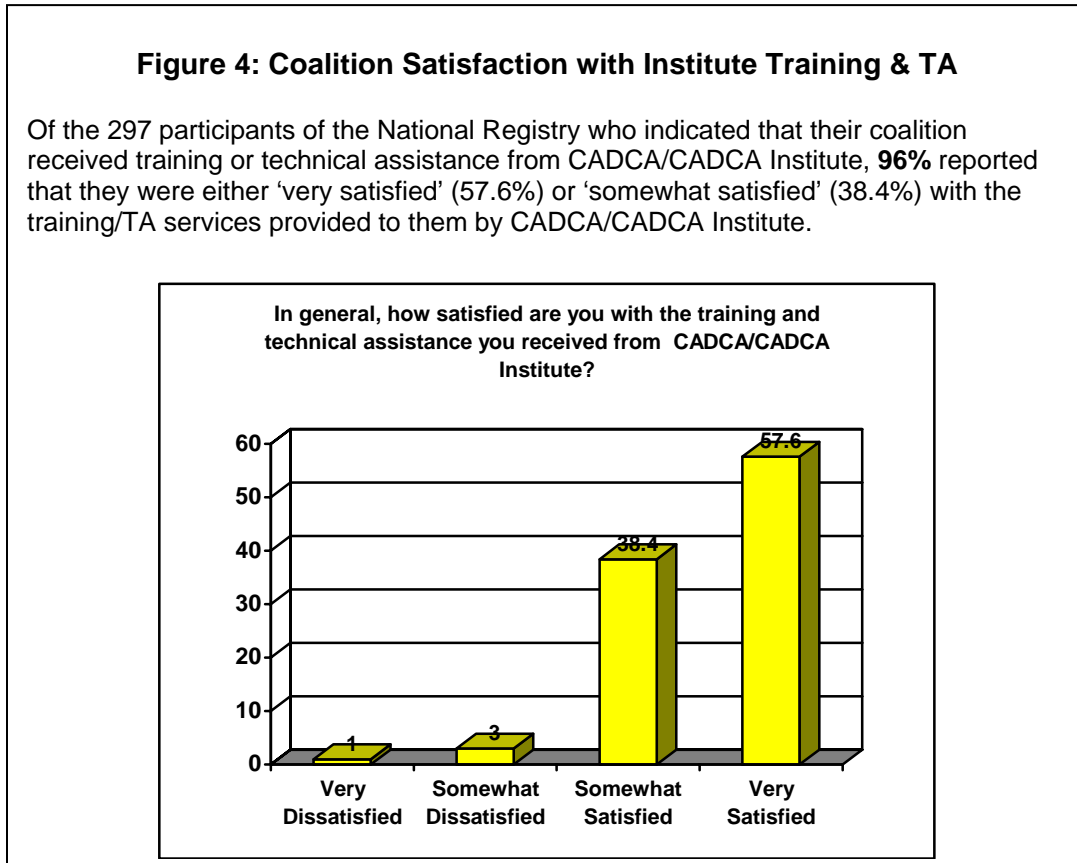
Overall, it should be noted that coalition participants appear to **find the Institute's trainings very useful and inspiring**. In general, attendees report that Institute trainings have significantly built their own capacity as well as the capacity of their coalition. They note that – as a result of the Institute's trainings - they are *“taking the skills back home with them”* to their coalitions, implementing the core competencies, reenergizing their coalitions, and building their coalition's infrastructure to make change in their communities:

*The training influenced our plan for our DFC grant. We used a lot of the knowledge we got in our grant. It made us more science based – thinking more science based.*

*The Boot Camp energized the coalition chair and myself and we were able to bring that energy back. It strengthened our resolve that we were going to train our coalition in what makes a coalition work and what a coalition really is. It helped to strengthen my dedication to doing this because I saw some real movement – The huge number of people and the political support it was getting. It showed me that we can move mountains. It gave me inspiration.*

## Are coalitions satisfied with the training they receive by the Institute?

Data gathered in the coalition National Registry survey conducted by CADCA strongly suggests that coalitions are satisfied with the training provided by the Institute. As Figure 4 illustrates, coalitions appear to be very satisfied with the training and technical assistance offered by CADCA and the Institute, with 96% of responding coalitions reporting that they were somewhat or very satisfied with the training and TA received.



Although this survey data asked respondents to report on their experiences with CADCA and/or the CADCA Institute, we have confidence that these findings reflect coalition satisfaction with the trainings sponsored by just the Institute as well. During our interviews with coalition participants, we often heard of how pleased participants were with the trainings they attended that were sponsored by the Institute:

*Institute training has been very beneficial, not just the classroom stuff, but learning about what other coalitions across the US have done, borrowing ideas from them...*

*Mid-Year Boot Camp coalition building was excellent...it was well done and I took pages of notes. It was organized around how do I rebuild this coalition without reinventing the wheel...*

## ***Does Institute training build coalition capacity?***

Overall, participants noted that the Institute's trainings had a significant impact on their capacity by:

- increasing their knowledge and skills, and
- helping them build their coalition's capacity when they return home

Importantly, coalition participants noted that they not only developed the skills and knowledge needed to strengthen their coalition's capacity, but actually implemented many of the core competencies within their coalition when they returned home. **This suggests that the Institute's training has the potential to have a significant and sustained impact on coalition capacity.** Below we describe the specific impacts on knowledge and skills and overall coalition capacity.

### **Increasing Knowledge and Skills**

Almost all of the training participants we interviewed noted that the Institute's trainings helped them to significantly increase their knowledge and skills. The table on the following page outlines the types of knowledge and skills participants reported developing as a result of Institute trainings in 03/04. For some coalitions, the trainings provided an opportunity to learn new skills while others received validation of their existing knowledge. It is also important to note that most of the Institute's trainings served to build all of the skills and knowledge listed in the following tables. Finally, a review of the improved knowledge and skill areas reported by participants suggests that the training provided by the Institute is helping coalitions develop the core competencies of the Strategic Planning Framework.<sup>1</sup> As Table 1 illustrates participants noted that they experienced knowledge and skill increases in:

- Community Needs Assessment (Assessment)
- Developing their Coalitions Structure, Role and Processes (Capacity)
- Logic Model Development (Planning)
- Awareness of Implementation and Other Resources (Implementation)
- Evaluation (Evaluation)

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<sup>1</sup> It is important to clarify that these themes were stated by the informants themselves. Members of the evaluation team inductively coded the interview data and organized informant responses into meaningful thematic clusters. After this process was completed we checked these categories against the SPF framework and discovered that the informants' reports matched the core competencies in that model.

**Table 1: KNOWLEDGE and SKILLS GAINED from the Institute’s Training**

Content Area	Skills/Knowledge Developed	Coalition Participants say...
<p><b>Community Needs Assessment</b></p>	<p>Participants gained more knowledge and understanding about how to implement and use a community assessment.</p>	<p><i>...As time went on, I was using the materials that were given to me. The 2<sup>nd</sup> training really put things into perspective, so I really developed some skills w/ both sessions, but especially with the 2<sup>nd</sup> training I was able to more clearly see the objective of what CADCA was trying to do - becoming familiar with the staff and the participating coalitions that were there...email communication with Paula and Paul, and other coalitions across the country made me more comfortable. I got to read the community tool book curriculum handbook, modules 1-5 during the 1<sup>st</sup> training in November, we had assignment after assignment after assignment.... And then when I had time to breathe, I had time to apply that within the community.</i></p> <p><i>The part I found most useful was community assessment. I used to think it just meant data... but I learned about developing a logic model. Working on a action plan. Although the Boot camp – felt like needed a vacation afterward – I felt it really honed my skills...</i></p>
<p><b>Coalition’s Structure, Role and Processes (Capacity)</b></p>	<p>Trainings provided clarity around what a coalition is and how it should operate.</p>	<p><i>Training gave me more clarity around what the coalition’s role should be.</i></p> <p><i>It informed our thinking about where wanted to go; what is a needs assessment; what is strategic planning; it demystified the process.</i></p> <p><i>The immediate impact was looking at the difference between direct and indirect services and how a coalition truly should look. One of the things I brought back was that we needed to change – Because we know the shift is away from programs – and our members they don’t see their connections in relationship to other sectors.</i></p>

Content Area	Skills/Knowledge Developed	Coalition Participants say...
<b>Logic Model Development (Planning)</b>	For some coalitions, the concept of a logic model was a new idea. The training provided clarity around the need for and use of a logic model.	<p><i>I had no clue what a logic model was – being able to take apart the logic model and add the factors and distracters that might affect our success. [It was] really helpful to put it into a format that everyone can see.</i></p> <p><i>There's so many different versions and CADCA's [logic] model is very action oriented. [It] helped me with my own work, and makes it so action plans are easier made. It takes a project and makes it more doable.</i></p> <p><i>Helping us through the logic model process to look at our goals. They were a big help in keeping our logic model "logical" so that it matched up with our coalition's goals.</i></p>
<b>Implementation and Other Available Resources and Supports</b>	Participants learned of resources available to them through the Institute and other venues.	<p><i>[The training] gave us lots of resources, websites, and people to call. It informed us when we did our evaluation and shifted our thinking about what we needed to accomplish our goals of limiting alcohol abuse. It gave you access to some of the best thinkers – the facilitators – easy access – I could ask an expert. That was a time saver...I didn't have to go research things out</i></p> <p><i>[We received] lots of info in terms of pamphlets. Education and prevention is key to change. It not only showed myself that things can change if we get strong, but having this information has led to the coalition starting to get recognized as an information resource and expert on the reservation around education and prevention.</i></p>
<b>Evaluation</b>	Coalitions gained knowledge about the need for and what to expect from an evaluator of their program.	<p><i>What we should get out of an evaluator instead of just getting a report that doesn't mean anything. To actually have an evaluation you can use. Is this working, is it not working? Done throughout the year with a plan for what to change. Get more out of the evaluation so the coalition is higher functioning.</i></p> <p><i>It provided the steps and outline of what you need to do...that tell you where you need to be; give you some measurements so you know how to measure and say wait a minute that's not working, try something else.</i></p> <p><i>It's now clear to me that you need the data about what you're doing. For example, how many kids, where were they ticketed, be very specific and focused which helps us to see if we're doing what we think we're doing.</i></p>

## Building Coalition Capacity

Overall, it appears that training participants are applying the concepts and core competencies they learn to build their coalition's capacity. Some of the best data in regards to this comes from the evaluation of the Greenhouse training. That evaluation found that:

- Most Greenhouse coalitions used the 6 core competency tools in applying for additional funding sources. Needs assessments (90%) and action plans (85%) were used most often while evaluation plans (75%) and sustainability plans (70%) were used least frequently.
- Eighty percent of the Greenhouse coalitions that completed the evaluation survey indicated that they had applied for additional funding since the last site visit from their Communities That Care (CTC) Trainer. Of those that reported applying for funding, 79% were successful in obtaining additional support for their coalition.
- While 75% of the respondents attending the Greenhouse Training did not have any staff prior to attending the training, almost half (47%) of these coalitions have hired additional staff since completing the training. This is mostly due to the increase in funds these coalitions have procured since their training.

During the interviews we conducted with coalitions representing the National Academy Pilot, Boot Camp, Leader/Mentor, and Greenhouse trainings informants also reported that the Institute's training directly impacted their coalition's capacity. Many reported implementing some of the core competencies they learned about. Some respondents stated that their coalitions are now more structured and strategic in their focus. Others stated that the trainings provided their members with the confidence needed to move forward. As one participant noted:

*[The training] built a lot of awareness of what we needed to do and direction of where we needed to go. The step process – the 6 steps – knowing that there was a step by step process to the whole thing helped. It gave a template to model our work. You can get overwhelmed at what needs to be done. The 6 steps gave us a process to follow, and increased our confidence and sense of competency.*

## Reported Shifts in Coalition Functioning and Capacity Due to Institute Training

Through their participation in the Institute's trainings, coalition members reported that their coalition's functioning and capacity have increased. Not surprisingly, the increased capacity areas they mentioned fit very much within the core competencies of the Strategic Prevention Framework.

- **Coalition and Community Assessments:** *We did some of the coalition assessments (strengths and needs of the coalition) and through these we learned we needed to do some fundraising. [We] found it useful assessing our needs and the overall climate of what's going on in the Country. For example, given the economic post hurricane situation, assessing what we can and cannot ask of the community.*

### How Training is Building Capacity at Home

Evaluations conducted on the Greenhouse participants post training indicate that the **majority of participants not only find this training useful, but are taking action to put into place the six core competencies** they learned during the Greenhouse training:

- **96%** revised or adopted their needs assessment
- **95%** revised or adopted organizational plans
- **90%** revised or adopted their action plans
- **84%** reviewed or adopted evaluation plans
- **80%** adopted logic models
- **63%** reviewed or adopted the sustainability plans

- **Coalition Capacity Areas, including:**

- Greater clarity around the role and purpose of a coalition and coalition membership: *The immediate impact was looking at the difference between direct and indirect services and how a coalition truly should look...We work on trying to keep expanding how we look at the coalition and who else we should have as a member. We now have a service coordination focus. For the new grant proposal, we allocated less money for specific programs, and reallocated it to [have a] staff person to help with collaboration (e.g., MATForce project).*
- Clearer focus/mission: *We're more focused all the way around, the writing is more focused, the communications with members are more focused – we're clearer about what we're looking for and our expectations from them (the members). It's really shifted away from money and toward about what we're working on. That has been good.*
- Strengthened coalition membership: *I think it's helped us build a stronger coalition – all the aspects had a positive impact. Greenhouse gave a foundation and helped us grow by getting right people around the table. (If hadn't attended), Wouldn't be as strong - (because of training we're a much more solid coalition in shorter time. We now have the right people at the table who can make a difference.*
- More strategic and focused work: *It made our vision a little more concrete and helped us solidify things we knew should be doing but no one had put in writing. For example, just talking about underage drinking and how to address it. We had not done that, we were small and rural and no one had the staff to address those things; to identify resources and gaps to address these things.*

*I am more specific in looking at multiple strategies and looking at who needs to be involved. We look at it as being more inclusive and how do these existing programs tie into youth we serve. Before we didn't map it on as specifically in the coalition – how would you show me that? How do these things link? How could we show that we actually made a difference?*

- More structured coalition meetings: *Like to think we're a little more structured. We sort of met when we felt needed to meet. Now we're on a standardized meeting schedule.*

*Now when I look at agendas and planning I make sure I'm really including those things (the core competencies). For example, I include sustainability on all agenda items in the coalition.*

- More cohesive and effective teamwork: *I felt it was a great team building exercise – it brought the group together and developed a strong sense of shared ownership of the process. I think just having them work together as a team did this.*
- More effective at communicating ideas to funders and the community: *Analyzing goals, assessing community needs, and developing our framework has allowed us to get our ideas on paper and communicate them to the community and grant funders.*

- More effective at writing successful grants: *Participation in Greenhouse gave us the ability to successfully write a DFC application – has since been approved. The tools that we used were integral in developing the strategy, writing the grant, bringing the community together to plan around goals. The CTC planning process was instrumental in getting the funding*
- **Planning, via Logic Models:** *We learned to use logic models - we've used them to help guide our coalition activities we had an overall logic model in theory (in our heads) but now we have it on paper. We've since developed a logic model for how to get into the churches.*
- **Implementation, via Strategically Selecting Programs to Support**  
*One of the things we've done is that our we've met with all the school districts to determine the best evidenced based programming to carry forth our objectives. That is the protocol we've implemented – everything will be evidence- based– this idea was advocated for in the Greenhouse training.*
- **Evaluation:** *We brought an evaluator on board.*

In addition to promoting the core competencies in the Strategic Prevention Framework, participation in the Institute's trainings has also **increased community awareness and recognition of and support for participating coalitions:**

*The awareness of our coalition. Its being brought into on a daily basis – people have come to meetings asking for and support on issues. The awareness in our community is getting stronger as result of what coalition is doing.*

*Our political influence – the tribes are starting to recognize the benefits of the coalition – the community groups – they can work with the coalition, it gives them more legitimacy*

## **What resources, strategies, or activities were critical to the effectiveness and impact of the Institute's Trainings?**

**How is it that the Institute's trainings generated such impact within participating coalitions?** Coalition participants noted that the Institute used several effective training strategies that increased the impact, usefulness, and satisfaction with the training experience. These successful strategies are highlighted below:

- The **opportunities to meet and learn from other coalitions in the training** broadened coalition networks, enhanced the face validity and utility of the training material, and created a larger sense of community and commitment to the issues.

*[It was] really helpful in that they bring our coalition members to a place where they see other coalitions. We hear (other coalitions) problems and solutions – so their perspective is represented to our coalition members. We all discussed our coalition goals with the other coalitions. We had better understanding of the*

process of, for example, logic models. [We] heard other coalitions talk about their logic models so it gave us ideas.

Working with another coalition that was tribal based; being in groups to talk with them helped us out a lot to translate and help us to understand how to translate what we were learning to the reservation. We were able to share information, and now we've emailed back and forth (with the other tribal coalitions) outside our trainings.

- **The brainstorming and sharing information** aspect of the trainings “broadened their pool of ideas and strategies.”

*Before we were just using strategies shared among coalitions in Detroit.*

- Having **multiple members from the same coalition participate** in a training increases the impact and allows more perspectives to be considered from any one community.

*We brought a 5 member team in. It was really important because they were able to help us tap into other members of the community, having their expertise during our discussions. [For] example, how town government works.*

- Having **national experts** conduct the training and being exposed to other exemplar models provides a wealth of information

*It was huge, by having the opportunity to have Channing Bete trainer come in and be present in the coalition. I think they brought the expertise to the coalition and mentored us on who needs to be at the table.*

*He's (Channing Bete trainer) been a catalyst and great facilitator to help us through the process (CTC implementation process). We found the CTC process very useful, we use it as our current guiding framework. He's worked with coalitions so he had a wealth of experience to share It was excellent – we've had a good experience.*

- Multiple facilitators within any one training provided attendees with **several perspectives.**

*I like that fact that the small group facilitators (two of them) were working in DFC and recognized coalition leaders. It provided me with an interesting mix of perspectives.*

- Having **coalition member train other coalition members** increases the legitimacy of the training

*Our Channing Bete trainer had two of our members presenting to two other coalitions about the communities that care prevention and community mobilization model. Being able to present it – using people that trained in Greenhouse to present has a big impact on coalitions hearing it for first time. Because community members – they are presenting it – when the Greenhouse members are telling about it they are sharing because it has worked. It's more heartfelt.*

- **Leader/Mentors** kept some of the coalitions on task and provided support.

*Having an assigned mentor kind of added to the focus because she would call and ask where we were so couldn't lay it aside. She took very seriously and was in contact at least once a week by phone or email. This kept us on task.*

*Our mentor served as a champion for our coalition – if things went well, she gave us a lot of praise and was there to support us. She served as a form of inspiration and motivation.*

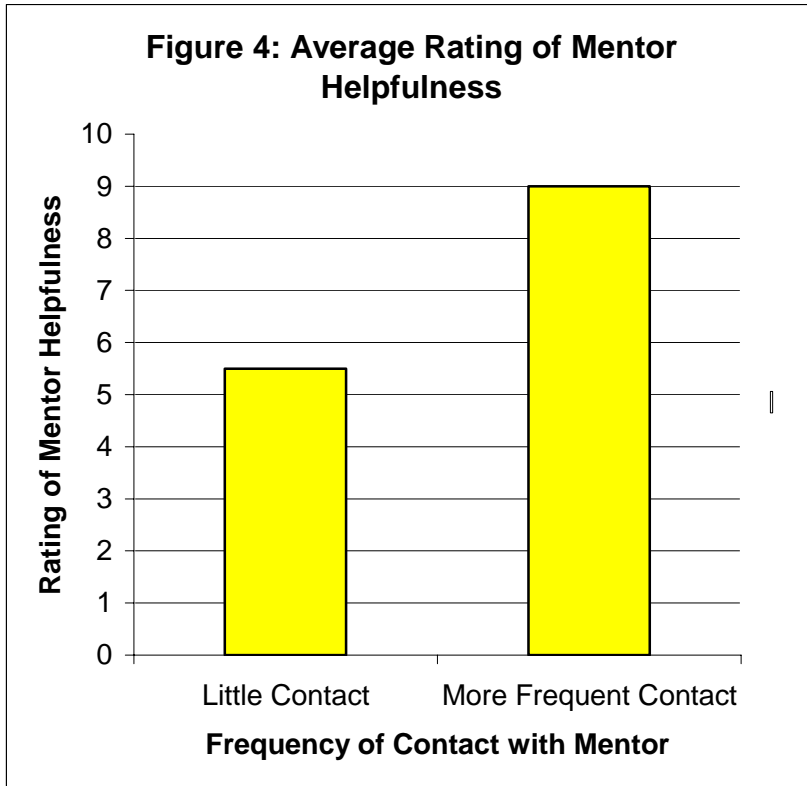
Importantly, the leader/mentor component of the training seems to be most helpful when:

- The mentor is **culturally competent** in the coalition's targeted community. As one participant stated:

*There was really no impact because she (our mentor) didn't know anything about Latino culture so she couldn't really help us.*

*We were asking questions specific to tribal lands (how to adapt tools). The mentors would go back to the Institute to see how to adapt the tools. They weren't experienced with tribal coalitions - they were Indians but they didn't have knowledge of tribal coalitions - they were just Indians.*

- The **mentor works frequently with their coalitions and conducts site visits**. Those coalitions that worked frequently with their mentors and had mentors that conducted site visits were more likely to rate their mentor as helpful (See Figure 4). Unfortunately, the majority of coalitions worked infrequently with their mentor (70% of responding Greenhouse coalitions indicated that they worked with their mentor only occasionally [55%] or not very often [15%] and few had site visits).



***To what extent do Institute trainings have a sustained impact?***

Often, trainings can have an immediate positive impact on their participants and sponsoring sites – but over time this impact is mitigated for a variety of reasons. We were interested in finding out if the impact from the Institute’s training was sustained by coalitions at least 6 months post the training event. During the interviews, we asked coalitions that participated in their training at least 6 months prior to this evaluation to describe if the training has had any sustained impact on their coalitions. Overall, most coalitions noted that some of the effects of the training continues to be sustained:

*We are a more informed coalition and because of this we are able to make more of an impact. We are beginning to track new issues (ie drug trafficking) and being sure to document our activities and accomplishments. We are working more with the schools and trying to respond to the needs of the schools.*

*We have used it to create a dynamic organization that we feel has an excellent future to promote long-term change in our community. The tools and prevention science training have contributed to our overall effectiveness – we would not be where we are without it.*

*The Greenhouse gave us new ideas that we have sought funding to implement. I think particularly the Greenhouse was the jumpstart for our success – for how strong we are today.*

*Since the training we have moved into an evaluation phase, implementing more model programs. We are now working smarter by expending less energy on things we can't evaluate. We are involving more people in the community.*

However, two coalitions did report no lasting impact from the trainings, while another reported that it was too early to know. To some extent, this limited impact had more to do with shifting dynamics within the coalition and their communities than the quality of the training, per se.

*No lasting changes – primarily due to personality conflicts. The housing authority did not like the way the coalition was being run, some coalition members (folks affiliated with the housing authority) were “ousted,” and all new people were appointed to the coalition from the housing community. Priorities have changed as a result.*

*For us right now – some things just cannot be implemented right now just because we're in economic recovery due to the hurricane. Some of the things are just not feasible for right now in our situation.*

*Staff hasn't been extremely consistent (turn over) and created some instability with the coalition. The members of the coalition are trying to keep the ideas in the forefront of our minds but sometimes difficult with rotating and inconsistency in the staff.*

## **What are some of the sustained impacts coalitions have experienced?**

Training participants reported the following sustained impacts on their coalitions as a result of the Institute's training:

- **Knowledge and Skills Continue to Improve Post Training**

Six months to one year after the training, coalitions reported that the training had increased their desire to seek out new information:

*I am now doing some leadership training, some logic model training, and we are taking the initiative to get things accomplished.*

- **Coalitions continue to use the tools they developed during the trainings**

*We use the logic model, the way they break things down into steps, the needs assessment, strategic planning, evaluation, sustainability. Five of us have been trained in that now and we use it a lot. We like what it's doing and what it can do, and we've pushed so much to get these teleconferences to be able to share that with other coalitions.*

*I understand that each of the members who attended are taking responsibility to spread the word about the risk factors and protective factors. Everywhere we go, we talk about that subject. The other members of the coalitions – they empowered themselves in these risk factors, they see other groups talking about the risk now too.*

- **Day-to-day operations remain more strategic and focused**

*We're more focused all the way around; the writing is more focused; the communications with members are more focused; we're clearer about what we're looking for and our expectations from them (the members). It's really shifted away from money and toward about what we're working on. That has been good.*

- **Coalitions have increased their influence and legitimacy**

*The awareness of our coalition in the community has increased... People have come to meetings asking for and support on issues. The awareness in our community is getting stronger as result of what the coalition is doing....*

- **Coalitions became stronger, faster**

*I think it's helped us build a stronger coalition. All the [training] aspects had a positive impact. Greenhouse gave foundation and helped us grow by getting the right people around the table. If we hadn't attended, we wouldn't be as strong. Because of the training, we're a much more solid coalition in shorter time. We now have the right people at the table who can make a difference.*

- **Coalitions succeed at getting grants funded**

Finally, perhaps the most potent indicator of sustained impact reported is that some coalitions credit the skills they learned in the Institute's training with helping them to successfully apply for a Drug-Free Communities Grant.

*Without a doubt – first of all it (participating in Greenhouse) gave us the ability to successfully write a DFC application, which has since been approved. The tools that we used were integral in developing the strategy, writing the grant, bringing the community together to plan around goals. The CTC planning process was instrumental in getting the funding.*

## Section 4

### ***What are the current strengths and potentials of the Institute?***

Federal partners and Institute staff noted many strengths and capacities within the Institute that facilitated its ability to accomplish its goals. In many ways one of the most noteworthy strengths seems to be the Institute's ability to adapt and learn from the feedback and input of all the various stakeholders while simultaneously preserving the vision and integrity of the organization. In many ways, the Institute has developed the capacity to accommodate and meet the needs of its partners while simultaneously remaining true to its mission and purpose.

The capacities and strengths described below fall into two categories: 1) those that describe WHAT the Institute has become as an organizational entity (**Strong Organizational Characteristics**), and 2) those that describe HOW the Institute operates effectively (**Effective Processes and Strategies**). Interestingly, federal partners and staff noted many of the same organizational strengths and capacities. These included (See Table 2 for more details):

#### **Strong Organizational Characteristics**

- Has created a pool of diverse, talented and experienced staff, consultants, and partners
- Has strong, effective leadership
- Has a strong reputation, credibility and support in the field
- Has a clear vision and coherent strategic plan
- Receives significant support from CADCA
- Has a positive working climate
- Became more sophisticated in their use of technology

#### **Effective Processes and Strategies**

- Fills an important training niche
- Has the ability to effectively translate research into practice and “get the information out to the coalitions”
- Openness to feedback/change
- Works effectively with partners and locates partners to work with and learn from
- Able to identify and take advantage of resources available to them
- Made training a priority and created a shared vision around the standardized training model

**Table 2: The Institute's Strengths and Capacities in 2003/2004**

<b>The Institute's Strengths &amp; Capacities</b>	<b>Federal Partners' Perspective</b>	<b>Staff's Perspective</b>
<p>Has created a pool of diverse, talented and experienced staff, consultants, and partners.</p>	<p><i>Their staff is good in terms of diversity – some cultural diversity as well as knowledge diversity. They are an excellent training team that really meets the needs of who they are working with.</i></p> <p><i>Their advisory group that works with them is based out of grassroots people and grantees. They've (the Institute) has used them appropriately, gotten good feedback from them and let them have influence in decision making. The community is a good committee and has served them well. This is often an area not done well.</i></p>	<p><i>We really have a team of experts who truly understand the coalition field - they come in knowing what coalitions are looking for, so we are in better position to provide services.</i></p> <p><i>The skills, knowledge and resources of the staff and partners and all the other collaborators (partners) and consultants.</i></p>
<p>Has strong, effective leadership</p>	<p><i>Director that has real life coalition experience and really understands the work of coalitions but also is forward thinking, big thinking kind of person.</i></p> <p><i>They have good leadership – their director is very effective, gives people room to accomplish responsibilities while putting in place necessary things to make sure accountability is adhered to.</i></p>	<p>Staff agreed that the Institute's leader is key to its success.</p>
<p>Has a strong reputation and credibility and support in the field</p>	<p><i>They have name recognition and credibility among coalitions -- connections with CADCA has probably done that. They do have name recognition and linkages with fed partners and researchers. Our association with them gives some credibility to us.</i></p> <p><i>They have trust and confidence from people in the field. A reputation of following through with professionalism the task they've been assigned. They have a reputation</i></p>	<p><i>The coalition field is extremely positive about the Institute – they speak highly of the Institute and the training, and how useful it is. They are passing the word on to others.</i></p> <p><i>The Institute is doing really great work and seems to have overcome any misgivings from those on the outside that may have been there last year.</i></p>

The Institute's Strengths & Capacities	Federal Partners' Perspective	Staff's Perspective
	<i>of being good stewards of the funds they have been assigned. This type of reputation grows quickly and people are respectful of those kinds of people.</i>	
Clear vision, coherent strategic plan, and logic model	<i>Before, the pieces were fuzzy, and now they are very clear in who and what they are serving – the DFC coalitions. They are being recognized as the major training resources for DFC coalitions and all coalitions in American. They were trying to play too many roles and they had to streamline and focus their efforts to be more effective.</i>	<p><i>We have a clear, coherent logical plan where everyone knows their role and how to measure success to help deal with the chaotic environment</i></p> <p><i>Understanding the mission and the vision, and living it... Knowing our priorities has helped us to be successful.</i></p> <p><i>I think having a detailed work plan supported by logic model where the aim is clear and our targets are established helps. The strategic planning and the work plan document are fluid, living documents – not just stuck in a grant – we really use them to gauge where we are. We utilize the same type of core competencies that we train our coalitions in – actualizing those and utilizing them benefits our success.</i></p> <p><i>We're on target for reaching our goals, we're really serving the purpose we were designed to serve - that's a good feeling.</i></p>
Receives support from CADCA	<i>Good logistical support from the CADCA organization. This is absolutely critical for good training and CADCA supports them well</i>	<p><i>CADCA has a powerful policy presence in Washington and works to make sure we're looked out for.</i></p> <p><i>CADCA already had a great track record as the place coalitions turned to when they needed help. CADCA has a lot of credibility and respect in the field.</i></p>
A positive working		<i>I love the people I work with. We each bring different skills and we value each other. It's a good cohesive group -</i>

<b>The Institute's Strengths &amp; Capacities</b>	<b>Federal Partners' Perspective</b>	<b>Staff's Perspective</b>
climate		<i>particularly considering the amount of travel that's involved.</i>
Developed a strategic communications plan		<i>A formal plan for dissemination was established and pursued, which gave increased visibility to Institute. We determined there were key organizations that we should establish relationships with and marketing for targeted types of coalitions (e.g., DFC) to provide services for. Frequent and planned communication was developed – specifically we developed plans for what type of communication, how frequent to communicate with them, and in what form to communicate.</i>
Became more sophisticated in their use of technology		
Fills an important training niche	<i>In terms of position or branding, I don't know of another place that can provide that service.</i>	<i>The people we're serving - they are getting what they need. They feel satisfied that they got what they needed.</i>
Has the ability to effectively translate research into practice and “get the information out to coalitions”	<i>Even though they work with researchers, they know how to translate that into very practical terms and information – that's a great skill.</i>	
Openness to feedback and adaptive	<i>I think Jane and the staff had good relationship with the CSAP director and were open to discussions about positioning who and what they were and what they could offer. They set out to pioneer a new path from where they have been. The staff were very open to</i>	Staff recognize the flexibility within the Institute.

The Institute's Strengths & Capacities	Federal Partners' Perspective	Staff's Perspective
	<p><i>listening, learning, and thinking about how to position themselves.</i></p> <p><i>They had a willingness to look at those (Strategic Prevention Framework training modules and Technical Assistance Monitoring System) as deliverables or services they could provide to the federal partners.</i></p>	
<p>Works effectively with partners/ locates partners to work with and learn from</p>	<p><i>Institute staff is willing to reach out and work with others and consider others opinions in their work and research. They listen to the people that they are supporting – particularly from coalitions.</i></p>	<p><i>National Coalition Academy would not have been possible without having built the relationship with the National Guard.</i></p> <p><i>This relationship allowed OJJDP to trust us - trust our expertise and allow us to come in and provide professional development training to them.</i></p>
<p>Made training a priority and created a shared vision around the standardized training model</p>		<p><i>We conducted a national survey that allowed us to learn from people what they needed and what the training would need to look like.</i></p> <p><i>The core competencies model was adopted as a standardized framework for what coalitions need to know. [The institute] got all partners on the same page using the same language which allowed the Institute to improve the quality and sophistication of trainings.</i></p>
<p>Able to identify and take advantage of existing resources</p>	<p><i>...What the Institute did was take that product and turn that into a workable trainable curriculum and create tools to go with it. Rather than reinventing the wheel - took what had research behind it and momentum behind it</i></p>	<p><i>We're doing a better job of looking out at who has resources that we might be able to use and taking advantage of that.</i></p> <p><i>The Institute has gotten better at identifying available resources. For example, the logging system for TA wasn't very effective. We found that the Community Systems Group already had created a similar system, it just needed tweaked. We adopted this system.</i></p>

## **What needs to be done for the Institute to reach its desired level of scale and scope?**

We asked the federal partners and Institute about their desired level of scale and scope for the Institute's work, and what was needed to help the Institute reach the appropriate scale and scope. Overall, federal partners and staff agree that in order for the Institute to reach scale and scope it must "touch" more coalitions and tangible results for coalitions that participate in the trainings should be apparent.

- Most federal partners agree that reaching scale and scope as a training institute requires meeting coalitions' training demands on a **national basis**. Staff also agree that it means reaching more coalitions.

However, partners continue to disagree about which coalitions should be targeted in this training:

- One federal partner felt that the Institute would reach scale and scope if it served all Drug-Free Community coalitions
- In contrast, another federal partner felt that the Institute should work toward helping non-DFC coalitions.
- **Federal partners and staff agree that scale and scope means that tangible results** are seen in the coalitions served by the Institute. This includes having a larger percentage of the trainees implementing the competencies and more coalitions "getting smarter faster."

*We could really see tangible results of their efforts. We would want to see some progression in maturity and ability of the coalitions they [the Institute] work with. We would want to see some tangible results of the coalitions and ultimately see communities with results. (Fed partner)*

- Staff also believe that the Institute needs to **expand its impact on multiple levels**, including coalition, state, and academic levels.
- Some feel that the Institute should **shift its emphasis away from being a training provider to being the training broker**. Some feel that the Institute focuses too much on training given that they do not have enough resources to train all of the coalitions. This limits the Institute's scope and ability to accomplish its work. For this reason, some respondents suggested that the Institute move towards a regionalized technical assistance focus and away from a national focus.

*There are needs for regionalized or state level technical assistance that is on site. The Institute may want to think about additional resources to provide for this – setting up networks of consultants that we could tap into. It's expensive when DFC grantees have to come to a National meeting – even though the training is free, travel is expensive. If there were a bank of consultants that could be sent out to state on an as-needed basis.*

*Do they want to define themselves as trainers or do they want to move into a broader TA area and build those partnerships and linkages to who could take on the training*

role? (talking about decentralizing training to state level - to have them provide the training). I think states are more open to that than they have ever been. There's a window of opportunity.

- The Institute becomes a **resource for all partners**, including state agencies, community services and the federal agencies.

*I would see them as the national training and TA arm for the coalitions in America – that means that they work hand-in-hand with state agencies to help them develop coalitions services and design state drug and alcohol agencies to achieve its outcomes. They would become the resource and TA arm for state and community systems, and serve as a resource for all of the federal agencies. (Fed partner)*

- Some Federal Partners also noted that the Institute could become an **international resource**.

*I'm thinking about the International possibilities. One possibility is there are other countries seeing the coalition model as way to plan and deliver services. They [the Institute] are now and are going to be challenged in the future about whether they want to move to the international level.(Fed partner)*

Overall, it appears that the Institute is making important strides in reaching scale and scope. The National Academy and teleconferences are both well positioned to extend the “reach” of the Institute. Evaluation data gathered to date suggests that the trainings are strengthening coalition capacity. Whether or not this capacity is sustained in the long run or if it translates into improved community outcomes remains to be seen. In addition, the ability of the Institute to develop, implement and sustain an evaluation process that would allow them to truly track the impact on the coalitions they serve is still in question.

## SECTION 5:

### ***What could be done to make the Institute's services more effective? How can the Institute better meet its customers' needs?***

*I think this next year they could be a Grade A because they could bring things to scale. Last year (03/04) was still a developmental phase. They weren't doing anything wrong, it just takes time. It's just a matter of going through the developmental phase. They were still getting partners involved and getting the schedules out. (Fed partner)*

*I think they've done extremely well; however, some of the things they did accomplish could have been accomplished faster and with a little less stress. For example, the national registry could have been done faster and in less stressful way although the end product is very good. (Fed partner)*

While federal partners, participating coalitions, and Institute/CADCA staff are generally satisfied with the efforts of the Institute to date, these informants did identify a few ways for the Institute to increase the effectiveness of their services and the organization as a whole. These suggestions address two areas for improvement: 1) the internal operations of CADCA; and 2) the content and structure of the training programs. These suggestions are described below. It should be noted that many of the challenges that emerged in year two were also voiced in year one.

### ***How can the Institute increase its Organizational Capacity to better meet the needs of its partners and customers?***

Institute/CADCA Staff and Federal Partners noted that one strategy for increasing the effectiveness of the Institute would be to improve the internal operations of the organization. Below is a list of organizational challenges and possible solutions identified by these informants.

- **Challenge: Need sustainable and expanded funds**  
**Solution: Continue to expand and diversity funding sources**

*Based on their appropriation, by 2006, the appropriation is significantly reduced. The Institute needs to be looking at their ability to sustain by starting to work towards identifying new funding. (Fed Partner)*

*Institute needs to expand its financial base. There are plenty of opportunities for additional things to be done, but they [the Institute] need more money for those things to be accomplished. (Fed Partner)*

- **Challenge:** Need to be able to demonstrate the Institute's success  
**Solution 1:** Clarify with partners what they expect to see that would \_\_\_\_\_ demonstrate the Institute's success.  
**Solution 2:** Conduct an evaluability assessment to determine if the data needed \_\_\_\_\_ to demonstrate success will be available when needed.

Some partners are still wondering if the most appropriate measure of the Institute's success is a demonstration of core competencies in participating coalitions or a demonstration that having and using core competencies leads to more successful coalitions. As one Fed partner noted:

*We haven't been able to answer whether the core competencies really make that much of difference to the coalitions. It's a good solid logical approach to do this so I don't understand why there is a reluctance to close that final gap. I don't think it's that difficult. We have required DFC to close that gap. The Institute should be held to the same criteria. (Fed Partner)*

This suggests that it is imperative that the Institute have clarity and broad partner agreement on a) its measures of success; and b) when success needs to be demonstrated. Given that demonstrating the link between core competencies and coalition effectiveness will take more time (in that this relationship will take more time to be established) and resources (such an evaluation will be costly) agreement on targeted outcomes – and the consequences and limitations of such choices – is critical to develop.

- **Challenge:** Some trouble meeting project timelines  
**Solution 1:** Improve project management and oversight  
**Solution 2:** Set more realistic deadlines, proactively plan to meet demands, and have accountability for missed deadlines  
**Solution 3:** Reduce staff travel, thus increasing time in the office  
**Solution 4:** Increase cooperation and collaboration between the Institute's departments

*We have trouble meeting deadlines, determining roles and responsibilities, we often pull things off last minute. Stress levels are higher than they need to be, plans could be more clear. (Staff)*

*There is tendency to work right up to the wire. I attribute it to the amount of work, a culture in the field, and to lack of support staff. I would like to see an improvement in which we have schedules laid out in advance and the prep work is done a week before the project - or even a night before. More concentration on the timeliness. Of course- we would need more support staff to make this happen. (Staff)*

*It's difficult to get things done; because you often have to wait for some staff to get back in the office from a training to move to the next step. (Staff)*

- **Challenge:** Little time for effective personnel management  
**Solution 1:** Implement a reciprocal review process between the staff and

**management**

**Solution 2: Create more flexible organizational boundaries to allow for cross-supervision across departments**

*Some senior staff are on the road a lot. It is hard to know what to do without direction. Often I felt I needed more direction and they simply aren't there to give it.*

- **Concern: Institute staffing levels are insufficient to meet expectations**

**Solution 1: Expand staffing to accomplish the full scale and scope of the Institute**

**Solution 2: Cross-train Institute staff to increase staffing flexibility**

**Solution 3: Expand number of staff skilled in training by developing training skills of some current staff members**

**Solution 4: Contract out training obligations**

**Solution 5: More effectively utilize and develop the skills of junior staff**

**Solution 6: Redistribute current staff to more accurately reflect work loads across departments**

*I think that in order to meet needs of all of the DFC, as well as broaden beyond the DFC coalitions; they are going to need more staff and time. They don't have a very large staff at all. Those resources will be necessary. (Fed Partner)*

*I would like to see more cross training to build up skills in different areas. We're so specialized now which is precarious. If we loose somebody, there's no one to pick up the slack. (Staff)*

*They really have 1 or 2 key personnel that they rely on and it would be nice to see them build more personnel that are as dynamic, and with the experience and credentials to move things forward. I would like to see additional key personnel with training backgrounds, and with the experience and expertise. (Fed Partner)*

*Junior staff could have been better utilized. Because of how crazy things were, junior staff sometimes got utilized more as support staff (e.g., making copies) to senior staff. (Staff)*

*I certainly wish there was a different staffing plan so that there could be a more even distribution of the workload. (Staff)*

- **Concern: Limited time and resources restricts the Institute's ability to reach scale and scope**

**Solution: Utilize states as a resource, build their capacity to support training, and potentially decentralize training to the state level**

*There are untapped resources in states. If we could make connections with state agencies and prevention systems There seems some hesitancy in that, I'm not sure why. There is significant money going to the states. (Staff)*

*We have to build the capacity of the state and the local coalitions so they develop the understanding and the capacity to develop budgets that allots for training (e.g., write grants that allow for it). Federal funding could stop anytime and the coalitions need to have some ownership of their own training. (Staff)*

*Part of state role should be to build capacity of the coalitions. The state agencies have money... many states have built training and TA systems. They already serve coalitions. There's a way for the Institute to think about expanding their base with the state agencies, and building the state's capacity to support coalitions. They should have the Institute take on more of a coordinating/leadership role in helping states to train their coalitions. (Fed Partner)*

### ***The Impact of the Institute's Context***

Stakeholders and Institute staff recognize that there are two elements of the Institute's context that sometimes affect what the Institute can do and its ability to achieve its goals. This includes 1) the fact that the Institute rests within CADCA; and 2) the current and shifting political context.

### **Co-existing with CADCA**

**While most recognize the benefits of having the Institute reside within CADCA, challenges to this relationship still remain.** For example, some thought that there were still challenges concerning the identity and purpose of the two organizations. For example, the marketing of the Institute versus CADCA continues to be a challenge. In addition, some were concerned about the legal implications of this relationship. For example, the Institute is a federally funded entity and can not lobby for policy change, while CADCA is not federally funded, and therefore can lobby for policy change.

Others identified another identity dilemma – the fact that the Institute is an organization that serves the entire spectrum of coalitions, while CADCA only serves its membership. They felt that this created confusion.

In addition to these challenges, some staff thought that CADCA and the Institute could work better as a team.

*Globally, we could function better as a team with more communication between departments - work on projects more as a whole instead of divided up among players.*

To address this issue, a respondent suggested that the Institute and CADCA could convene all appropriate departments within both entities around a given project.

Finally, while staff felt that the Institute's working environment is positive and the relationship with CADCA generally positive, they noted that the post-lay-off climate of CADCA has made it difficult.

*The high turnover in CADCA and letting some people go created a really negative climate in CADCA.*

### **The Shifting Political Context**

Some reported that it is difficult for the Institute to navigate through the political environment, which leads to organizational upheaval as they respond to the constant round of changes.

*We walk a fine line in terms of needing to please our federal partners. They have their own agenda and that agenda doesn't always work with the aim of the Institute.*

*I think we are resourceful and creative enough that we are able to work around most issues but competing agendas with the federal partners can certainly present a challenge.*

To address this barrier, the respondents suggested that the Institute develop more credibility and trust with the federal partners, diversify funding, continue to maintain good communications with partners, and be flexible, but focused in their response to the requests from the federal partners.

*We shouldn't be rigid in how we do things, we need to be flexible. We constantly [need to] assess the situation. We are currently doing this well [in our relationship with our federal partners], we just need to maintain it.*

Another respondent mentioned that the Institute leadership is politically savvy, but it is still difficult to respond to all of the demands from the partners.

*They are a high profile, government funded grantee – just defining what they are is a barrier. From a Congressional standpoint, the idea was to provide a mechanism for training the (DFC) grantees. They (the Institute) have to answer to a lot of people and keep a lot of people happy due to its high profile - SAMHSA ONDCP, Congress, the field. Because they are a grant, technically, they should be able to do whatever they feel is needed to get it done, but because SAMHSA's program outcomes are tied to the Institute's outcomes, it's different. The government [ie., SAMHSA] is much more involved in what they are doing. But, it's not a contract where we tell them where and how things should be.*

*It takes a lot of the Institute's energy to build those relationships (with the federal partners) when some of that energy could be used to support coalitions. The Institute has to spend great deal of time maintaining relationships.*

Respondents suggested that to overcome this obstacle, the Institute should continue to be responsive to feedback as well as diversify its funding. Another respondent acknowledged that to some extent, the political environment was out of its control and therefore, outside of the Institute's control.

*It's difficult (to overcome). I don't think it's an issue that the Institute can solve on their own. The federal partners must be able to provide more broad guidance, less specific guidance and allow the Institute to fulfill its mission in its own way. They just have to continue to create an environment with the federal partners that will allow the Institute to expand its opportunities with minimal guidance.*

The Institute also continues to face conflicting objectives regarding which coalitions they must serve - just DFC coalitions or all coalitions. As they try to respond to everyone's needs, their training schedule is affected.

*One thing they did this year really well – one issue they have to dance – congressional language says they have to take care of any coalition not just DFC. If a congressman calls and says ‘I want training in my district’, they have to go. This throws their whole training schedule off, but they have to be responsive to that, and they are. It’s not their purview to fix that, it’s a congressional problem in terms of clearing up some language.*

**Has the Institute made progress in addressing the key challenges it faced in 2002/2003?**

In 2003, key stakeholders (e.g., staff, coalitions, federal partners) identified several key challenges that, if addressed, would strengthen the CADCA Institute moving forward. These challenges were shared with the Institute in the evaluation report submitted in August, 2004.

To assess the Institute’s progress towards addressing these challenges, Michigan State University asked Jane Callahan, the Director of the Institute to assess the extent to which the Institute addressed these recommendations in the past year (by assigning a grade to reflect the amount of work towards and success in addressing these issues). The evaluation team also assessed the Institute’s progress on these challenges and based our ratings on the data we collected from Federal Partners, staff, and coalitions. The following table lists the recommendation and these evaluations.

<b>Challenge</b>	<b>Institute’s Self-Evaluation: Overall grade in addressing the recommendation</b>	<b>External Evaluator’s Assessment</b>
Reaching scale and scope of training needed to have impact	A- (3.67)	B
Addressing mixed messages from federal partners regarding focus of Institute and training efforts	A- (3.67)	B+-
Strengthening and expanding partnerships	A- (3.67)	A
Continuing to improve training	A- (3.67)	A
Adapting to limited and declining federal funding levels	B+ (3.33)	B
Maintaining effective communication with all partners	B+ (3.33)	B+
Communicating an evaluation agenda	B+ (3.33)	B
Making the logic models “living documents”	B+ (3.33)	A
Promoting the Institute’s visibility	B (3.0)	A
Improving brief technical assistance	B- (2.67)	B
Managing minimal staffing	C+ (2.33)	C+

<b>Challenge</b>	<b>Institute's Self-Evaluation: Overall grade in addressing the recommendation</b>	<b>External Evaluator's Assessment</b>
levels compared to mandated objectives		
Integrating the Institute and CADCA	C (2.0)	C
More fully engaging the Coalition Advisory Committee	C (2.0)	Not available
<b>Overall Score</b>	<b>40</b>	
<b>Grade Point Average</b>	<b>3.08 (B)</b>	<b>3.24 (B)</b>

Overall, the Institute gave itself a 3.08 (B) for its progress toward addressing the recommendations it received in 2004. The evaluation team gave a similar assessment (3.24 = B). It is interesting to note that the Institute rated its progress towards addressing training and some partnership issues higher than general internal organizational capacity activities. This supports the observation noted above that the Institute is succeeding at addressing its training mandate, while not fully addressing its internal organizational capacity building activities. This finding is not surprising. Similar to other successful organizations, the Institute has focused its energy and priorities on those activities most core to its central mission. However, it is critical that energy and time be dedicated to strengthening organizational infrastructure in order to preserve the integrity of the Institute and increase the likelihood of future success.

## **Conclusion**

In conclusion, federal partners and Institute/CADCA staff acknowledged that one way the Institute could become more effective in its efforts is to work to strengthen the organizational infrastructure as it exists today. Given that during this evaluation period the Institute was only in operation for two years, many of the organizational challenges that are mentioned above should be expected. Some reflect the “growing pains” of a young, but successful organization – not enough staff, insufficient personnel and project management. What is compelling and a testament to the quality of the staff and the products produced and delivered by the Institute is that despite these challenges most coalitions and Federal Partners believe that the Institute is a highly effective organization that is working towards accomplishing its mission.

## ***How could the Institute improve its training to better meet the needs of its customers?***

During the interviews, we asked coalition representatives to describe if and how the trainings needed to be improved. Overall, coalition participants noted that the trainings were “great” and did not need much improvement. However, there was one theme that emerged across all of the coalitions –provide more opportunities for information sharing and networking during and after the conference. In general, training attendees wanted more time to discuss their ideas with each other, and generally enjoy each others company. They felt that at times, the training was too intense and did not provide for the “social networking” that they wanted. Participants also identified a variety of other

content areas they would like to have training in. Following is a table that summarizes the informants' detailed evaluations of the trainings they attended.

Training	Areas for Improvement	Right content for training?	What else should the Institute train on?	What do you want or need to learn?
<p><b>National Academy</b></p>	<ul style="list-style-type: none"> <li>• More opportunities for information sharing and networking with other participants</li> </ul> <p><i>All of the instructors were good but we learned so much from each other - would like to have had more classroom time for this (networking).</i></p> <ul style="list-style-type: none"> <li>• More interactive/hands on training</li> </ul> <p><i>There was so much information and so little time It didn't give us time to work on things. It was more high level – "let's talk about this rather than actually do it." This is why the logic model worked. We actually did the logic model. What I would want to change? Less content and then the content you do go over – actually do the steps.</i></p> <ul style="list-style-type: none"> <li>• Add break times for participants</li> </ul>	<ul style="list-style-type: none"> <li>• Provided good foundation of the basics</li> </ul> <p><i>For me personally, it gives me a lot of basics. I got help on a logic model that was really helpful. I came in not knowing what any of it was so it gave me a foundation to build on. It gave me goals to shoot for.</i></p> <ul style="list-style-type: none"> <li>• Offered practical action oriented training</li> </ul> <p><i>Yeah – I really do. Its logical, its content we can use. It's practical. It's definitely an action plan. If we keep this consistent across all coalitions, then it's language we can use across all coalitions.</i></p> <ul style="list-style-type: none"> <li>• Material presented in an understandable manner</li> </ul> <p><i>A number of the things they teach at the Academy – it puts it in everyday language that you can understand.</i></p>	<ul style="list-style-type: none"> <li>• Managing group dynamics</li> </ul> <p><i>I think one thing that wasn't focused on was group dynamics within the coalition – how to overcome personality challenges and communications styles – how deal with it when people have different communication style. When there are conflicts, how to keep focused on the mission.</i></p> <ul style="list-style-type: none"> <li>• Bringing the message home</li> </ul> <p><i>More about how to bring it [the message] home. How to get them fired up? It's a tough transition – you're all fired up but you go home and they (the coalition) are still ho humming.</i></p> <ul style="list-style-type: none"> <li>• How to reach out to other community partners</li> </ul> <p><i>How to get different sectors of community involved (faith-based community, businesses, local and elected officials) - I don't know where to start, and I haven't had the opportunity to do the research on how other coalitions have done that, or looked on CADCA's</i></p>	<ul style="list-style-type: none"> <li>• Information about fundraising</li> <li>• Navigating politics both through speaking with representatives and acquiring political information</li> <li>• How to run a non-profit, i.e., organizational structure, state licensing, and non-profit management</li> <li>• How to make a difference across country through media advocacy</li> <li>• How to adopt and use best practices for individual communities</li> <li>• How to "break into" faith community</li> </ul>

Training	Areas for Improvement	Right content for training?	What else should the Institute train on?	What do you want or need to learn?
	<p><i>Add in a little more sight seeing during the training – maybe an activity day where we get to do something. It (the training) is a lot of work and it gets to be grueling. They need to reward the participants a little more.</i></p> <ul style="list-style-type: none"> <li>• Less expensive travel costs</li> </ul> <p><i>Get special rates on travel, especially airfare. It was expensive for us and somewhat prohibitive.</i></p> <ul style="list-style-type: none"> <li>• Provide more meal choices</li> </ul> <p><i>We need either more time or a different selection of places to use the meal tickets.</i></p> <ul style="list-style-type: none"> <li>• Account for different roles and skills sets of participants during the training</li> <li>• Improve logistical coordination, especially with teleconferences</li> </ul>		<p><i>website yet to see if they offer anything like that, so they may already.</i></p>	

Training	Areas for Improvement	Right content for training?	What else should the Institute train on?	What do you want or need to learn?
	<p><i>There were some bugs with the teleconferences. We were supposed to have one this month but partners have been unable to secure a teleconference site. There's always confusion when and where the teleconference is suppose to be and we're always scrambling at the last minute to secure our time and site.</i></p>			
<p><b>Mid-Year Bootcamp</b></p>	<ul style="list-style-type: none"> <li>• More opportunities for information sharing and networking with other participants, including more participant “stories,” and a roundtable format where participants could share information</li> <li>• Taylor training to the skill level of participants</li> </ul> <p><i>My suggestion was to do a pre- assessment of the skills going in to see where participants should be in the boot camp. (Note - talked earlier that her coalition was fairly</i></p>	<ul style="list-style-type: none"> <li>• Gave sense of direction/clarity of focus</li> </ul> <p><i>I think Boot camp was right thing at the right time. I was struggling with “do we keep this effort going? Do we keep going in this direction?” It gave us the sense of direction we were looking for.</i></p> <ul style="list-style-type: none"> <li>• Content was not appropriate – too general and highlighted programs that were too expensive for coalitions to purchase</li> <li>• Training offered a customized learning</li> </ul>	<ul style="list-style-type: none"> <li>• How to create sustainability, especially as budgets are being cut, and social service programs are not as “valued” as other programs</li> <li>• How to write successful and “impactful” grants and reports</li> <li>• How to develop an evaluation for their programs</li> <li>• How to successfully advocate with legislators</li> <li>• Role Clarification of CADCA, SAMHSA for the Drug-free Coalitions</li> </ul>	<ul style="list-style-type: none"> <li>• More information about underage marijuana use (i.e., how to quantify use, address treatment options and address it as a community)</li> </ul>

Training	Areas for Improvement	Right content for training?	What else should the Institute train on?	What do you want or need to learn?
	<p><i>advanced and that they were already implementing what was being taught at the boot camp).</i></p> <ul style="list-style-type: none"> <li>• Create more interactive/hands on training</li> <li>• Rethink organization of break-out sessions</li> </ul> <p><i>I didn't like some of the break out sessions. It is capricious whether you were in a good or bad session. There was no shifting out of break out session group... if it was not a good group, you are stuck there for 4 days. I was in a session with 5 people from a single coalition, so it didn't lend to a lot of interchange.</i></p> <p><i>Our coalition focuses on substance abuse prevention. If we had people with specific (content) areas in one break out session, it would have been more helpful in</i></p>	<p>opportunity</p> <p><i>Yes, we had a choice for what to sign up for to allow you customize areas to work on.</i></p> <ul style="list-style-type: none"> <li>• Training was good, but content was too general for some of the more experienced coalitions</li> </ul> <p><i>I like the Institute and thought the boot camp was good – I would have liked to be with more advanced boot camp. Perhaps that's just because my history – found the process useful, always good to have reminders. I believe in those concepts.</i></p>		

Training	Areas for Improvement	Right content for training?	What else should the Institute train on?	What do you want or need to learn?
	<p><i>terms of opportunities for information sharing. [You could] have one trainer do substance abuse prevention. Some coalitions were more focused on things like parenting or truancy which is related, I suppose, but different.</i></p> <ul style="list-style-type: none"> <li>• Bring statewide coalitions together prior to meeting to form a united front during their advocacy efforts</li> </ul> <p><i>Have coalitions from the same state meet beforehand, so they can come together, look organized, and present a united front from a statewide level. [They should] spend more time on advocacy training, and encourage talking to representatives even when you don't have an appointment.</i></p>			
<b>Greenhouse</b>	<ul style="list-style-type: none"> <li>• Provide more follow-up opportunities to discuss information that they have learned with each other</li> </ul>	<ul style="list-style-type: none"> <li>• Training information is applicable and appropriate for coalitions</li> </ul>	<ul style="list-style-type: none"> <li>• Grant writing</li> <li>• Business side of coalitions/non profits</li> </ul>	<ul style="list-style-type: none"> <li>• Any information that CADCA offers</li> </ul>

Training	Areas for Improvement	Right content for training?	What else should the Institute train on?	What do you want or need to learn?
	<p>and the Institute</p> <p><i>The way the Greenhouse was set up, it was great opportunity to grow and learn. We kept saying we wanted just one more training. After we'd done all this, we really wanted a follow-up meeting to share successes or even barriers that others have come through or are stuck on.</i></p> <ul style="list-style-type: none"> <li>Adapt training to address the cultural relevancy of the group</li> </ul> <p><i>A lot of information was not applicable to our coalition because it was not tailored to the Latino community. If you want to train a Latino coalition, the training has to be tailored to the Latino community.</i></p> <ul style="list-style-type: none"> <li>Provide state-level trainings</li> </ul> <p><i>I know it is a "pie in the sky wish," but rather than doing Institute trainings on a</i></p>	<p><i>Yes, because the points in the training are the things that coalitions really need to practice and know about. A lot of groups just get together to make a grant, and if coalitions are going to continue, these are things they have to deal with. I was impressed by the usability of the activities and concepts. They add to the sustainability of coalition.</i></p> <ul style="list-style-type: none"> <li>The Institute needs to draw better linkages between the 6 products and the outcomes</li> </ul> <p><i>What they (the Institute) really did was make a program with 6 products. I am not clear how these 6 products leads to the outcome.</i></p> <ul style="list-style-type: none"> <li>Training should be more research-based</li> </ul> <p><i>What I felt was that most of the people there were practical. They need more academic people who can really package knowledge in a way that those receive who knowledge can really use it. They focus too</i></p>	<p><i>I wish I knew more about business and sustainability of the coalition, and how to keep the coalition going long term. It's a business, there are lots of things regarding the laws, bi-laws, policies and procedures.</i></p> <ul style="list-style-type: none"> <li>Group process and facilitating meetings</li> </ul> <p><i>Maybe – the actual facilitation of a meeting. Getting over the difficult people, and how to get something accomplished.</i></p> <ul style="list-style-type: none"> <li>Membership development and expansion</li> <li>More models than just Communities that Care</li> </ul> <p><i>I don't know that just having one model to pull from is in the best interest. If there was a few to pick from, then it would work better.</i></p> <ul style="list-style-type: none"> <li>How to adapt models to fit specific communities</li> </ul>	

Training	Areas for Improvement	Right content for training?	What else should the Institute train on?	What do you want or need to learn?
	<p><i>regional level, work at a state level. Costs are prohibitive, I know, but it would increase the number of people being able to go to trainings.</i></p> <ul style="list-style-type: none"> <li>• Provide more info on how to adapt materials to their communities</li> <li>• Provide less breadth and more depth during logic model trainings</li> </ul> <p><i>The logic model training was boring because they presented 3 different types in general session right at lunch time. For most people this was their first exposure to logic models and they (the Institute) were talking about cylinders, barns, silos, and crosses. I know they were talking about different ways of looking at logic models, but I needed to have a presentation of the simplest logic model and have coalitions work through that one. It is really</i></p>	<p><i>much on little stories (testimonials) but you need academic information.</i></p>	<ul style="list-style-type: none"> <li>• Technical skills like the construction of a survey, interviewing technique, basic epidemiology and public health principals, identifying resources in the community</li> </ul>	

Training	Areas for Improvement	Right content for training?	What else should the Institute train on?	What do you want or need to learn?
	<p><i>important when they have these groups to help them to focus on the main issues. Don't get carried away with the different ways to do things. Show them the most basic way and let them build from there.</i></p>			
<p><b>Forum</b></p>	<ul style="list-style-type: none"> <li>• Change nothing</li> <li>• Provide more networking opportunities</li> </ul> <p><i>More opportunity for networking, but I am not sure how to integrate it better than they do. They do it some, and all the components they offer are great, so would hate to see anything taken away.</i></p> <ul style="list-style-type: none"> <li>• Offer a greater variety of workshops</li> </ul> <p><i>[Offer] a little more varied workshops in the Forum. They all sounded the same. There was so little variety of what I felt I hadn't already done. The tracks were set up in way that I</i></p>	<ul style="list-style-type: none"> <li>• Variety of choices</li> </ul> <p><i>They give us a variety of choices of what to go to. When you sign up for Forum can sign up for what want to.</i></p>		

Training	Areas for Improvement	Right content for training?	What else should the Institute train on?	What do you want or need to learn?
	<p><i>couldn't go to what I wanted.</i></p> <ul style="list-style-type: none"> <li>• Make training more affordable for coalition members</li> </ul> <p><i>Not everyone can afford three days away. It's very expensive. I would love to bring many more members of coalitions. The registration fee for Forum is too expensive.</i></p>			

## Section 6

### Lessons Learned and Recommendations for Moving Forward

In this section we summarize some key lessons in 03/04 and recommendations for moving the work forward. It should be noted that many of these recommendations are similar to those made in 02/03, suggesting that the Institute continues to face some challenges and lessons that are indigenous to the nature of their work and the context within which they operate.

#### **Learn how to better navigate Washington's political environment.**

With the shift to SAMHSA in 2004, the Institute faced yet another set of competing demands and expectations. As long as the Institute relies on federal funding, it should assume that the political environment will shift - along with changes in demands and expectations.

##### **Recommendation:**

- As long as the Institute is funded by the federal government, it is essential that it accept the reality that it must remain open to change to accommodate these partners.
- Despite its status as a grantee, the Institute's close interdependence with the current efforts of SAMHSA will necessitate that it operate more like an entity within the system. This includes recognizing and planning for the processes and procedures mandated by the federal government.

#### **Develop more effective personnel and project management techniques.**

In a context where there is a constant influx of unexpected demands – and frequent absences of senior staff due to travel schedules – it can be extremely difficult to efficiently and effectively manage the personnel and the projects.

##### **Recommendation:**

- The Institute needs to develop an organizational and operating structure that can operate almost like a rapid response team. Such an approach requires cross trained staff, flexible boundaries across departments, and clearly defined protocols for project management. It also demands effective and timely personnel and project review processes and an emphasis on front loading activities and efforts at the beginning of a project timeline.

#### **Celebrate that the Institute's approach to training works (don't fix what ain't broken).**

The evaluation data reported here strongly suggests that participating coalitions are satisfied with the training they receive and believe that the training is building their capacity. The Institute's focus on content specific, intensive trainings is clearly working.

##### **Recommendation:**

- Consider adopting some of the content suggestions made by participants that are included in the preceding table and in the supplemental evaluation briefs.
- Be careful not to dilute the training method too much as you work to create more cost effective approaches that will help you reach scale and scope. Clearly, coalition participants are saying that what works is the intensive method and having hands-on experiences and tools to take

home. Any efforts to downsize the training that might reduce the roles of these effective strategies could potentially mitigate the impact of the trainings.

**Continue to expand partnerships while developing some independence from the federal partners.**

Some believe that the relationship with federal partners keeps the Institute vulnerable to demands that might not fit with mission of the Institute or be best for the coalitions in the field.

**Recommendation:**

- Continue to expand the variety of partners to work with. Consider long term plans that might minimize the percentage of funding received from federal sources.

**Continue to listen to the field.**

The Institute is best positioned to build coalition capacity if it remains focused on what's going on in the field, what is changing, what is needed and how it can meet those needs.

**Recommendation:**

- Continue to gather information (formally and informally) from the field to inform the work.
- Monitor the extent to which Institute's activities meet coalition expectations and needs.

**Consider becoming a training broker instead of a training provider.**

The use of Institute staff as the primary trainers for future events is not that efficient or sustainable. In addition, the Institute might be better able to reach scale and scope if it increased its ties to state and regional entities that could fund and provide the training.

**Recommendation:**

- The Institute should strive to expand its network of capable, experienced training consultants while also working to bridge relationships with state entities that might be able to offer training at a regional or local level. The Institute could continue to design the training programs, provide consultants to conduct the trainings, and conduct the evaluations of these efforts.

**Clarify the coalitions to prioritize.**

As described above, - and as was discussed in the 02/03 report as well - federal partners continue to disagree on which coalitions the Institute should prioritize in its training and technical assistance (i.e., DFC coalitions, all coalitions, or new/underserved coalitions). Continued disagreement at this level could significantly jeopardize the Institute's ability to keep key partners satisfied with (and committed to) the Institute's progress and efforts.

**Recommendations**

- More clearly communicate to all partners the Institute's purpose and the implications of this purpose for which coalitions to serve and emphasize.
- Seek clarity around how to allocate Institute resources across the different types of coalitions.

**Continue to expand marketing and communication efforts.**

Coalitions and federal partners very much appreciated the expanded communications, dissemination, and marketing efforts done by the Institute.

**Recommendation**

- Collect user feedback on dissemination and communication materials to ensure they are reaching the right audience and making their mark.

### **Prove that the Institute is worthy of investment.**

The Institute needs to gather and disseminate two pieces of data to demonstrate that it is worth the investment: 1) coalitions need to be proven as an effective means to address substance abuse issues at the community level; and 2) the Institute's training and technical assistance need to be deemed capable of improving a coalition's effectiveness at achieving this goal.

#### **Recommendations: (same as last year)**

- Show Congress "*the complete story*" of evidence and how communities are being effective rather than simply reporting units of technical assistance and numbers of participants. This includes using evaluation findings to demonstrate that coalitions are effective solutions to substance abuse and that the Institute's services make them more successful.
- Finish compiling the directory of coalitions and update it annually. Market this directly to coalitions and funders, creating an opportunity for future partnerships and continued service. One respondent commented that the directory could be the Institute's way of putting its mark on the map.

### **Strengthen and expand partnerships.**

Similar to last year, many respondents commented that the strength of the partnerships has been an important part of the Institute's successes. Maintaining good working relationships with these partners and expanding the partnerships available will contribute to further achievements and increase opportunities for the Institute in the future.

#### **Recommendations:**

- Continue to seek nontraditional partners.
- Continue to orient new faces to established federal and external partners as they join the table.

### **Adapt level of training to capacity of participating coalitions.**

Some participants mentioned that the training was conducted at a level that was too basic for their level of need (note that last year the evaluation team heard the opposite complaint from coalitions: that the training was more advanced than coalitions felt ready to handle).

#### **Recommendation**

- Assess capacity levels prior to training.
- Clearly communicate to interested coalitions the level of training that will be provided.
- Perhaps provide course levels for each training (Evaluation 101, 201, 301, for example) and information accompanying these level assignments that describe the targeted audience and level of capacity needed to participate.

### **Provide more hands-on and group interaction activities during training.**

Participants asked that training events include less didactic material and more hands-on activities for them to apply and practice what they learn throughout the sessions.

### **Promote relationships among training participants.**

Similar to the feedback we received last year, coalitions continue to request more time during the trainings for informal interactions and networking. Respondents indicated a

desire for the Institute to build a sense of community among those participating in the training as well as across individual coalitions as they return to their respective locations.

**Recommendations: (same as last year)**

- Facilitate a way for groups from the same state to meet (an interviewee gave an example of going to D.C. and meeting another coalition from her home state). Build time into large group settings to network with local coalitions.
- Participants commented that it is easier to take advantage of resources locally by coming together as coalitions that share a common region or local interest.
- Incorporate more team building activities to build a sense of community among those participating in the training as well as among individual coalitions as they return to their respective locations.
- Bring together Greenhouse Participants for a reunion in order to find out what the groups have accomplished over the past year.
- Incorporate more free time in the training sessions.

**Revise the leader/mentor program.**

The leader/mentor program used with the Greenhouse coalitions faced several challenges including: a) some coalitions viewed their mentor as not fully competent within their cultural context; b) some mentors interacted with their sites very little.

**Recommendation:**

- Carefully match mentors to coalitions, ensuring cultural competency and skills levels.
- Require minimum levels of mentor/site contact. Keep mentors accountable to this arrangement.

**Consider alternative methods for reaching coalitions that are outside of the mainstream, including those that do not have access to e-mail.**

In our interviews with coalitions that have not yet had contact with the Institute (see No Contact Evaluation Brief), most stated that the only and perhaps best way to reach them concerning training information was via snail mail. Most did not have access to the internet.

**Continue to expand the use of telephone and satellite conferences as a way to reach a broader sector of coalition and community members.**

Several coalition participants noted that they often faced resistance from other coalition members when they attempted to implement some of the ideas they learned from the trainings at home. Through the use of telephone and satellite conferences, coalitions can expose a broad sector of representatives to these ideas – increasing their knowledge and capacity to make informed judgments about the usefulness of the SPF framework.