

**The National Community Anti-Drug Coalition
Institute:**

**An Evaluation of the Impact of the Institute's Training
and Technical Assistance Activities on Coalitions'
Efforts to Become Effective Agents of Community
Change**

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Executive Summary

Overview

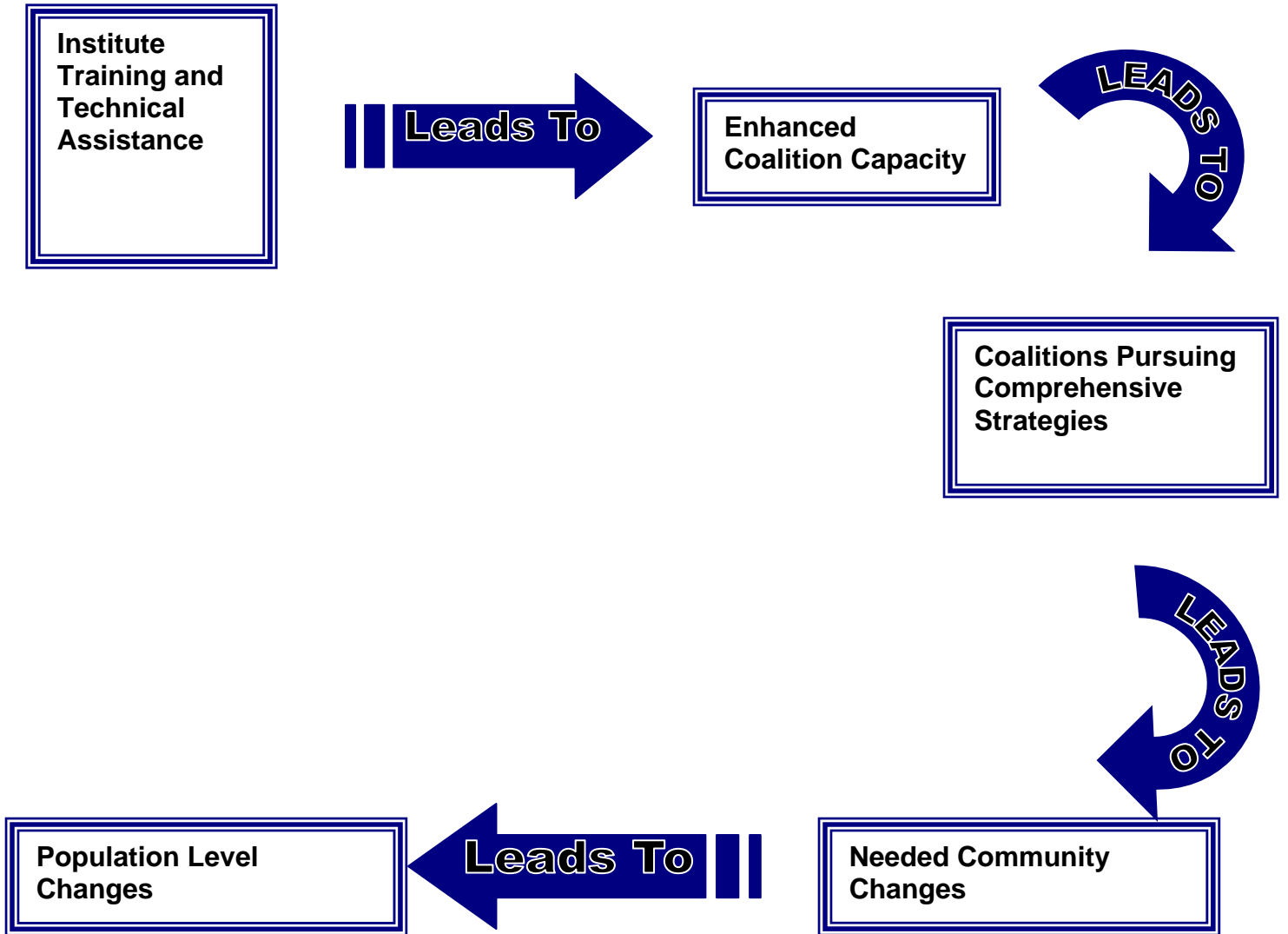
The purpose of the 2008 evaluation was to evaluate the impact of CADCA's Training and Technical Assistance activities on substance abuse coalitions across America. Using the Annual Survey data collected in 2007 and the National Training Institute's training data base, the evaluation team from MSU examined the following question:

Did the training and technical assistance received from CADCA help coalitions become more effective agents of community change?

To guide the examination of this question, the evaluation team used CADCA's Framework for Community Change - a model that explains how training and TA trigger a process of change within coalitions (See Figure 1 below). The evaluation tested this overall model and examined all of the linkages within it. Overall, this process allowed the evaluation to examine the following additional question:

To what extent does this Framework for Community Change explain how coalitions become more effective agents of change?

Figure 1: Framework for Community Change



This Framework identifies four components in the process of a coalition becoming a more effective agent of community change. Each of these components is briefly described below along with the elements that were measured in the evaluation to represent each component.

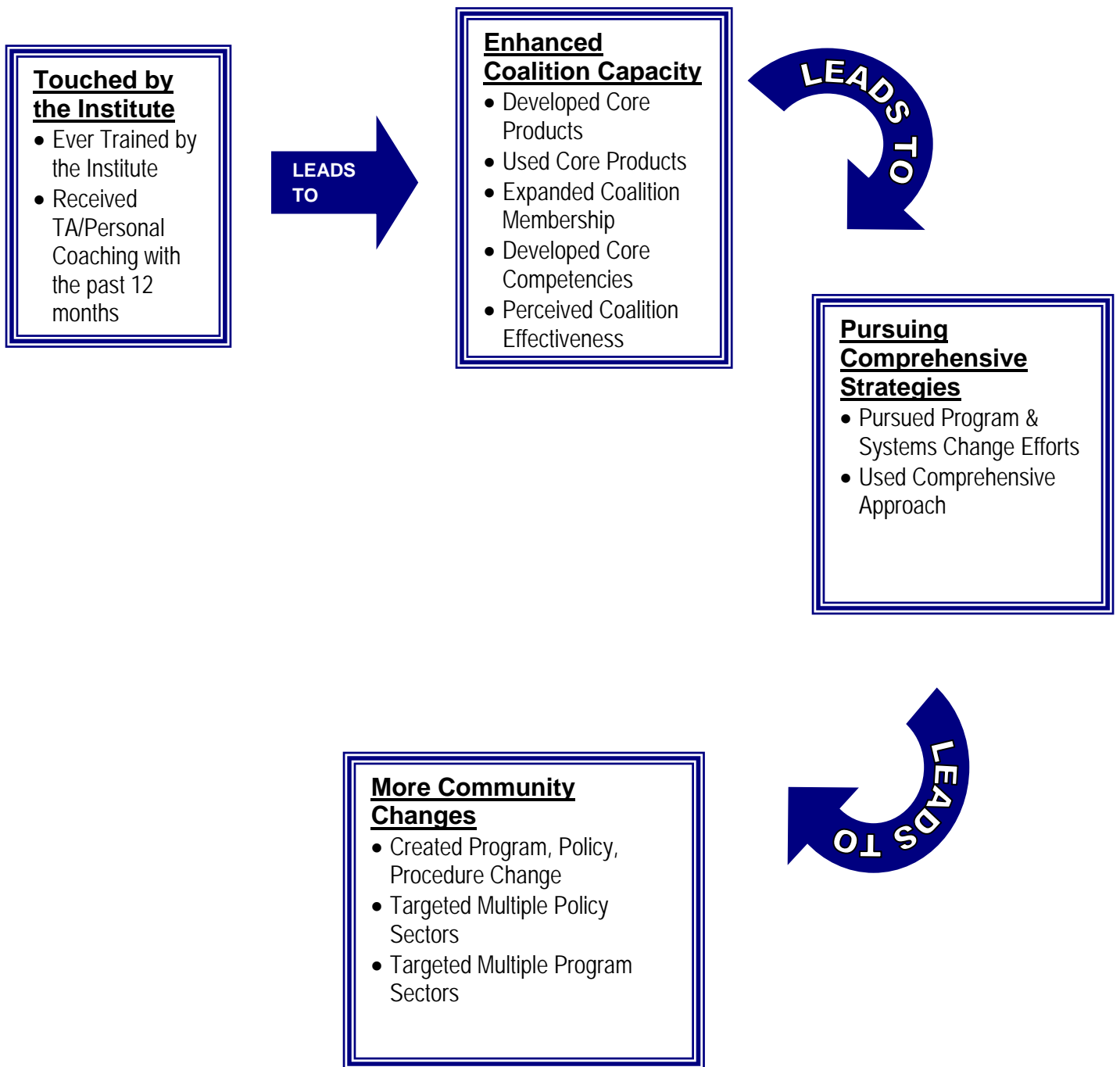
- **Being Touched by the Institute**, refers to the extent to which coalitions have received training or technical assistance/brief coaching from the Institute.
- **Enhanced Coalition Capacity** refers to the extent to which coalitions are developing the capacity needed to launch change within their community. It was measured with the following key elements:
 - **Core Product Development** refers to the number of core products a coalition has developed or received as a result of CADCA training. This includes the development of the following products:
 - Community Assessment
 - Logic Model
 - Strategic or Action Plan
 - Sustainability Plan
 - Evaluation Plan
 - **Core Product Use** – Refers to how often a coalition uses its core products to inform its decisions.
 - **Coalition Membership Expansion** – Refers to whether the coalition has expanded its membership over the past 12 months.
 - **Core Competency Development** – Refers to the number of core competencies a coalition has developed in the past 12 months. Core competencies refer to the activities coalitions need to pursue to ensure that their efforts are strategic and meet the needs of their community. Core competency activities span the following areas:
 - Assessing community needs and resources,
 - Analyzing problems and goals,
 - Developing a framework or model of change,

- Developing strategic and action plans,
 - Identifying, adapting, and implementing intervention strategies,
 - Engaging in evaluation of the coalition, and
 - Working to sustain projects and initiatives.
- Perceived Coalition Effectiveness refers to the extent to which coalitions believe that they are more effective due to the training or TA provided by CADCA's Training Institute.
- **Comprehensive Strategies** refers to the extent to which coalitions are pursuing comprehensive strategies that are needed to trigger community level change. Comprehensiveness of strategies was measured by asking coalitions to report on their activities in the following areas:
 - Providing Information to Raise Awareness
 - Enhancing Community Skills
 - Providing Support to Community
 - Enhancing Access /Reduce Barriers
 - Changing Consequences
 - Changing the Physical Design of the Environment
 - Modifying and/or Changing Policies
- **Needed Community Change** refers to the number of changes at the community level that were created by a coalition. It was measured by asking coalitions to report on the following key change elements:
 - Program, Policy, Procedure Change – Refers to the change a coalition has had in programming or within the larger system.
 - Targeted Multiple Policy Sectors – Refers to the total number of sectors that have adopted policy changes as a result of the coalition's efforts.
 - Targeted Multiple Program Sectors – Refers to the total number of sectors that have adopted program changes as a result of the coalition's efforts.

Please note that while “population level change” is an important component in this framework, this evaluation was not able to link the process of change to this outcome given the data provided. Therefore, this box is not assessed in this evaluation.

Figure 2: Linking the Measurement Elements to the Change Components.

Items underlined are the Change Components. Items indicated with a bullet are the Measurement Elements.



A Description of the Coalition Sample

In 2007, 625 coalitions completed the Annual Survey. These coalitions were highly diverse and included:

- A majority of CADCA members (N=432; 84% of 517);
- An almost equal representation of Drug Free (N =320; 52%) and non-Drug Free coalitions (N =305; 48%);
- A majority (68%) that had received training from the Institute at some point since the Institute was formed;
- A majority with budgets under \$200,000;
- A diversity of coalition age with 41% being relatively recent coalitions (less than 5 years old), 30% between six and 10 years old, and 17% over 16 years;
- A diversity of geographic areas, with 49% representing rural communities, 19% representing urban areas, 30% suburban, and 2% frontier communities.

Summary of Key Findings

Assessing Evaluation Question # 1: ***Did the training and technical assistance received from CADCA help coalitions become more effective agents of community change?***

Overall, our assessment of the Annual Survey data provided by 625 coalitions and the training data

base provided by CADCA indicates that **the training and TA provided by CADCA's National Training Institute played a significant role in helping coalitions become more effective agents of community change.** Specifically (please note that all findings described below are statistically significant):

- **Training and TA received from CADCA's National Training Institute promoted a coalition's capacity in several ways:**
 - **Coalitions that were trained by the Institute developed more Core Competencies.** Training from the Institute helped coalitions complete the

KEY FINDING: Training and TA provided by CADCA's National Coalition Institute plays a significant role in helping coalitions become more effective agents of community change.

seven Core Competencies. Training was most strongly related to the development of a strategic plan or a framework or model for change.

- **Coalitions that received TA/brief coaching from the Institute also developed more Core Competencies.** TA received from the Institute also helped coalitions complete the seven Core Competencies. TA seemed to be most strongly related to assessing community needs and the development of a framework or model for change. Overall, TA appeared to have a somewhat stronger link to the development of Core Competencies than training. This is likely due to the fact that TA is better destined to meet the unique needs of an individual coalition.
- **Coalitions that received Training and/or TA from the Institute were more likely to develop and use their five Core Products.** Training and TA from the Institute also played an important role in helping coalitions develop/revise and use the five Core Products. Coalitions that were trained by the Institute and/or received TA developed/revised more core products and were more likely to use the Core Products to guide their decision making than coalitions that had not been trained.
- **Coalitions that received Training and/or TA from the Institute were more likely to perceive their coalition as effective than coalitions who were not touched by Institute.**
- We could not investigate the impact of Training and TA on coalition membership expansion because almost all coalitions (585; 97.5%) indicated that they had expanded their coalition membership in the 12 months preceding the 2007 Annual Survey.

KEY FINDING: Coalitions that received training and TA from the National Coalition Institute reported enhanced capacity, pursued more comprehensive strategies, and were more likely to create programmatic changes within their community.

- **Training and TA received from CADCA’s National Training Institute also promoted a coalition’s pursuit of comprehensive change strategies.**

- **Coalitions that had ever received training from the Institute were engaged in more Comprehensive Strategies than those that have never received training.** For example, coalitions that had received training were more likely to engage in activities related to providing information, providing support, enhancing skills, shifting consequences, and changing policies than coalitions that had not received training.
- **Coalitions that had received brief TA and/or personal coaching were also engaged in more Comprehensive Strategies than those that have never received training.** For example, coalitions that had received TA for brief coaching were more likely to engage in activities related to providing information, providing support, enhancing skills, enhancing access, shifting consequences, and changing policies than coalitions that had not received training.
- **Training and TA received from CADCA’s National Training Institute has had some impact on the promotion of needed community change:**
 - **Coalitions that had received training from the Institute within the past two years reported creating more programmatic changes and more comprehensive change than coalitions that had not received training within this time frame. There was no difference in the amount of policy change.**
 - **Coalitions that had received TA also reported creating more programmatic change than coalitions that had not received TA.**

In conclusion, the training and TA provided by CADCA’s National Training Institute does appear to be related to the development of a coalition’s capacity, the pursuit of essential change processes, and the promotion of some needed community changes.

Assessing Evaluation Question # 2: To what extent does this Framework for Community Change explain how coalitions become more effective agents of change?

We used 2007 Annual Survey data and the training data base to examine the extent to which the Framework for Community Change illustrated in Figure 2 above accurately describes how change happens within a coalition. We conducted a series of structural equation models, a sophisticated statistical tool that allows one to examine a process of change. Only a subsample of 391 coalitions from the original 625 could be included in this analysis, due to missing data problems. The 391 coalitions were very similar to the 234 coalitions that were excluded from analysis and from the original 625 coalitions. For example, the 391 coalitions did not differ in regards to their age, their geographic location, or their CADCA membership from the excluded coalitions. However, the included coalitions were somewhat more likely to be DFC coalitions and were somewhat more likely to have received training from CADCA in the past than the excluded coalitions. This SEM analysis allowed us to examine three specific questions:

- a. Are the elements used to create each change component relevant and useful?
- b. Does this model explain how coalitions become more effective agents of community change?
- c. Does this model fit for different types of coalitions?

Overall, we found that:

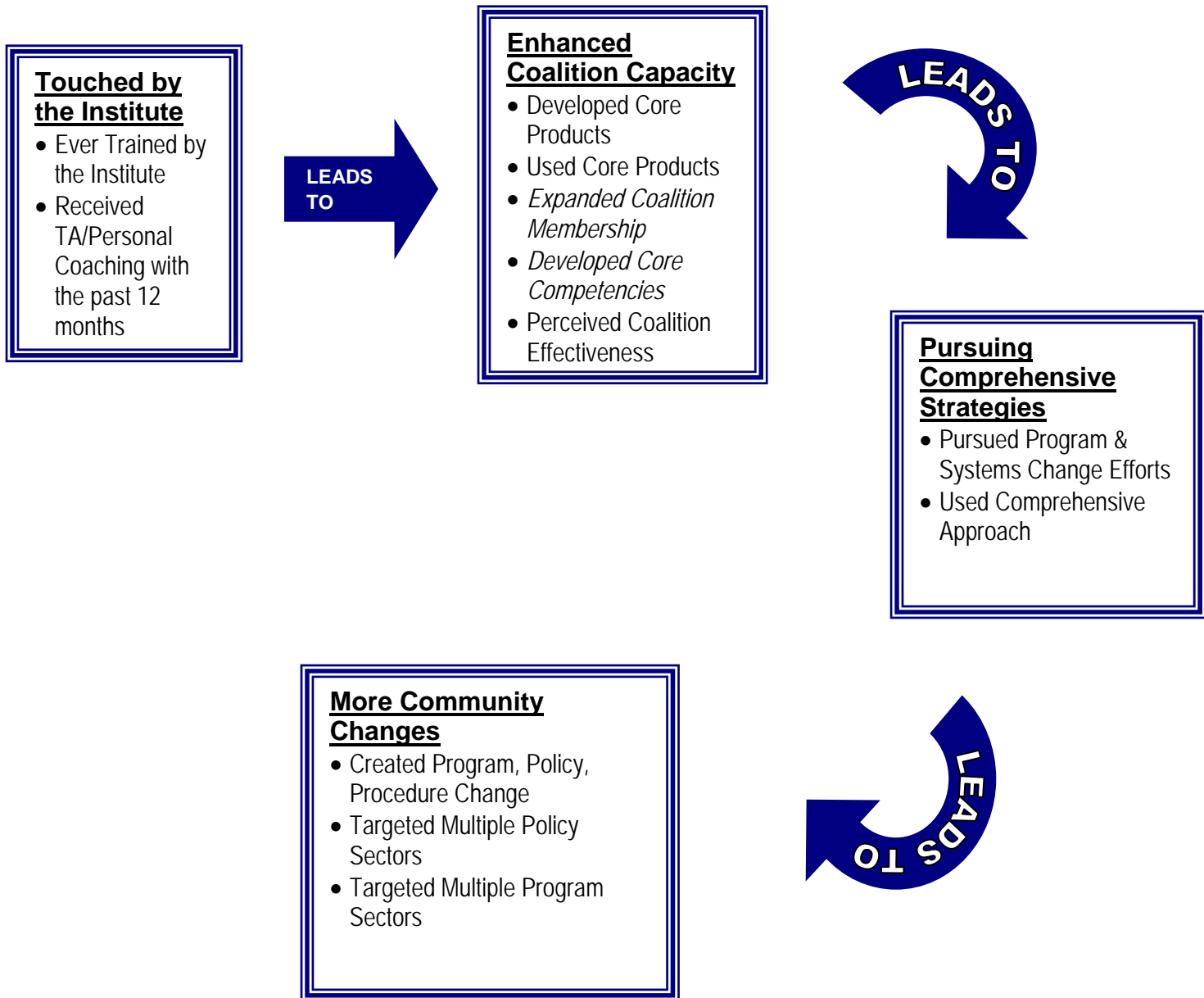
- In general, the **elements that were selected to create each change component were useful and relevant**. Only a few of the elements did not hold up as expected. These findings are described in more detail below.
- We also found that the **model did explain how coalitions become more effective agents of change**. In other words, the model in Figure 1 appears to explain the process of change triggered by the training and TA provided by the Institute.
- We also found that the **model is quite robust**, explaining the process of change for a diversity of coalitions, including DFC and non-DFC coalitions and young (under 5 years old) and more mature coalitions.

Assessing Question a: Are the elements used to create each change component relevant and useful?

Before we could determine if the Framework for Community Change accurately explained the process of change triggered by training and TA, we first needed to make sure that the information we used to assess each component of the model was relevant and useful. We used a statistical tool called Structural Equation Modeling (SEM) to determine if the elements that were used to create each change component were appropriate. SEM links each element to its change component and determines if the element is statistically related to this component. Overall, this analysis suggested that the majority of elements targeted in Figure 2 made significant contributions to our understanding of the relevant change components. In the Figure below we identify in plain font those elements that mattered; elements in italics include those that were not statistically contributing to the change component. It is possible that the two elements in “Enhanced Coalition Capacity” that were not significantly linked to this component – Core Competencies and Expanded Coalition Membership – were insignificant due to the lack of variance that existed in these variables. In other words, most coalitions in this sample had developed their core competencies and expanded their coalition membership. Future evaluation efforts should re-examine the link between these elements and Enhanced Coalition Capacity.

Figure 3: Assessing the Fit of the Measurement Elements to the Change

Components. Elements listed in black mattered; elements listed in gray did not statistically contribute to the change component.



Addressing Question 2: *Does this model explain how coalitions become more effective agents of change?*

The SEM analysis was also conducted to identify whether the framework for change accurately portrays the process of change for the coalitions included in the 2007 Annual Survey. Specifically, the analysis looks at whether being touched by the institute actually enhances coalition capacity; whether enhancing coalition capacity leads to implementing essential processes; and whether implementing essential processes leads to community change.

KEY FINDING: The Framework for Community Change well describes how the training and TA from the National Training Institute triggered a process of change within coalitions and how coalitions emerged into more effective agents of community change.

Overall, **the analysis shows that the Framework for Community Change accurately portrays the process of change for the sample coalitions** (In other words, in the SEM analysis the model was concluded to be a “good fit” and all pathways were significant.) Coalitions that were touched by the Institute had more capacity; this increased capacity was related to coalitions engaging in more essential processes; more essential processes resulted in more community change.

Addressing Question 3: **Does this model fit for different types of coalitions?**

The National Training Institute provides training and TA to a diversity of coalitions; for example, some have Drug Free Communities (DFC) funding, others do not; some coalitions are relatively brand new, others have been in operation for years; some hail from more rural communities, others from urban centers. Because previous research has well illustrated that such characteristics can significantly affect coalition functioning, it was important to determine the extent to which the Framework for Community Change effectively explained the change process for different types of coalitions. To begin that exploration, two distinct groups of coalitions were compared in this evaluation: 1) DFC and non-DFC coalitions; and 2) young (less than 5 years old) and older coalitions. To conduct this comparison, the SEM analysis was run separately for each group. Then the SEM

findings were compared across the groups. We were particularly interested in determining if: 1) the overall model worked with both groups in each comparison and 2) if the pathways contributed the same amount of significance in each model. For example, we were curious if being touched by the Institute was more or less important in triggering this process of change for DFC versus non-DFC coalitions.

Overall, we found that the framework explained the process of change for all types of coalitions considered in this analysis: young, old, DFC and non-DFC coalitions all appear to experience the process of change illustrated in Figure 1. In addition, the analysis also found that the Institute's training and TA matters for each of these different types of coalitions. Future evaluation efforts should assess the fit of this model for other types of coalitions, such as rural versus urban coalitions.

KEY FINDING:

The Framework for Community Change appears to be a robust heuristic model, explaining the process of change for young, old, DFC and non-DFC coalitions. In addition, the Institute's training and TA appears to trigger this process of change for these different types of coalitions.

Concluding Remarks and Limitations of this Evaluation

In conclusion, the analysis of the 2007 Annual Survey data and National Training Institute's Training data base suggests that the training and TA provided by the Institute improves coalition functioning: Coalitions are more capable, more engaged in comprehensive strategies that are likely to lead to community-level changes, and in fact promote more community level change when they receive training and TA from CADCA's Training Institute. In addition, the Framework for Community Change (Figures 1 & 2) that guides the training and TA provided by the Institute appears to be a useful framework for explaining how coalitions become more effective agents of change.

With that said, it is important to note the limitations of this evaluation and its findings. While the training data is longitudinal— in that it includes training information from 2004 – the Annual Survey data was not, limiting our ability to fully assess the process of change over time. Future evaluations should consider examining the Framework for Community Change using longitudinal survey data from coalitions. In addition, why the evaluation findings do

suggest that training and TA from the Institute matter, the effect of training and TA is actually small. It is unclear if this small effect is due to attenuation of the training effects (i.e., over time the impact of training may diminish), measurement error (e.g., the Annual Survey is unable to fully capture the impact of training and TA), or the fact that the training and TA can only have a small effect on such a complex phenomenon as coalitions and community change. A longitudinal investigation could help to answer some of the questions.

The following report includes the results of our analysis of the Framework for Community Change. In addition to discussing the results of our SEM analysis on the Framework for Community Change (found in the final section), we first explore each change component separately. We provide descriptive information on each element inside the change components and then explore the extent to which training and TA were related to the specific elements within each change component. We also examined the effect of coalition age and DFC status on these change components as well. It is our hope that these analysis can provide the Institute with the information they need to continue to meet the needs of substance abuse coalitions in America.

The Coalition Sample

A total of 625 coalitions responded to the 2007 CADCA Annual Survey. These coalitions represented a diversity of communities across America and represented the diversity found with coalitions. Specifically:

- A diversity of developmental levels was present within the coalition sample, with 41% being relatively recent coalitions (less than 5 years old), 30% between six and 10 years old, and 17% over 16 years;
- A diversity of geographic areas were represented, with 49% representing rural communities, 19% representing urban areas, 30% suburban, and 2% frontier communities;
- The majority had budgets under \$200,000;
- Nearly an equal number were Drug Free Communities Grantees (N=320; 52%) and non-Drug Free Coalitions (N=305; 48%);
- A majority (84%) were CADCA members (N=432);
- A majority (68%) had received training from the Institute at some point. About 32% of the coalitions (N=200) were trained in 2006 and about 47% (N=291) received training in 2007.
- The coalitions were quite well distributed in regards to the primary focus of their coalitions' efforts. About an equal number of coalitions (3.5%) were solely focused on prevention programming or on environmental change; meanwhile approximately 42% of the coalitions described themselves as equally focused on prevention programming and environmental change.

Below are several figures illustrating the characteristics in this coalition sample.

Figure 4 (a-d): Sample Characteristics Including Age (a), Budget (b), Geographic Focus (c), and Focus of Efforts (d).

Figure 4a: Age Characteristics

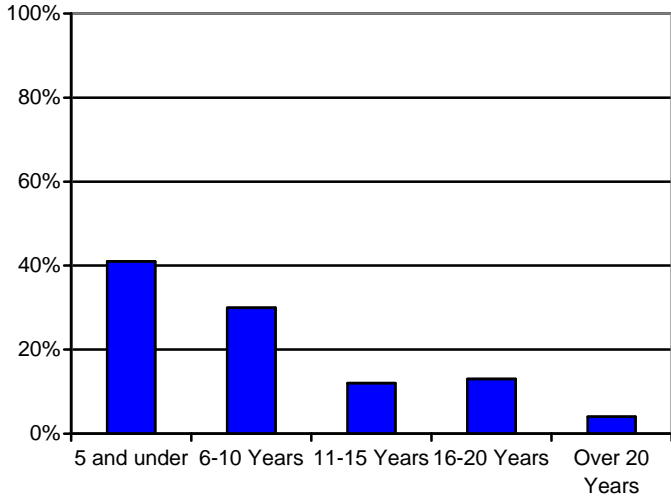


Figure 4b: Budget Characteristics

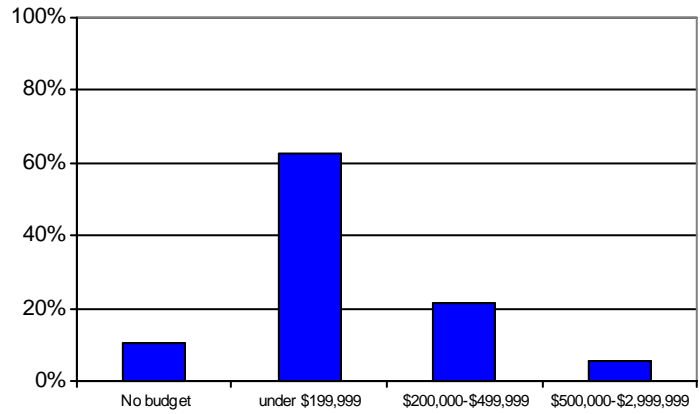


Figure 4c: Geographic Focus

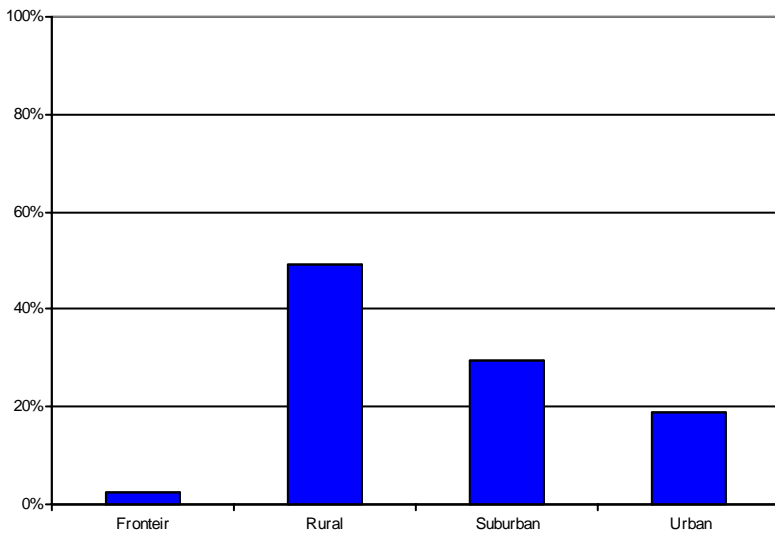
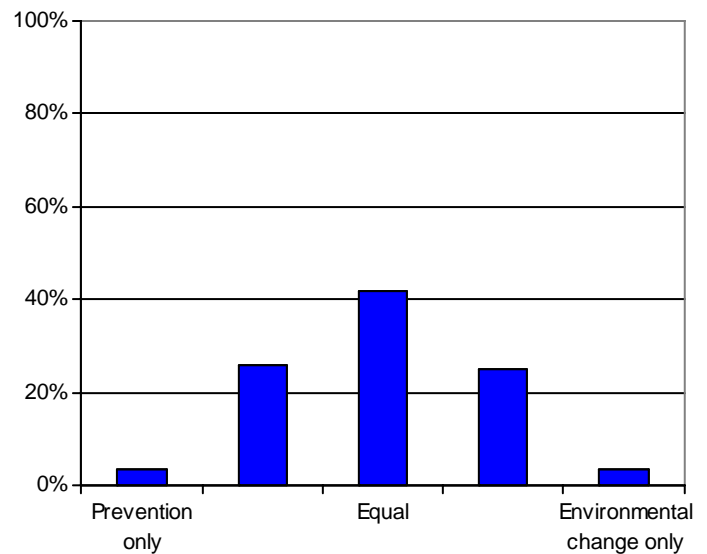


Figure 4d: Focus of Coalition's Efforts



Assessing Coalition Capacity

An important assumption underlying the National Training Institute's Framework for Community Change outlined on page 3 is that the training and TA received from CADCA will develop a coalition's capacity. This capacity, in turn, is hypothesized to help coalitions engage in strategic processes that will effect community change.

Coalition capacity is multi-faceted. In the 2007 Annual Survey, it was assessed using the following dimensions:

- ✓ Coalition Initiation or Completion of Core Competencies
- ✓ Coalition Development of Core Products
- ✓ Coalition Use of Core Products
- ✓ Coalition Membership Expansion

Core Competencies

An important part of developing a coalition's capacity to affect community change is directing the coalition to pursue the Core Competencies that can actually lead to the creation of more strategic, environmental changes. The 2007 Annual Survey asked coalitions to report on whether or not they initiated or completed a variety of activities associated with the Core Competencies and the extent to which they were trained in these areas. Seven Core Competencies were assessed in the Annual Survey:

1. Assessed community needs and resources,
2. Analyzed problems and goals,
3. Developed a framework or model of change,
4. Developed strategic and action plans,
5. Identified, adapted, and implemented intervention strategies,
6. Engaged in evaluation of the coalition, and
7. Worked to sustain projects and initiatives.

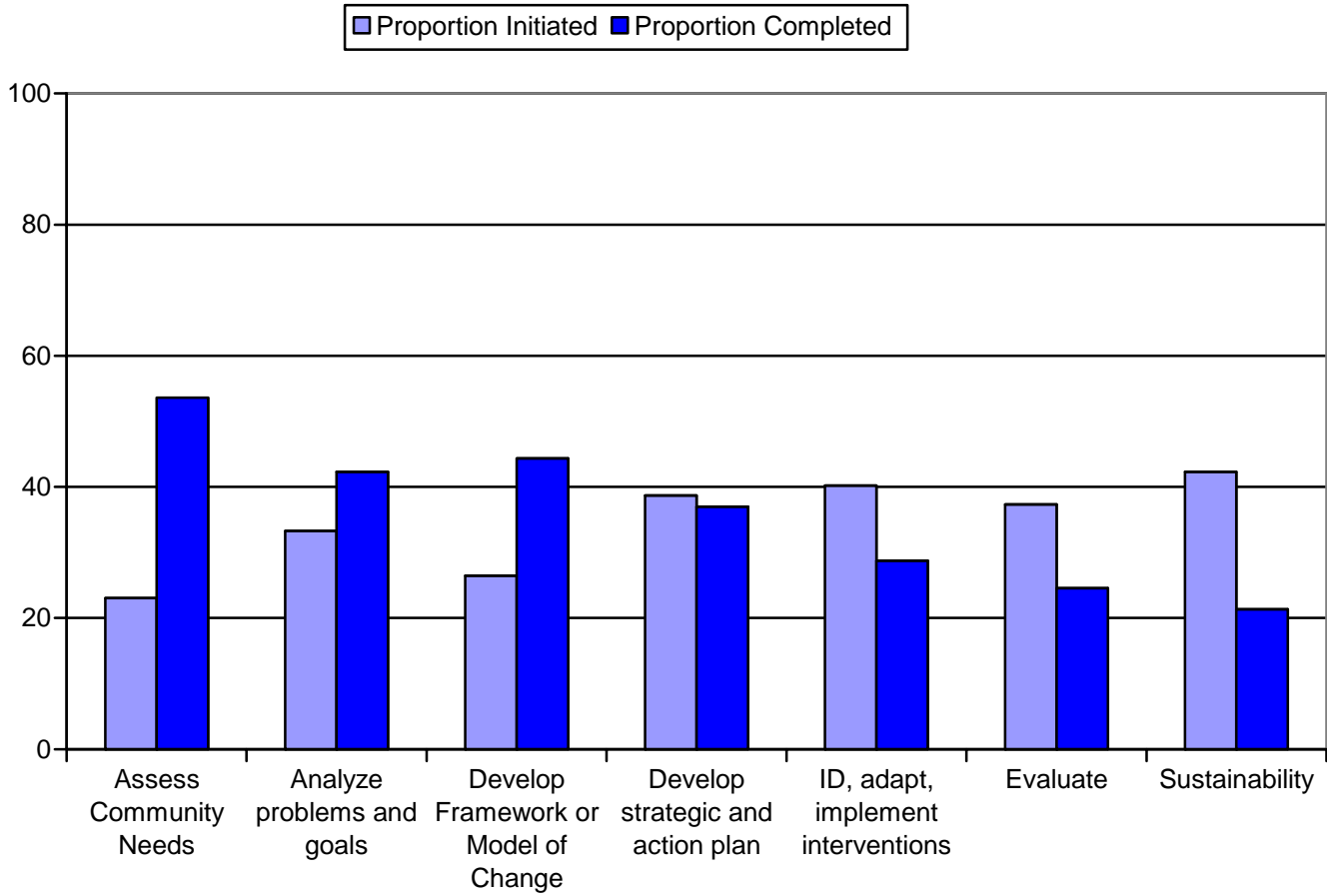
It is important to note that the scale used to assess Core Competencies in the 2007 Annual Survey may have resulted in the underreporting of this information. The Annual Survey only asked coalitions to report those activities that they initiated or completed. Coalitions may also have revised their previous processes or continued processes they started in prior years.

Data were also collected to assess the extent to which organizations have used the information gained from training to inform decision-making practices.

Implementation of Core Competencies

- On average, in the 12 months preceding the 2007 Annual Survey, the majority of coalitions had either initiated or completed the core competencies. This may be due to the sample of coalitions included in this analysis: the majority of coalitions in the Annual Survey had received prior training from CADCA (over 67% of all coalitions) and/or were DFC coalitions (51% of all coalitions). Both of these characteristics are likely to lead a coalition towards the pursuit of these core competencies.
- Coalitions had *completed* more of the activities associated with the development of a strategic approach to their efforts – assessment of community needs, analysis of problems and goals, and development of a framework or model of change.
- Coalitions were in an earlier phase in their pursuit of intervention, evaluation and sustainability core competencies. Specifically, more coalitions reported that they *initiated* the activities associated with identifying, adapting and implementing interventions, evaluating their coalition, and sustaining projects and initiatives than having completed these activities.

Figure 5: Proportion of Coalitions Reporting Implementation of Core Competency Activities (Initiated or Completed)



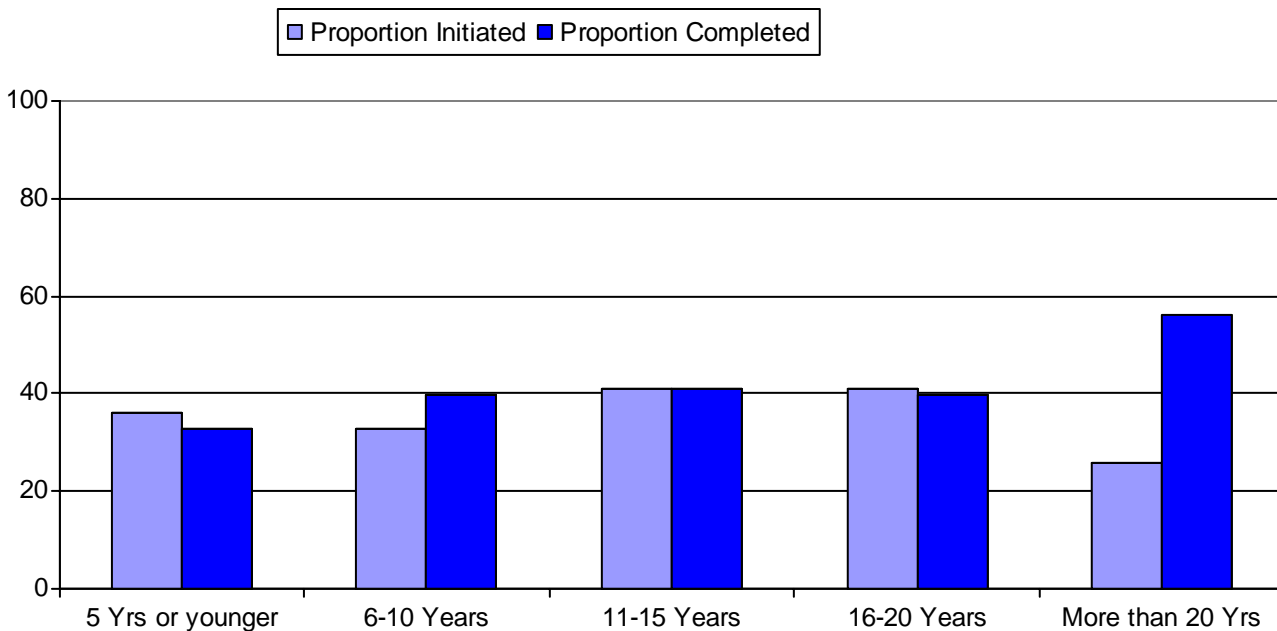
n = 625

Does Age Matter?

Overall, the age of the coalition seems to have a significant impact on the extent to which the coalition is pursuing Core Competencies.

- Older coalitions tended to report *completing* more Core Competencies and younger coalitions tended to report *initiating* more Core Competencies.

Figure 6: The Impact of Age on Average Proportion of Core Competency Activities Initiated or Completed



n =

551

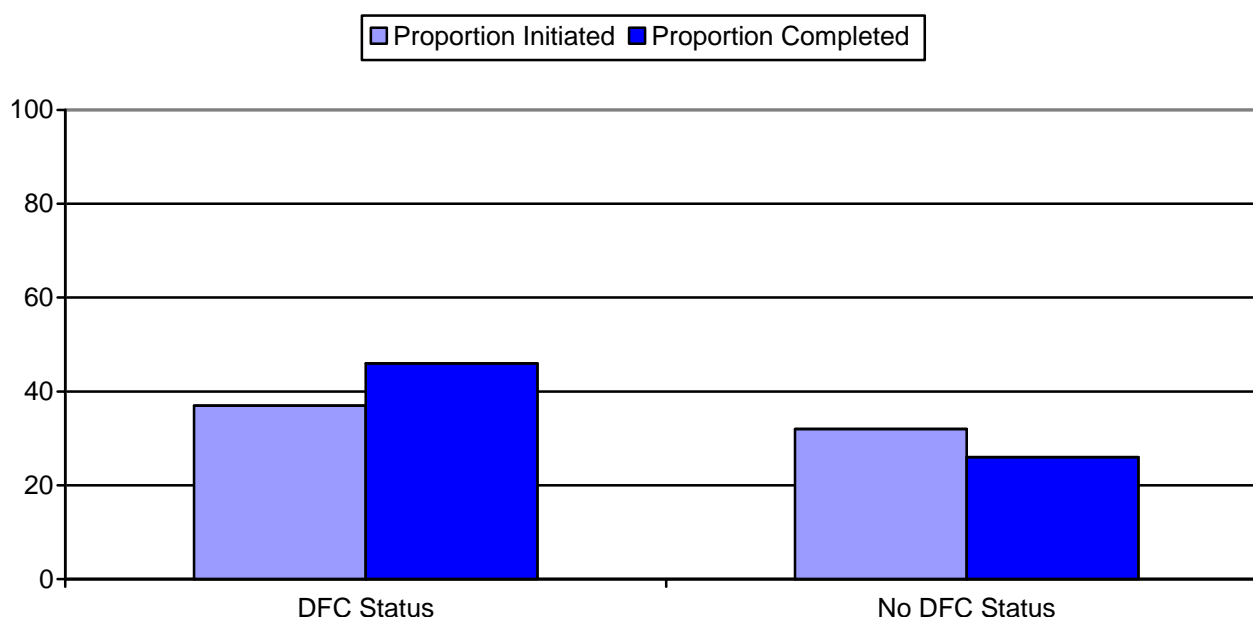
- Specifically, older coalitions were more likely to have completed the following Core Competencies:
 - ✓ Develop a framework or model of change,
 - ✓ Develop strategic or action plans,
 - ✓ Identify, adapt, and implement interventions,
 - ✓ Evaluate coalitions, and
 - ✓ Sustain projects and goals.
- Younger coalitions were more likely to have initiated the following:
 - ✓ Assess community needs and resources and
 - ✓ Evaluate coalitions.

Does DFC Status Matter?

In addition to age, whether or not a coalition has DFC status seems to also have a significant impact on the extent to which the coalition is pursuing Core Competencies.

- Coalitions with DFC status reported *completing* more activities related to all 7 Core Competencies than non-DFC status coalitions.
- Coalitions with DFC status were also more likely to *initiate* activities associated with 3 of the Core Competencies:
 - ✓ Identifying, adapting and implementing interventions,
 - ✓ Evaluating their coalition, and
 - ✓ Sustaining projects and initiatives than those with non-DFC status.

Figure 7: DFC Status Impact on the Average Proportion of Core Competencies either Initiated or Completed



n = 625, bars represent a significant difference ($P < .05$) between DFC and non DFC coalitions

Does Training Matter in Relation to the Core Competencies?

Data pertaining to training received by a coalition came from the Institute’s database and was assessed in the three ways: 1) ever received training from the Institute; 2) received any training in the 12 months preceding the 2007 Annual Survey; and 3) received any training in the year 2006 (January – December, 2006). We report below the extent to which each form of training was related to a Coalition’s Core Competencies.

The CADCA Institute data base revealed that 291 (47%) of the coalitions represented in the 2007 Annual Survey had received any form of training from the Institute in the 12 months preceding the Annual Survey. Thirty-two percent (32%) had received training in 2006. Meanwhile, 67.5% of the coalitions had received training from the Institute at some point since the Institute's creation.

Overall, all three forms of training appear to have a significant impact on a coalition's development of the Core Competencies: Coalitions that were trained developed more Core Competencies than those that were not trained. For example:

- Coalitions that were trained by the Institute in the past 12 months prior to the Annual Survey were more likely to *initiate* activities that related to
 - Engaging in evaluations of their coalition
 - Working to sustain projects and initiative
- These trained coalitions were also more likely to engage in activities associated with the *completion* of the following Core Competencies:
 - ✓ Developing a framework or model of change
 - ✓ Developing a strategic or action plan

Does Technical Assistance Matter?

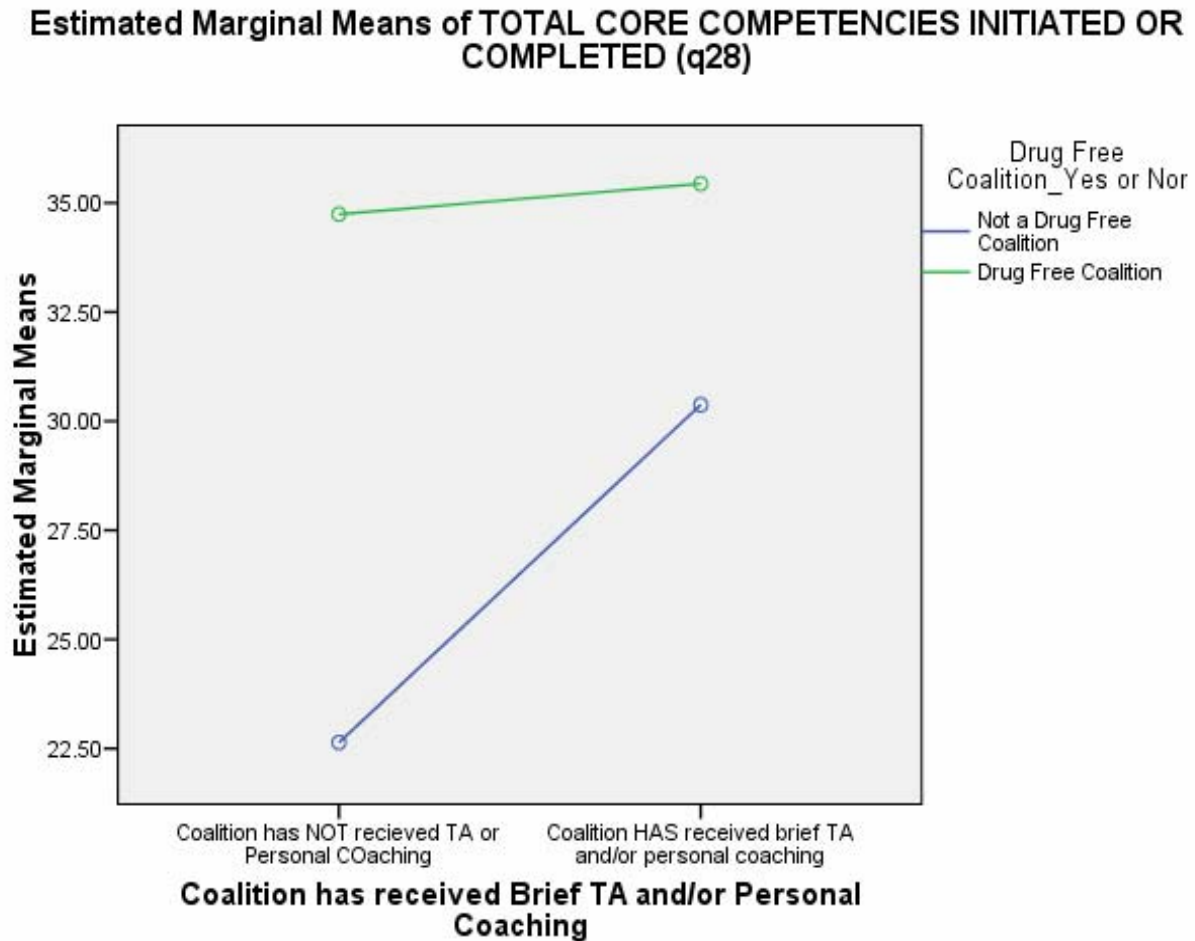
Whether or not a coalition reported having received brief technical assistance or personal coaching in the 12 months preceding the Annual Survey appears to have a significant impact on the extent to which the coalition is pursuing Core Competencies. This is particularly true for *initiation* of activities.

- Coalitions that had received TA tended to report both *completing* and *initiating* more activities related to the Core Competencies.
- Specifically, coalitions that received brief TA or personal coaching were more likely to *complete* the following Core Competency activities:
 - ✓ Assess community needs and resources
 - ✓ Develop a framework or model for change

- Additionally, they were more likely to *initiate* activities associated with the following Core Competencies:
 - ✓ Analyze problems and goals
 - ✓ Develop a framework or model of change
 - ✓ Develop strategic and action plans
 - ✓ Identify, adapt, and implement intervention strategies
 - ✓ Engage in evaluation of the coalition
 - ✓ Work to sustain projects and initiatives.

Given the above findings, we were interesting in examining the role TA played for DFC and non-DFC coalitions. We conducted a 2X2 ANOVA (a statistical test) to see how TA impacted these two different types of coalitions. Figure 8 below illustrates that both TA and DFC status influence the level of core competencies pursued by a coalition and that DFC status and TA interact as well (main effects and interaction terms significant at $p < .05$). As this Figure demonstrates, TA played a strong role in helping non-DFC coalitions pursue the core competencies. However, TA's role with DFC coalitions was minimal, perhaps due to the fact that these coalitions were already pursuing a fairly high level of competencies.

Figure 8: The interaction between TA and DFC status on the pursuit of core competencies.



Coalition Development of Core Products

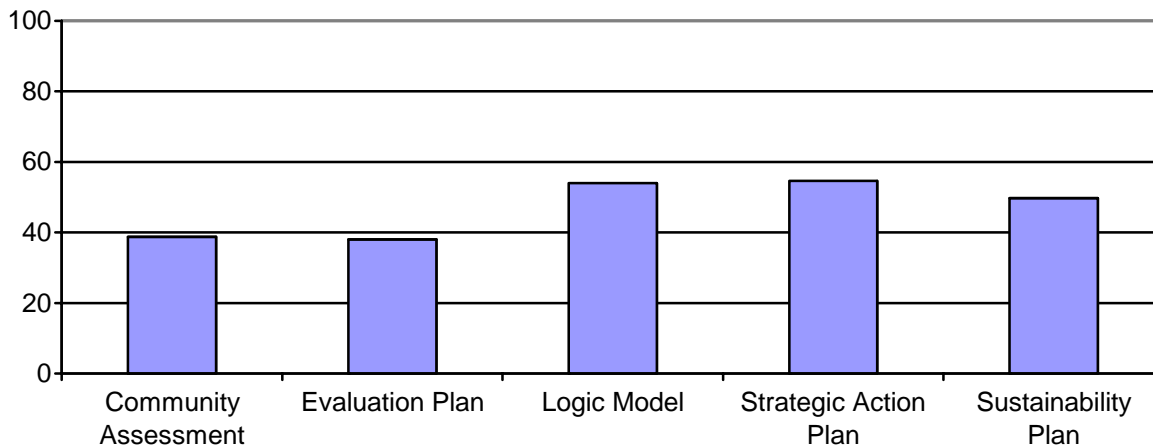
A foundation of the Institute's training is helping coalitions with the development of 5 Core Products. The 2007 Annual Survey asked coalitions to report on whether or not they developed or revised each of the 5 products as a result of training or technical assistance received from the CADCA institute. The five Core Products include:

1. Community Assessment
2. Logic Model
3. Strategic or Action Plan
4. Sustainability Plan
5. Evaluation Plan

Overall, the Institute’s training appears to have a significant impact on a coalition’s development or revision of the core products.

- Figure 9 reveals that many coalitions developed or revised the 5 core products as a result of training from the CADCA Institute.
- Figure 9 also illustrates that the training impacted the revision and development of the five core products differently. Findings were similar to the year 4 evaluation. Logic models (54% of all coalitions) and action plans (54% of all coalitions) were the most likely to be developed or revised as a result of Institute training. Community assessments (39% of all coalitions) and evaluation plans (38% of all coalitions) were the least impacted by the trainings.

Figure 9: Proportion of Coalitions that Developed or Revised Core Products as a Result of Institute Training/TA



n = 523

Does Age Matter?

Overall, the age of the coalition did not have a significant impact on the extent to which the coalition developed or revised the 5 Core Products as a result of the CADCA Institutes training and/or TA.

- On average, coalitions reported developing or revising 2.4 of the 5 Core Products. Although age did not have an overall impact, coalitions that have been in operation for 6

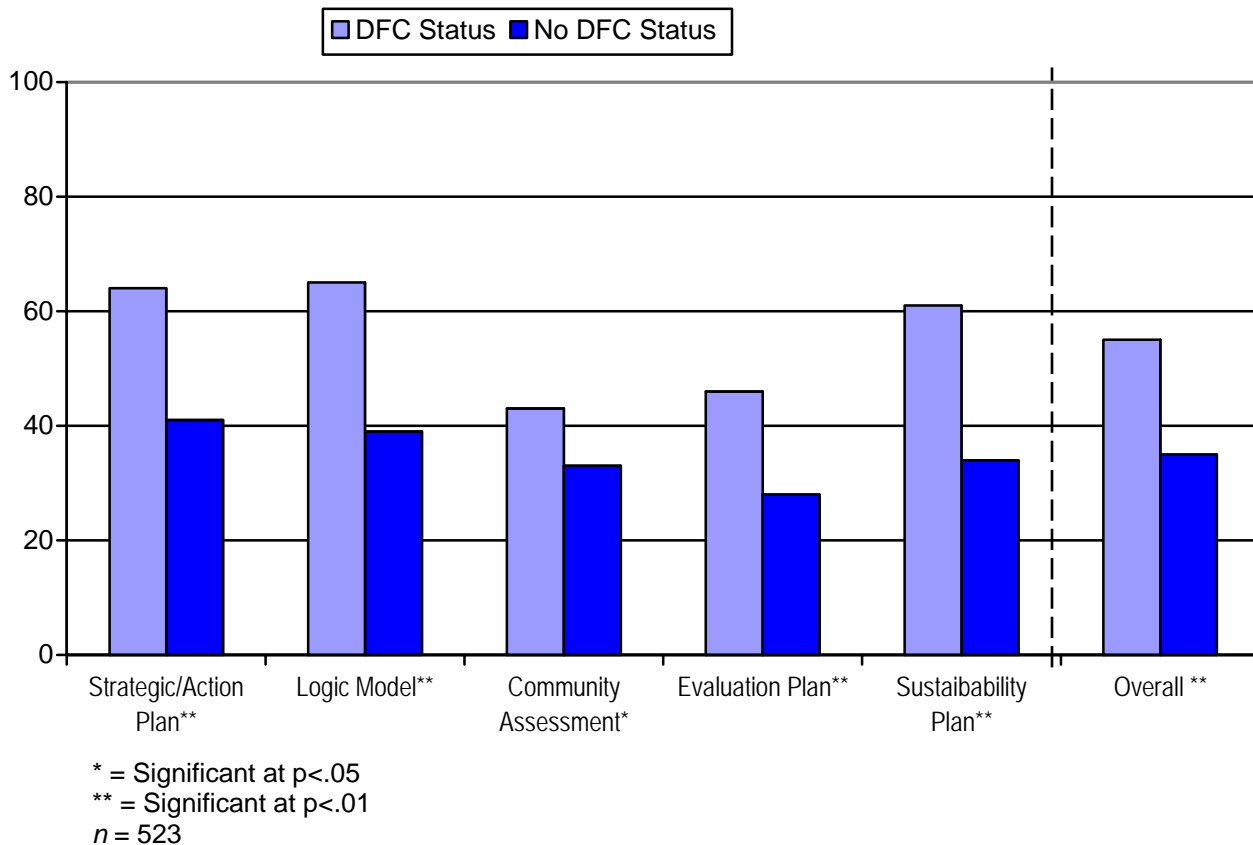
to 10 years reported developing or revising the most products ($m=2.51$) and coalitions between 16 and 20 years reported developing or revising the least amount of products ($m=1.96$).

Does DFC Status Matter?

Whether or not a coalition has DFC status did appear to have a significant impact on the extent to which a coalition developed or revised Core Products.

- Overall, coalitions with DFC status reported developing or revising more Core Products as a result of CADCA Institute training and/or TA than non-DFC status coalitions. On average, coalitions with DFC status reported developing or revising 55% of the Core Products and coalitions that do not have DFC status reported only developing or revising 35% of the Core Products.
- Furthermore, as Figure 10 illustrates, coalitions with DFC status were more likely to report developing or revising all of the five core products in the last 12 months than coalitions that do not have DFC status.

Figure 10: Proportion of Coalitions that have Developed or Revised Core Products based on their DFC Status¹



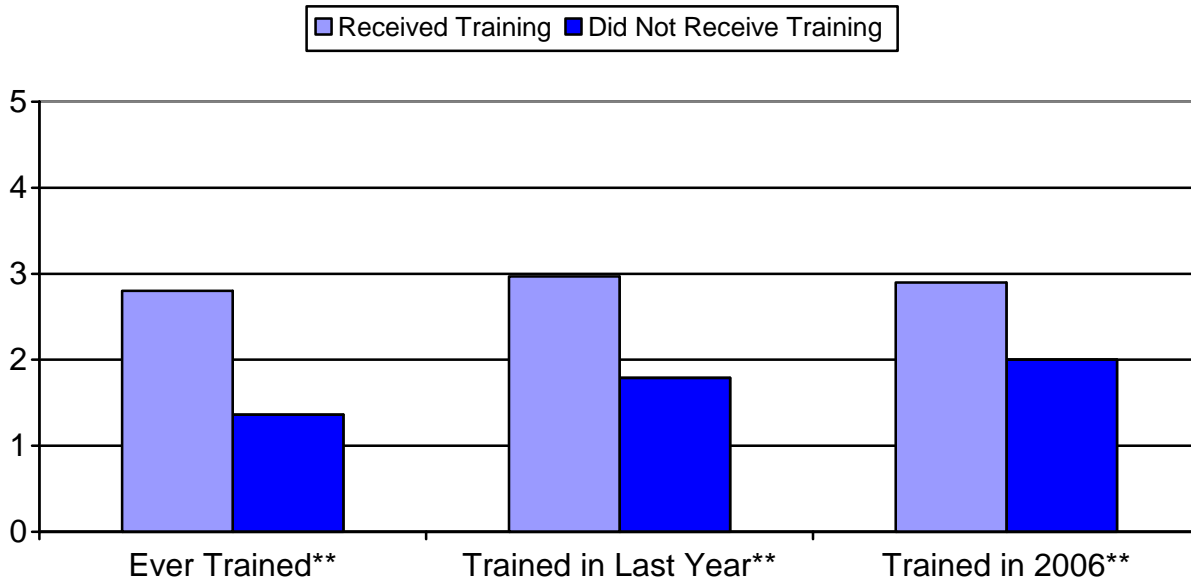
Does Training Matter?

Data pertaining to training received by a coalition came from the Institute’s database and was assessed in three ways: 1) ever received training; 2) received any training in the 12 months preceding the 2007 Annual Survey; and 3) received any training in the year 2006 (January – December, 2006).

- Overall, all three training variables had a positive impact on the development and revision of Core Products. Coalitions that had been trained by the CADCA Institute were significantly more likely to develop or revise their Core Products as a result of training.
- Figure 11 illustrates the relationship between the three forms of training.

¹ Overall score represents the average proportion across all 5 Core Products.

Figure 11: Total Core Products Developed or Revised based on Coalition's Exposure to Institute Training

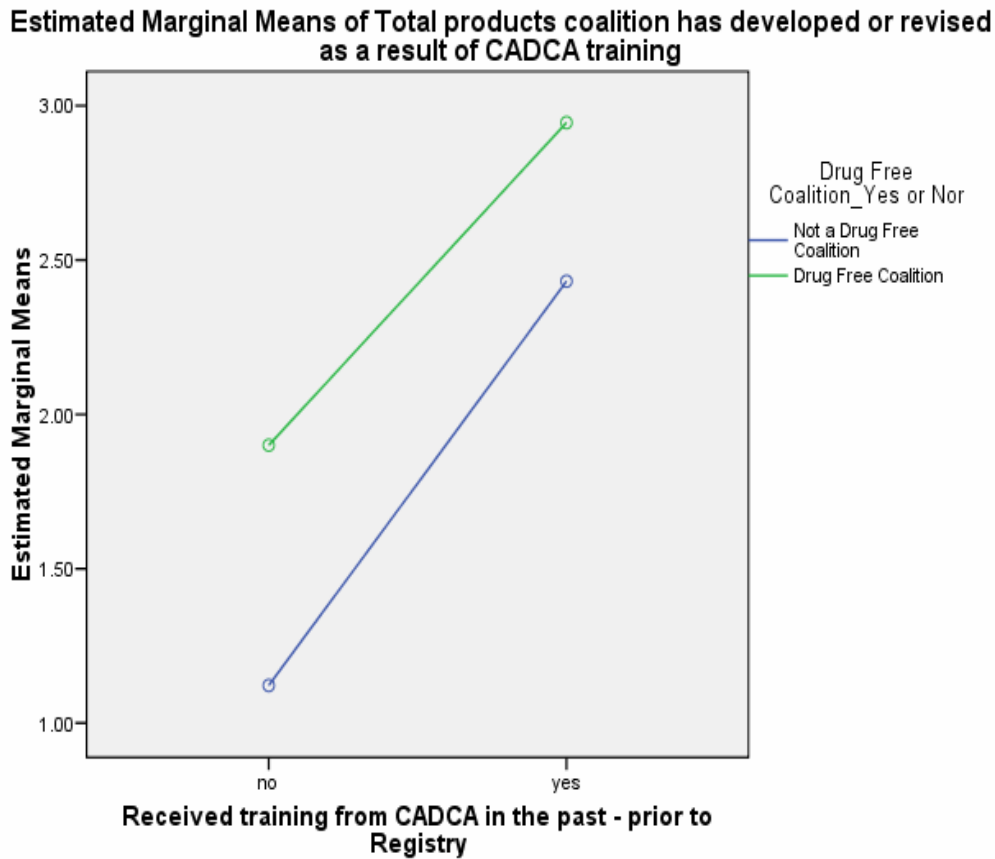


Significant at $p < .05$
 ** = Significant at $p < .01$
 $n = 523$

* =

Given the above findings, we were interesting in examining the role training played for DFC and non-DFC coalitions. We conducted a 2X2 ANOVA (a statistical test) to see how training impacted these two different types of coalitions. As Figure 12 demonstrates, training played a strong role in helping both DFC and non-DFC coalitions develop core products. (both main effects significant at $p < .001$).

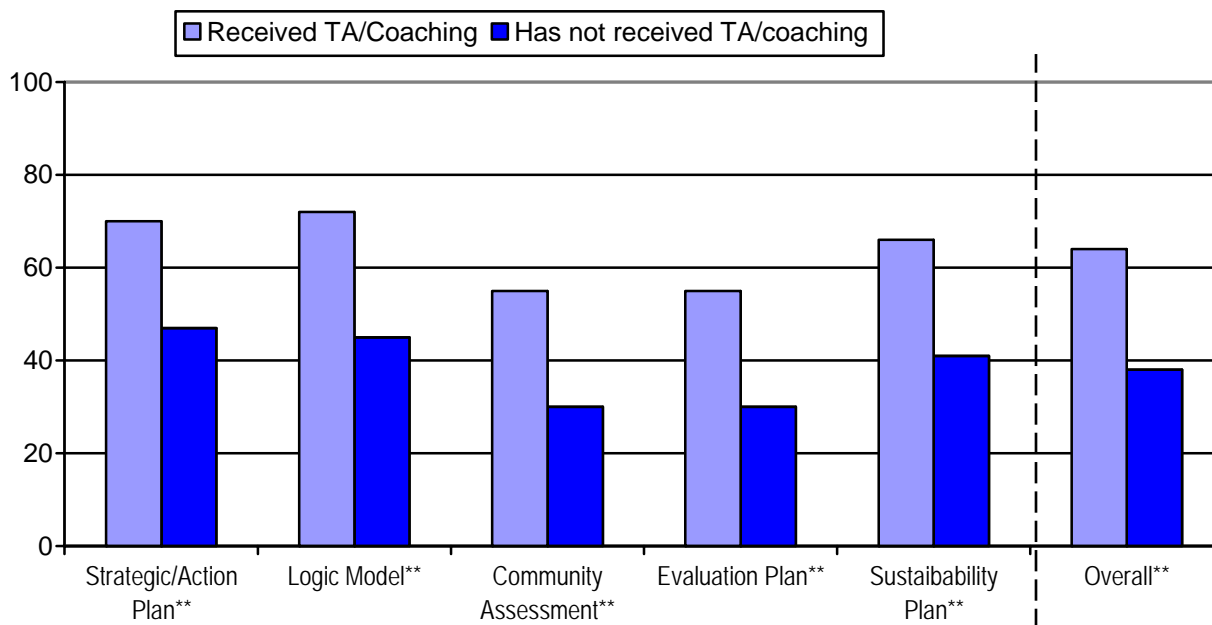
Figure 12: The role of training in DFC and non-DFC coalitions on core product development



Does Technical Assistance Matter?

Coalitions that received brief technical assistance or personal coaching in the 12 months preceding the Annual Survey developed or revised significantly more Core Products (See Figure 13).

Figure 13: Proportion of Coalitions that have Developed or Revised Core Products based on their Exposure to Brief TA and/or Personal Coaching²



= Significant at $p < .05$
 ** = Significant at $p < .01$
 n = 523

*

- In particular, coalitions that receive brief TA and/or personal coaching report developing or revising almost 65% of the Core Products and coalitions that did not receive brief TA or personal coaching reported only developing or revising 38%.

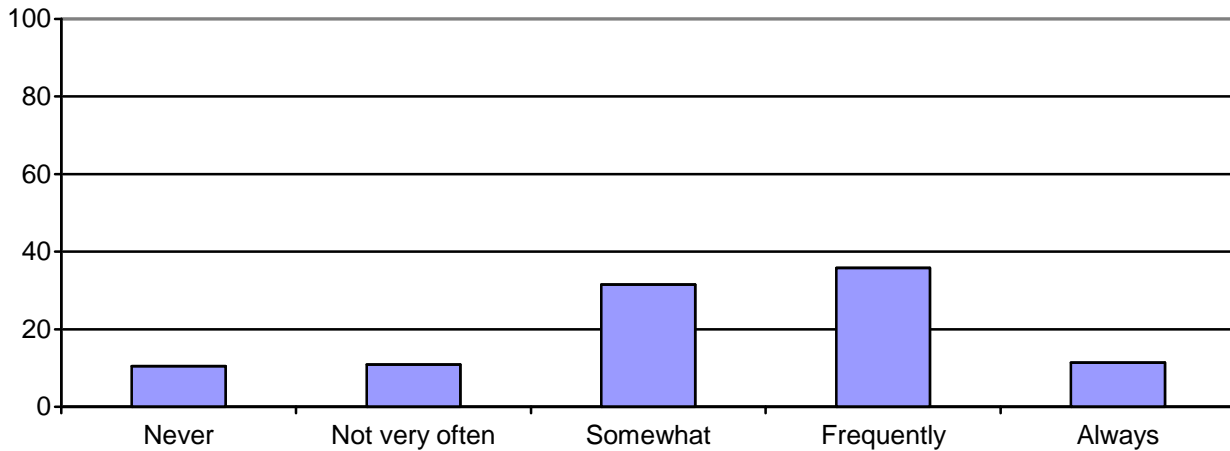
Coalition Use of Core Products

The Institute’s training is designed to also encourage the use of these core products by coalitions. The 2007 Annual Survey asked coalitions to report the degree to which they use the core products to inform their coalition’s decisions (from never to always).

Figure 14 illustrates that the majority of coalitions (67%) reported using the core products either somewhat or frequently to inform their decisions. Only 10.5% of the coalitions (56 coalitions) reported that they never use the core products to inform decisions.

² Overall score represents the average proportion across all 5 Core Products.

Figure 14: How often Coalitions Used Core Products to Inform Decisions



n

= 534

Does Age Matter?

Overall, the age of the coalition does not seem to influence the extent to which a coalition uses the core products to inform coalition decisions.

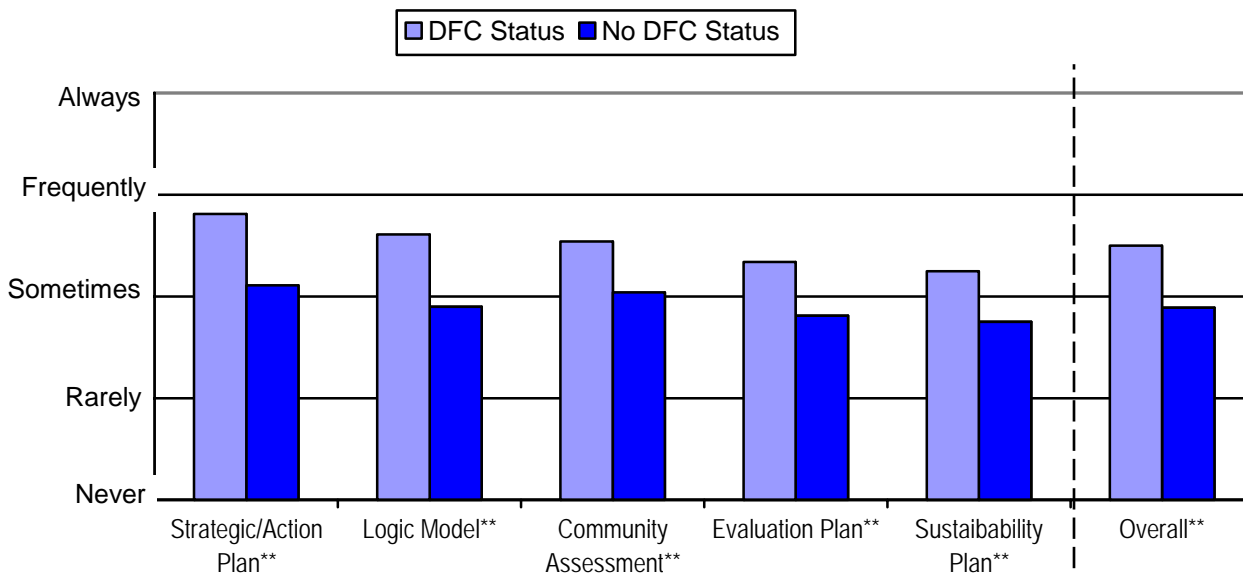
- Coalitions that have been in operation for 6 to 10 years reported using the core products slightly more often than the other age groups and coalitions 5 years or younger reported using the core products slightly less often.

Does DFC Status Matter?

DFC status appears to positively influence how often a coalition uses the core products to inform the decision making process.

- Overall, coalitions with DFC status reported using the Core Products significantly more often than non-DFC status coalitions. On average, coalitions with DFC status reported using the Core Products frequently whereas coalitions that do not have DFC status reported only using the Core Products sometimes.

Figure 15: Impact of Coalition’s DFC Status on the Use of the Core Products



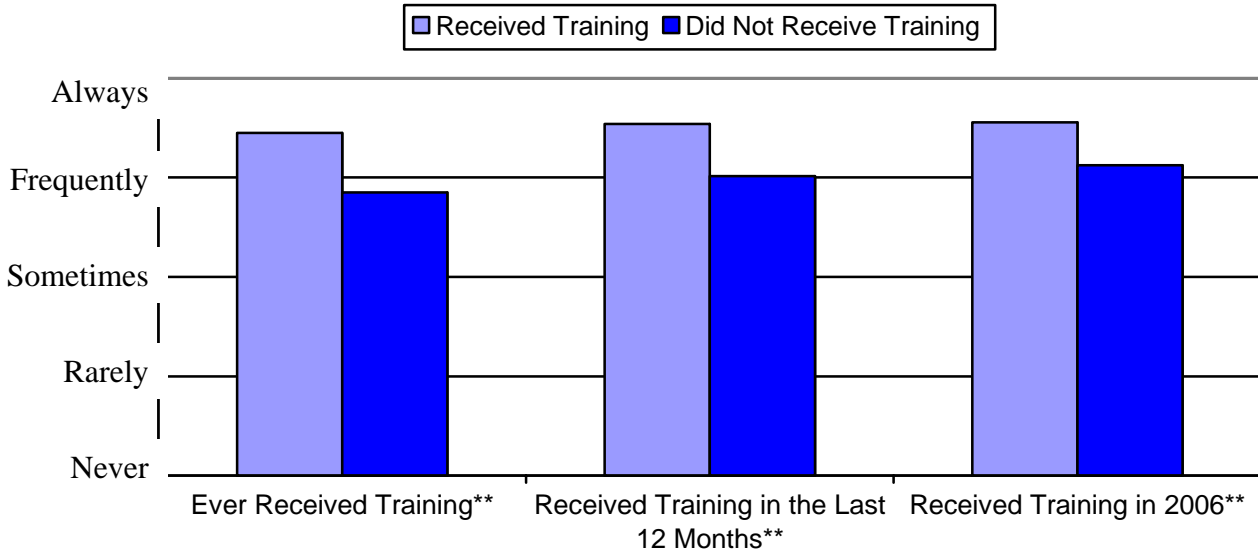
* = Significant at p<.05
 ** = Significant at p<.01
 n = 534

Does Training Matter?

Data pertaining to training received by a coalition came from the Institute’s database and was assessed in the same three ways mentioned above: 1) ever received training; 2) received any training in the 12 months preceding the 2007 Annual Survey; and 3) received any training in the year 2006 (January – December, 2006).

- Overall, all three training variables had a positive impact on coalitions’ use of core products. Coalitions that were trained by the Institute were significantly more likely to use the Core Products to inform their decision-making than coalitions that had not been trained (See Figure 16)

Figure 16: Impact of Coalition’s Exposure to Institute Training on the Use of the Core Products



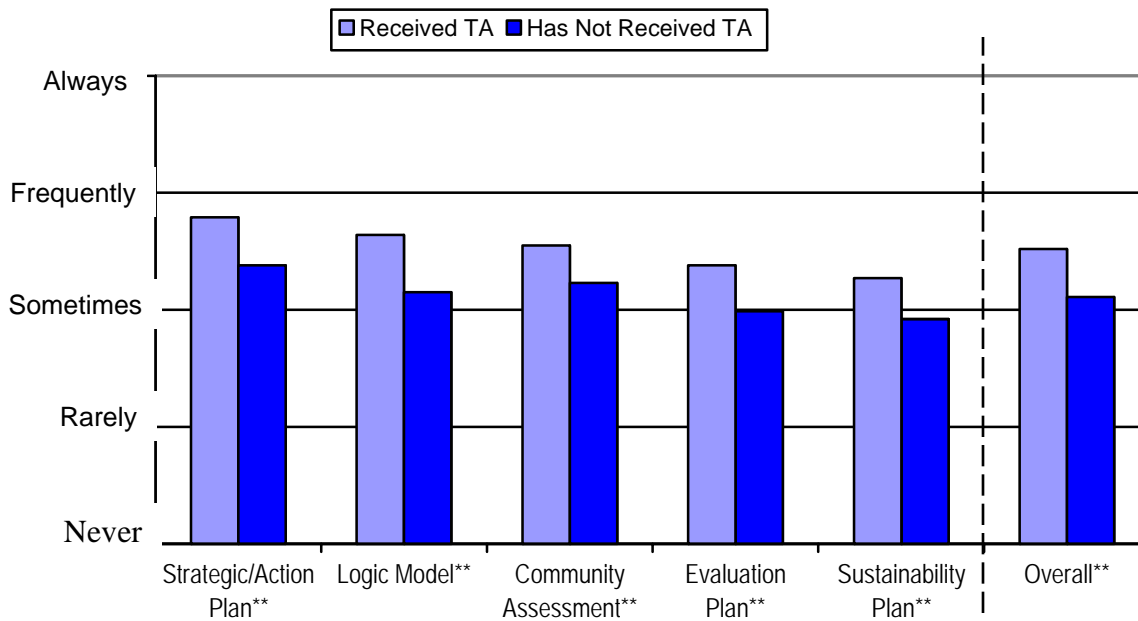
= Significant at $p < .05$
 ** = Significant at $p < .01$
 $n = 534$

*

Does Technical Assistance Matter?

Receiving technical assistance and/or personal coaching from the Institute also seems to impact a coalition’s use of the Core Products. Coalitions that received brief technical assistance or personal coaching in the 12 months preceding the Annual Survey were more likely to have used the Core Products to inform their decisions than coalitions that had not received TA (See Figure 17).

Figure 17: Impact of Coalition’s Exposure to Brief TA and/or Personal Coaching on the Use of Core Products



* = Significant at $p < .05$
 ** = Significant at $p < .01$
 n = 534

Coalition membership expansion

One measure of coalition capacity is the ability of a coalition to expand its membership. Coalitions were asked to indicate whether or not new members had joined their coalition in the 12 months preceding the 2007 Annual Survey.

Almost all coalitions (585; 97.5%) indicated that they had expanded their coalition membership in the 12 months preceding the 2007 Annual Survey. Only 15 (2.5%) coalitions indicated that they had not expanded their membership during this time.

Furthermore, most (465; 78%) indicated that they had also increased the diversity of their coalition membership during this time.

Comprehensive Strategies

The Institute emphasizes the importance of having coalitions pursue seven behavior change strategies that are designed to help facilitate the programmatic and systemic changes needed for population level improvements to emerge:

1. Provide Information to Raise Awareness
2. Enhance Community Skills
3. Provide Support to Community
4. Enhance Access /Reduce Barriers
5. Change Consequences
6. Change the Physical Design of the Environment
7. Modify and/or Change Policies

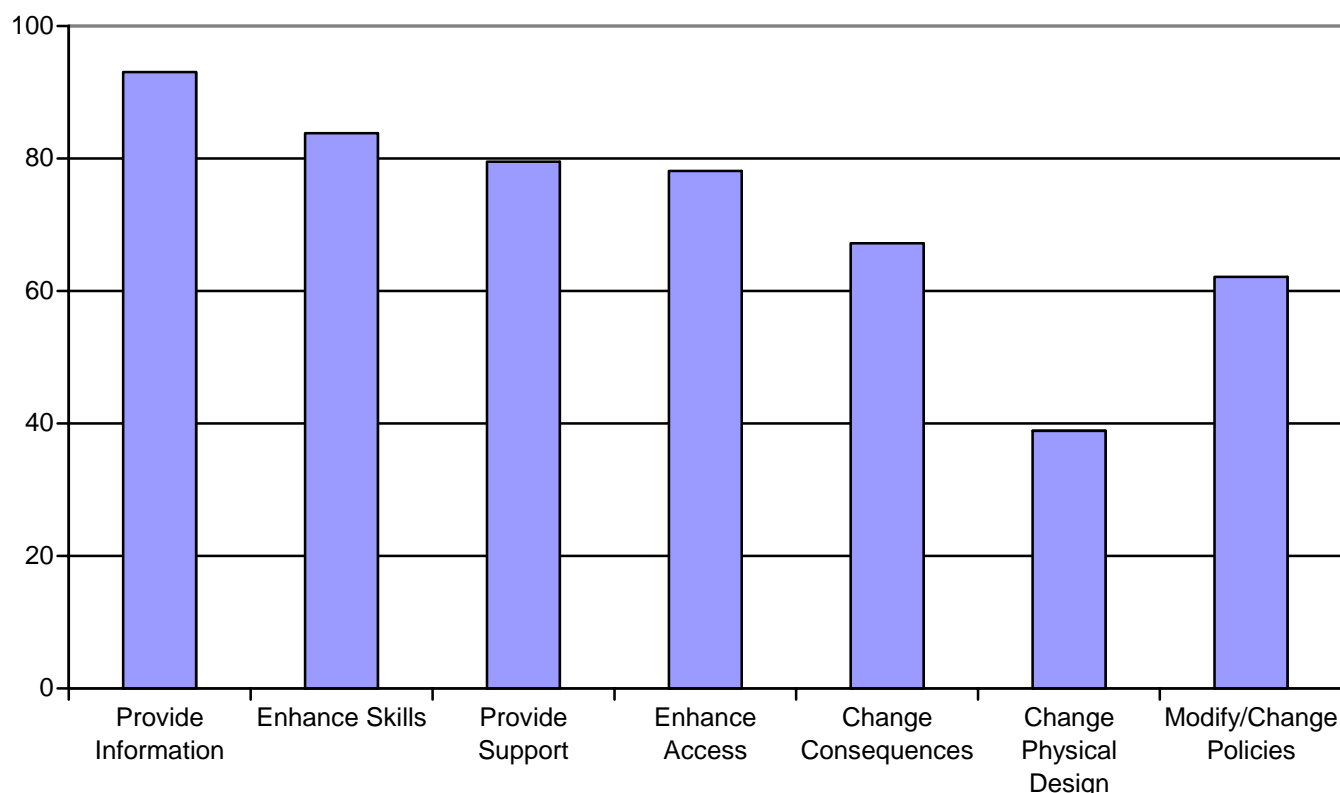
The 2007 Annual Survey asked coalitions to report on their involvement (either implemented for the first time or ongoing) in activities associated with these seven behavior change strategies during the 12 months preceding the Annual Survey.

Implementation of Behavior Change Strategies

- On average, in the 12 months preceding the 2007 Annual Survey, the majority of coalitions were engaging in activities associated with the Behavior Change Strategies. Similar to other findings, it is possible that this is due to the sample of coalitions included in this analysis: the majority of coalitions in the Annual Survey had received prior training from CADCA and/or were DFC coalitions. These coalitions may have been likely pursuing these activities as a result of their previous training and/or funding requirements.
- Coalitions were more likely to engage in activities related to programmatic changes – providing Information, enhancing skills and providing support

- Coalitions reported less involvement in activities associated with systemic changes – enhancing access, changing consequences, changing physical design, and modifying/changing policies.

Figure 18: Proportion of Coalitions Engaging in Behavior Change Strategies (Implemented or Ongoing)



n = 625

Does Age Matter?

Overall, the age of the coalition seems to have a significant impact on the extent to which the coalition is engaging in activities associated with the Behavior Change Strategies mentioned above.

- Coalitions that have been in operation from 11 to 15 years tended to report engaging in more Behavior Change Strategies than any other age range. In addition, these coalitions were more likely to engage in activities associated with systemic change, including:

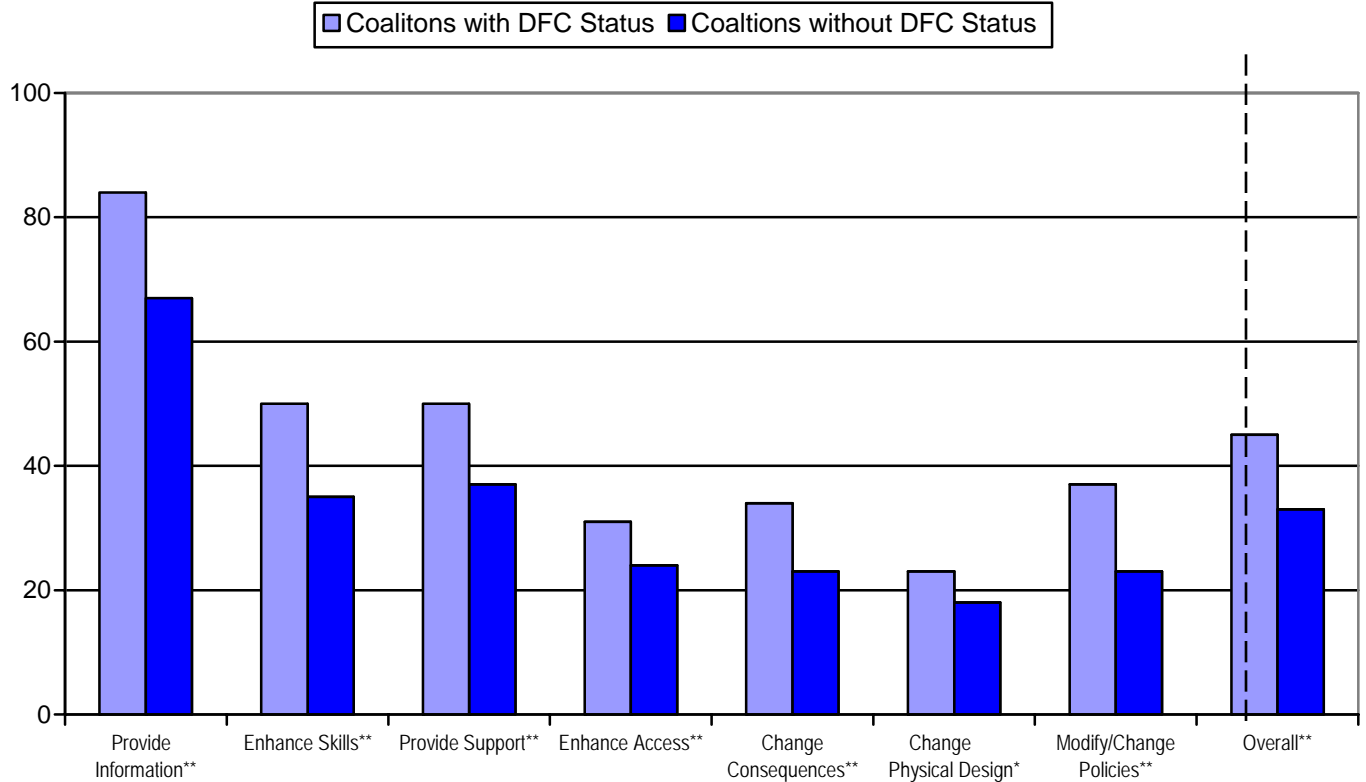
- ✓ Enhancing Access and Reducing Barriers
- ✓ Changing Consequences
- ✓ Modifying and/or Changing Policies
- Coalitions that have been in operation for less than 5 years were the least likely to engage in all seven Behavior Change Strategies.

Does DFC Status Matter?

Whether or not a coalition has DFC status seems to also have a significant impact on the extent to which the coalition is engaging in Behavior Change Strategies.

- Coalitions with DFC status reported engaging in more activities associated with all seven Behavior Change Strategies than those that are not DFC coalitions.
- Both DFC and non DFC Coalitions were more likely to engage in activities associated with providing information (e.g., disseminate information via brochures and engage in media awareness campaigns) than any other Behavior Change Strategy.
- Similarly, both DFC and non DFC coalitions were less likely to engage in activities associated with changing the physical design of the environment (e.g., marketing restrictions in public places and limiting product placement).

Figure 19: Impact of a Coalition’s DFC Status on the Behavior Change Strategies



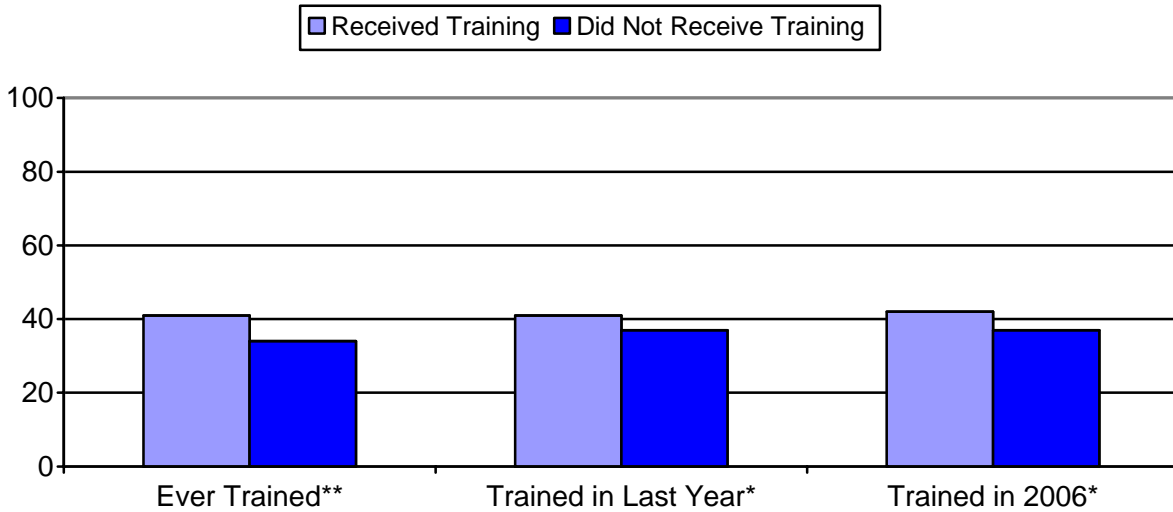
* = Significant at $p < .05$
 ** = Significant at $p < .01$
 n = 625

Does Training Matter in Relation to the Pursuit of the Behavior Change Strategies?

Data pertaining to training received by a coalition came from the Institute’s database and was assessed in three ways: 1) ever received training; 2) received any training in the 12 months preceding the 2007 Annual Survey; and 3) received any training in the year 2006 (January – December, 2006).

- Overall, all three training variables had a positive impact on the execution of activities associated with the Behavior Change Strategies. Coalitions that had been trained by the Institute were significantly more likely to engage in these activities (See Figure 20)

Figure 20: Impact of Coalition’s Exposure to Institute Training on the Average Proportion of Activities Reported to be Ongoing or Implemented for the First Time

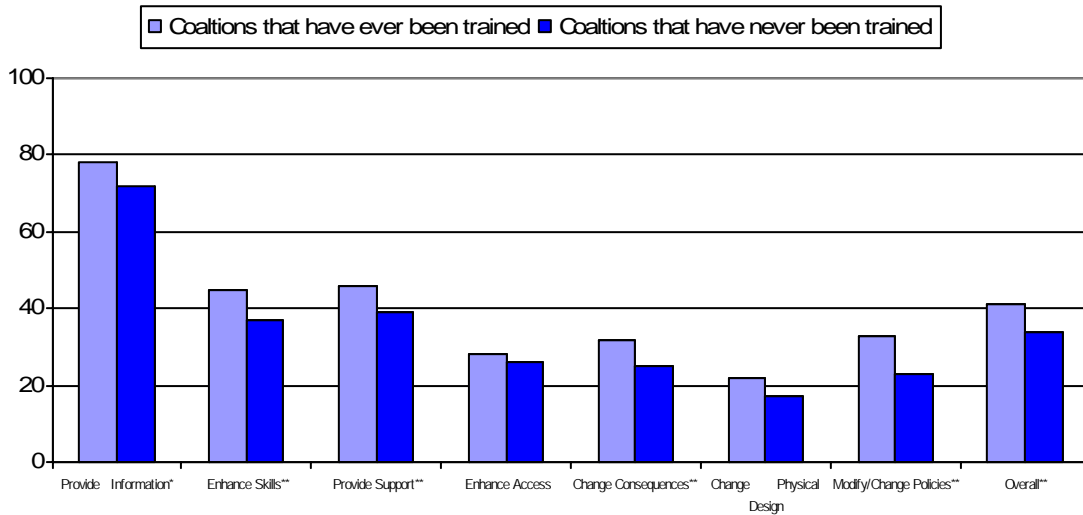


* =

Significant at $p < .05$
 ** = Significant at $p < .01$
 $n = 625$

- Furthermore, coalitions that had ever received training from the Institute reported engaging in more activities associated with all seven Behavior Change Strategies than those that have never received training.

Figure 21: Impact of Whether a Coalition has Ever Received Training from the Institute on the Average Proportion of Behavior Change Activities Reported to be Ongoing or Implemented for the First Time

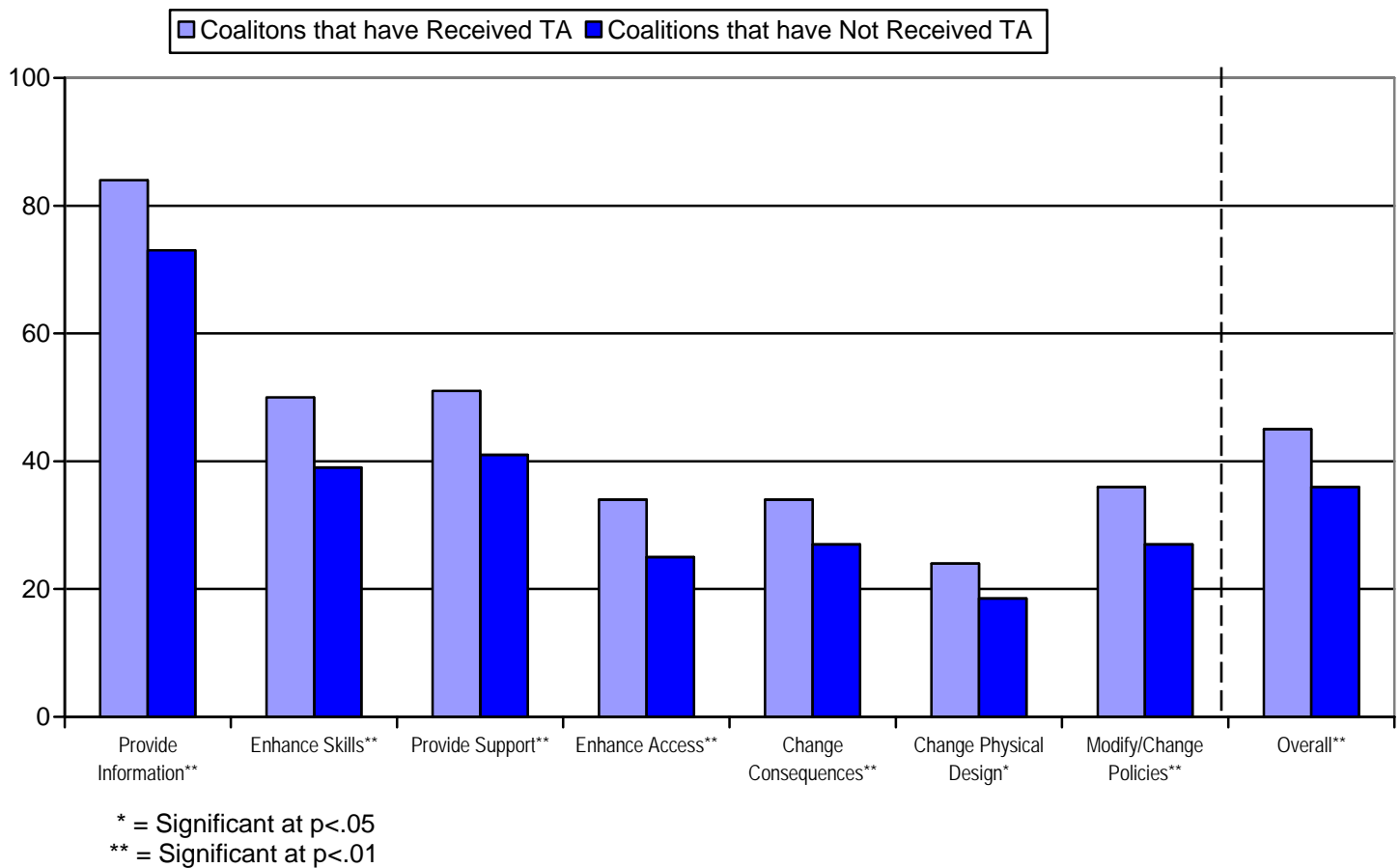


Does Technical Assistance Matter?

Being a recipient of brief TA and/or personal coaching from the Institute appears to have a significant impact on the extent to which a coalition pursues the Behavior Change Strategies.

- On average, Coalitions that had received brief TA and/or personal coaching tended to report engaging in more activities related to the Behavior Change Strategies.

Figure 22: Impact of Coalition’s Exposure to Brief TA and/or Personal Coaching on the Average Proportion of Activities Reported to be Ongoing or Implemented for the First Time



Comprehensiveness of Behavior Change Strategies

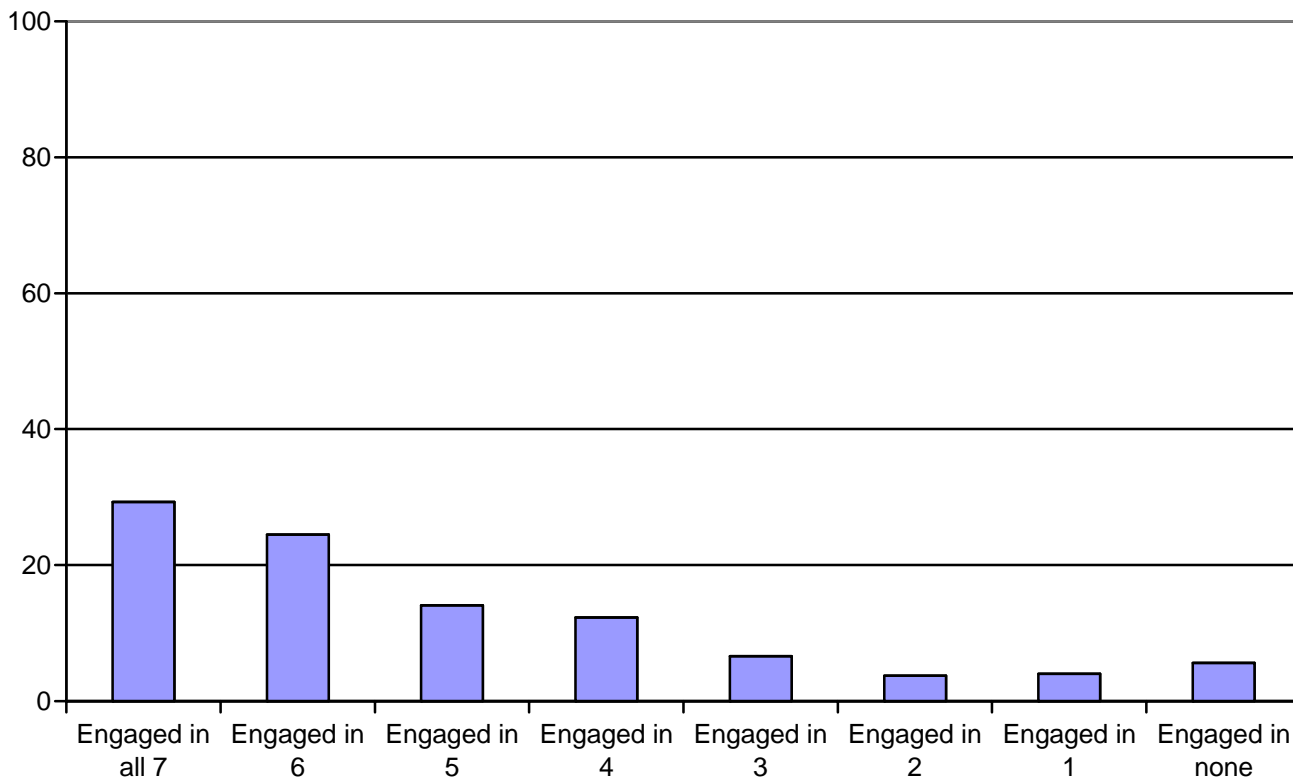
We also explored the comprehensiveness of the strategies pursued by a coalition.

Comprehensiveness here refers to the breadth of the Behavior Change Strategies pursued

by the coalitions: How many of the seven Behavior Change Strategies were implemented by a coalition?

- Overall, the majority of coalitions were comprehensive in their processes: 336 coalitions (53.8% of all coalitions) reported engaging in at least one activity associated with six to seven Core Processes (See Figure 23 below).

Figure 23: Coalition’s Reported Comprehensiveness across the Behavior Change Strategies



- Coalitions were more likely to be comprehensive in their Behavior Change Strategies associated with programmatic changes as opposed to systemic changes: 75.4% of all coalitions reported engaging in all three Behavior Change Strategies associated with programmatic changes; only 30.7% of all coalitions engaged in all four Behavior Change Strategies associated with systemic change.

Does Age Matter?

Overall, the age of the coalition seems to have a significant impact on a coalitions' comprehensiveness of engagement with the Behavior Change Strategies.

- Coalitions less than five years in operation were significantly less likely to be comprehensive.
- Coalitions that have been in operation from 11 to 20 years were the most comprehensive in their approach, engaging in activities associated with more Behavior Change Strategies than any other age range.

Does DFC Status Matter?

DFC status also appears to have a significant impact on the extent to which coalitions' work spans multiple Behavior Change Strategies.

- Coalitions with DFC status reported a more comprehensive approach than non DFC coalitions, with DFC coalitions engaging in approximately six of the Behavior Change Strategies and non DFC coalitions only pursuing four ($n=625$; $p<.001$).
- Coalitions with DFC status were also more comprehensive in both their programmatic and systemic change pursuits.

Does Training Matter?

Data pertaining to training received by a coalition was measured in the same way as above. Data came from the Institute's database and was measured in three ways: 1) ever received training; 2) received any training in the 12 months preceding the 2007 Annual Survey; and 3) received any training in the year 2006 (January – December, 2006).

- Overall, all three training variables had a positive impact on the comprehensiveness of activities associated with the Behavior Change Strategies. Coalitions that had ever been trained by the CADCA Institute and those that were trained in 2006 were significantly more likely to engage in activities spanning more of the Behavior Change Strategies ($n=623$; $p<.05$).

Does Technical Assistance Matter?

Being a recipient of brief TA and/or personal coaching from the Institute also appears to have a significant impact on the comprehensiveness of strategies pursued.

- Coalitions that had received brief TA and/or personal coaching tended to be more comprehensive in their Behavior Change Strategies than those that had not received any TA or coaching ($n=625$; $p<.001$).

Needed Community Changes

Training and TA offered by CADCA's National Training Institute are designed to enhance a coalition's ability to promote the community and environmental changes needed to shift population levels of substance abuse rates. The Annual Survey asked coalitions to describe the changes they created in the following areas:

- Program Change
- Policy Change
- Targeted Multiple Policy Sectors
- Targeted Multiple Program Sectors

Program Changes

Coalitions were asked if they had brought about any programmatic changes within their community in the past 12 months. The majority of coalitions (66%) reported that they had brought about programmatic changes within their community in the past 12 months.

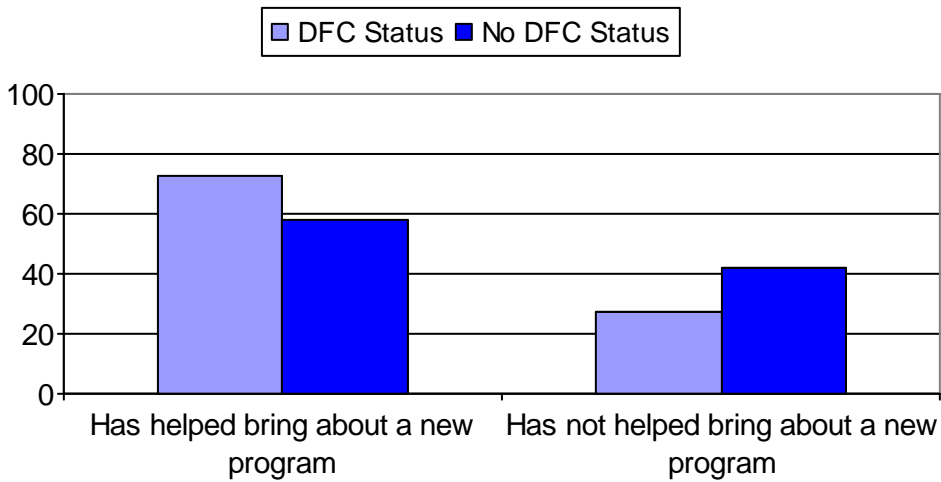
Does Age Matter?

Overall, the age of the coalition does not have a significant impact on whether or not a coalition brought about Programmatic Change in 2007.

Does DFC Status Matter?

However, DFC status does appear to have a significant impact on whether or not a coalition brought about Programmatic Change in 2007. DFC coalitions were significantly more likely to bring about programmatic change than non DFC coalitions.

Figure 24: Proportion of Coalitions Reported Implementation of Programmatic Change

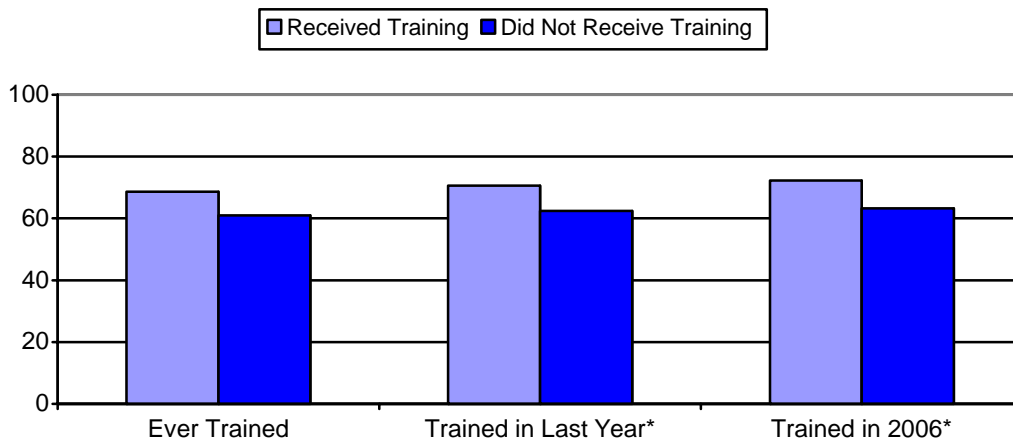


n = 545; *p* < .001

Does Training Matter in Relation to the Program Changes?

Receiving training from the Institute was also related to the implementation of programmatic changes. Coalitions that received training were significantly more likely to report creating programmatic change within their communities than coalitions that were not trained.

Figure 25: Proportion of Coalitions Reported Implementation of Programmatic Change

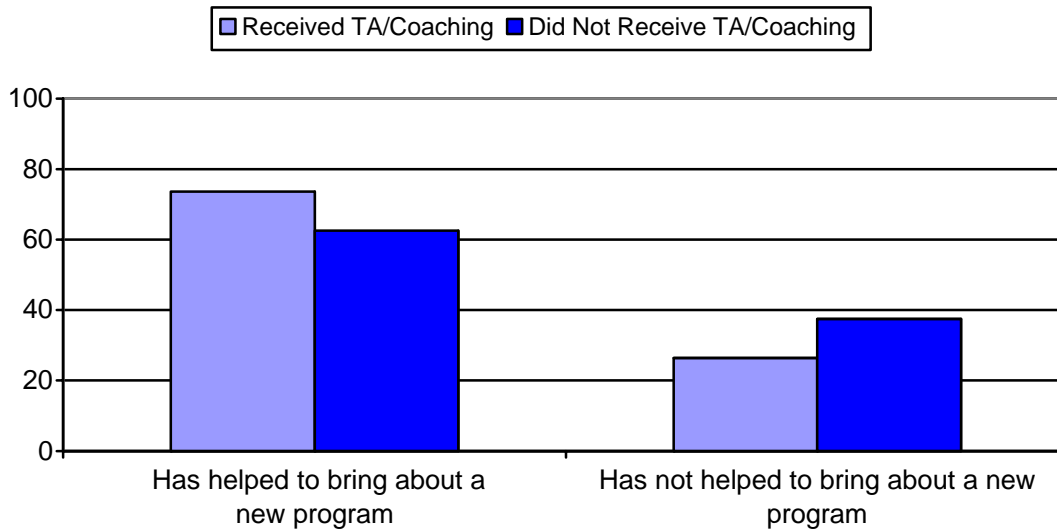


* = Significant at *p* < .05
 ** = Significant at *p* < .01
n = 545

Does Technical Assistance Matter?

Technical Assistance was also related to the implementation of programmatic changes. Coalitions that received TA or brief coaching were significantly more likely to report creating programmatic change within their communities than coalitions that were not trained.

Figure 26: Proportion of Coalitions Reported Implementation of Programmatic Change



$n = 549$; $p < .01$

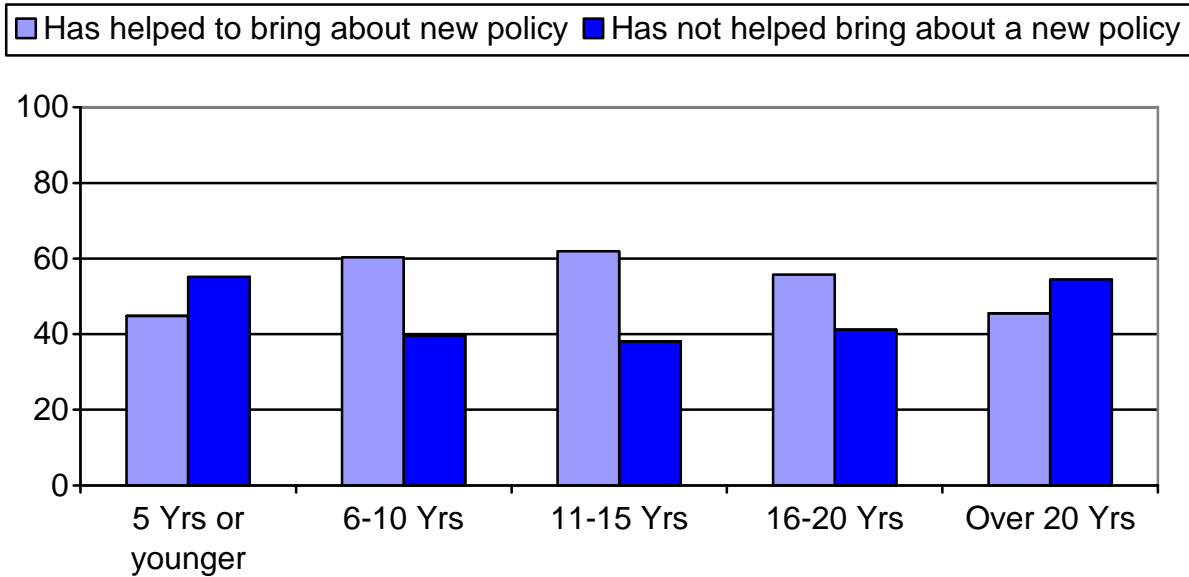
Systems Changes

Fewer coalitions reported producing systems changes than programmatic changes within their community. About 53% of all coalitions produced systems changes (as opposed to 66% producing programmatic change).

Does Age Matter?

Coalition age was related to whether or not a coalition produced systemic change in 2007. Coalitions between 6 and 20 years of age were the most likely to create systemic change.

Figure 27: Impact of Coalition's age on Implementation of Systematic Changes



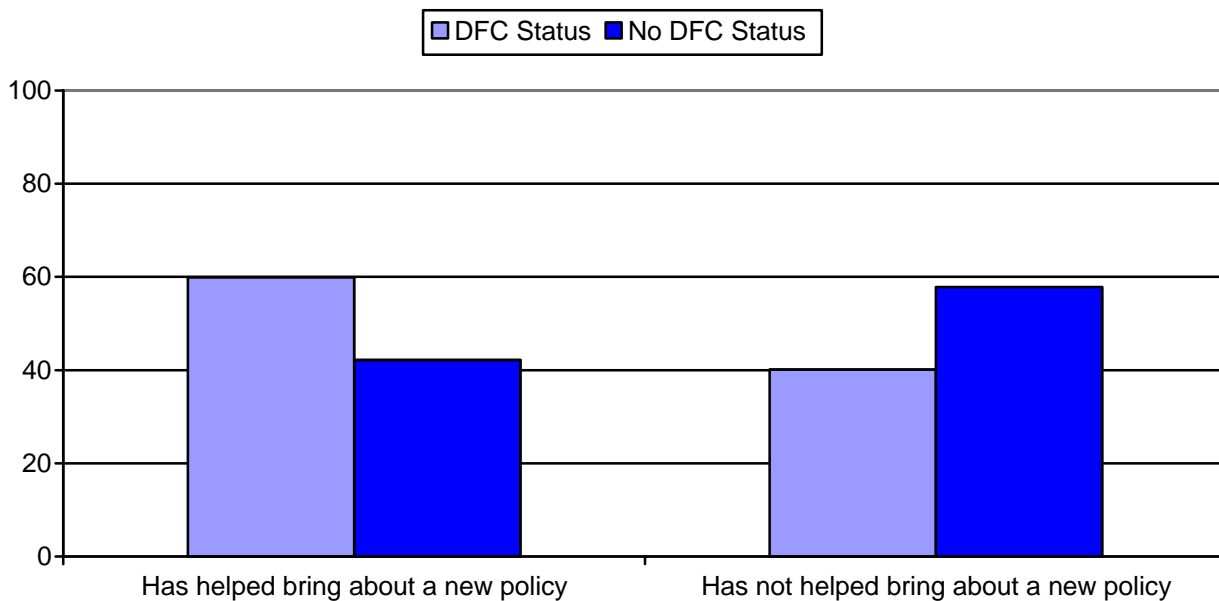
n = 500; p < .001

n

Does DFC Status Matter?

DFC status was linked to the production of systemic change: Coalitions with DFC status were significantly more likely to produce systemic change than non-DFC coalitions.

Figure 28: Proportion of DFC & non DFC Coalitions Reporting Systemic Changes

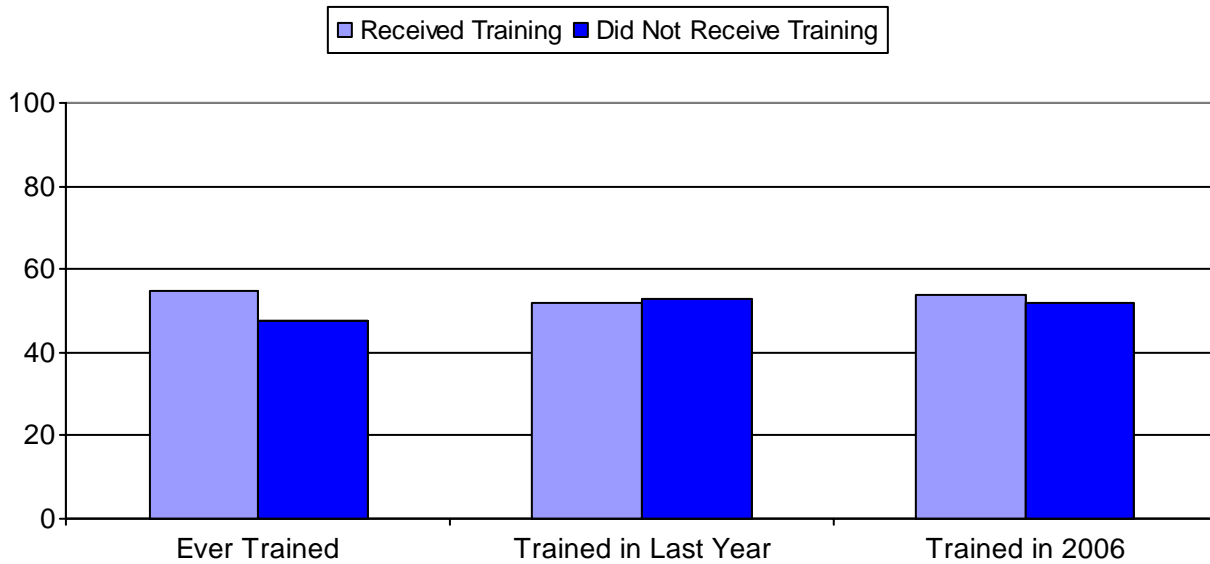


n = 549; p < .001

Does Training Matter in Relation to Systems Changes?

As Figure 29 illustrates, training from the Institute was not related to the implementation of systems changes.

Figure 29: Proportion of Coalitions Reporting Systematic Changes



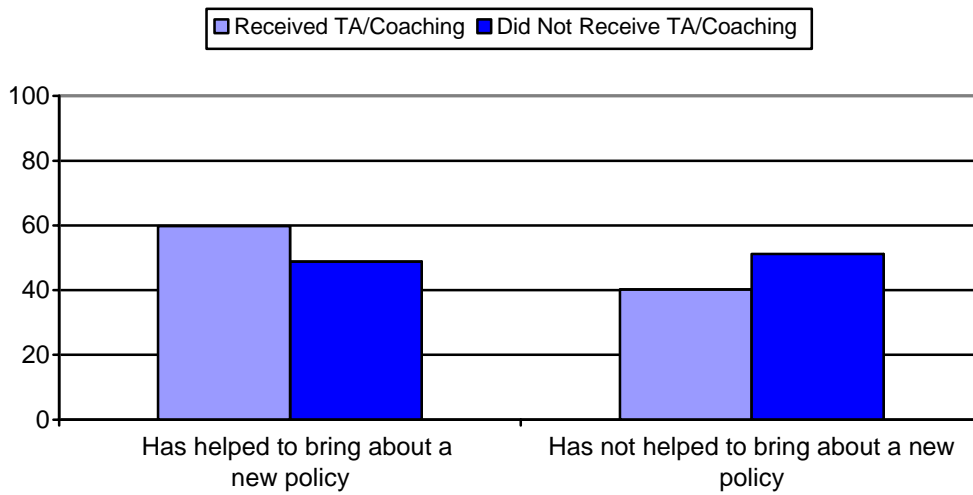
549; *ns*

n =

Does Technical Assistance Matter?

Receiving TA and/or personal coaching from the Institute was significantly related to the creation of policy and procedure change with the community. Those coalitions that received TA and/or coaching were more likely to report creating systems change in 2007.

Figure 30: Brief TA and Systematic Changes

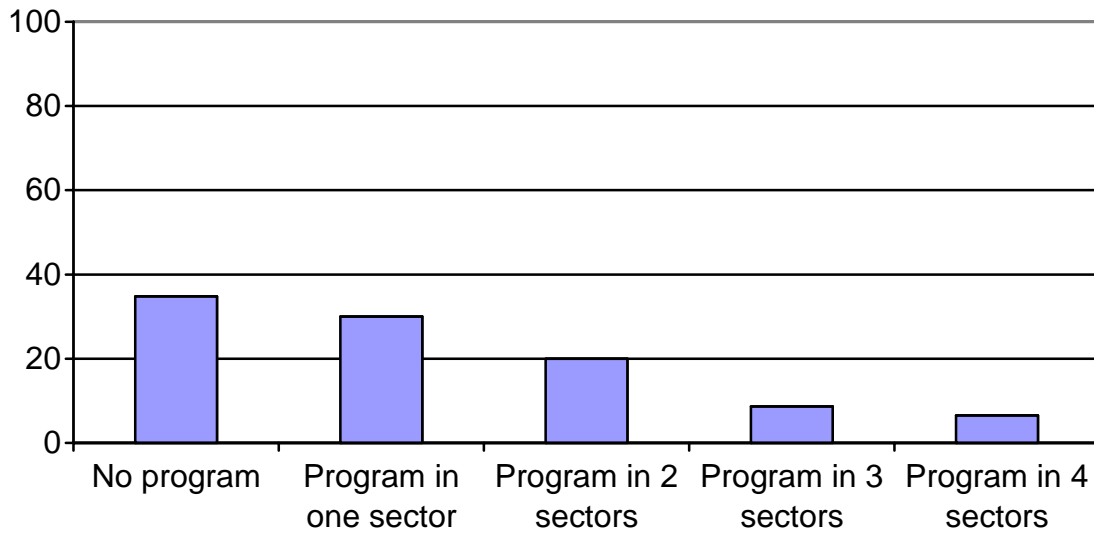


n = 549; *p* < .05

Comprehensiveness of Program Changes

In general, the program changes created by coalitions did not touch a multitude of sectors. Overall, 77% of the coalitions that had created programmatic changes reported that these changes were only touching 1 or 2 sectors within their communities.

Figure 31: Proportion of Coalitions Overall Comprehensiveness of Program Implementation



Does Age Matter?

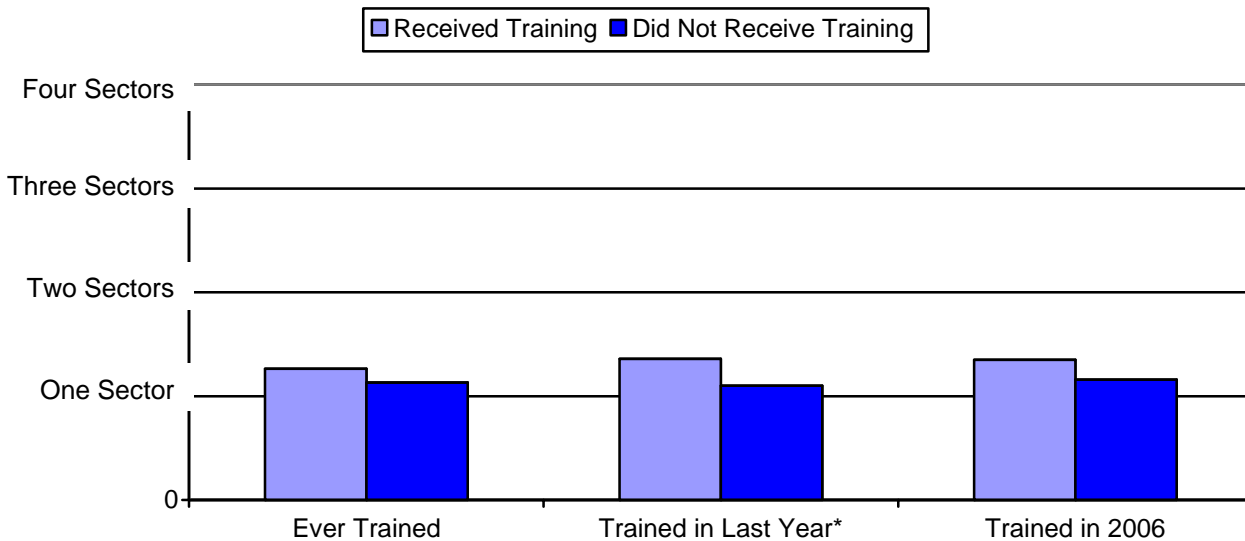
Coalition age was not related to the number of sectors that implemented programmatic changes due to coalition efforts.

Does DFC Status Matter?

DFC status was related to the comprehensiveness of a coalition's programmatic changes. DFC coalitions produced programmatic change in 1.34 sectors, on average, while non DFC coalitions produced change in 1.05 sectors.

Does Training Matter in Relation to the Comprehensiveness of Program Changes?

Institute training appears to be significantly related to the comprehensiveness of programmatic change. Coalitions that were trained by the Institute reported programmatic changes in a larger number of community sectors than coalitions that were not trained by the Institute.



* = Significant at $p < .05$

** = Significant at $p < .01$

$n = 526$

Does Technical Assistance Matter?

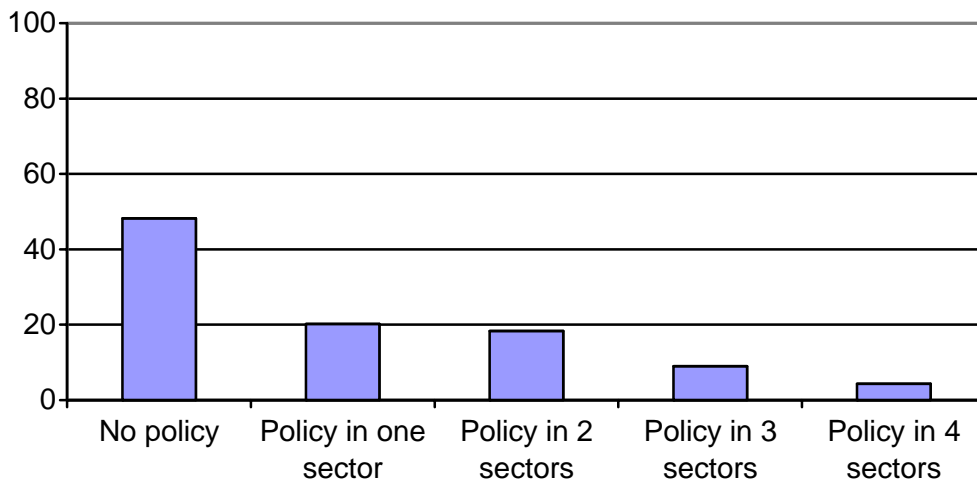
Receiving TA and/or brief coaching from the Institute was also related to the comprehensiveness of programmatic change. Coalitions that received this support

produced programmatic changes in more sectors (1.45 sectors) than coalitions that did not receive TA/coaching (1.1 sectors).

Comprehensiveness of Systems Changes

In general, the systems changes created by coalitions did not touch a multitude of sectors. Overall, 76% of the coalitions that had created systems changes reported that these changes were only touching 1 or 2 sectors within their communities.

Figure 32: Proportion of Coalitions' Overall Comprehensiveness Systems Change Implementation



Does Age Matter?

Age was related to the number of sectors that created systems change. Coalitions between the ages of 6-20 created change in more sectors than other coalitions.

Does DFC Status Matter?

DFC status was related to the number of sectors that created systems change as a result of coalition efforts. DFC coalitions shifted policies and procedures in more sectors, on average, (1.19 sectors) than non DFC coalitions (0.75 sectors).

Does Training Matter in Relation to the Comprehensiveness of Systems Changes?

Training received from the Institute was not related to the number of sectors that pursued policy and procedure change due to coalition efforts.

Does Technical Assistance Matter?

Receiving TA/coaching from the Institute was related to the comprehensiveness of systems change. Coalitions that received TA/coaching from the Institute reported producing policy/procedure change in more sectors, on average, (1.2) than coalitions that did not receive this support (.91 sectors)

Assessing the Overall Framework for Community Change

Overview

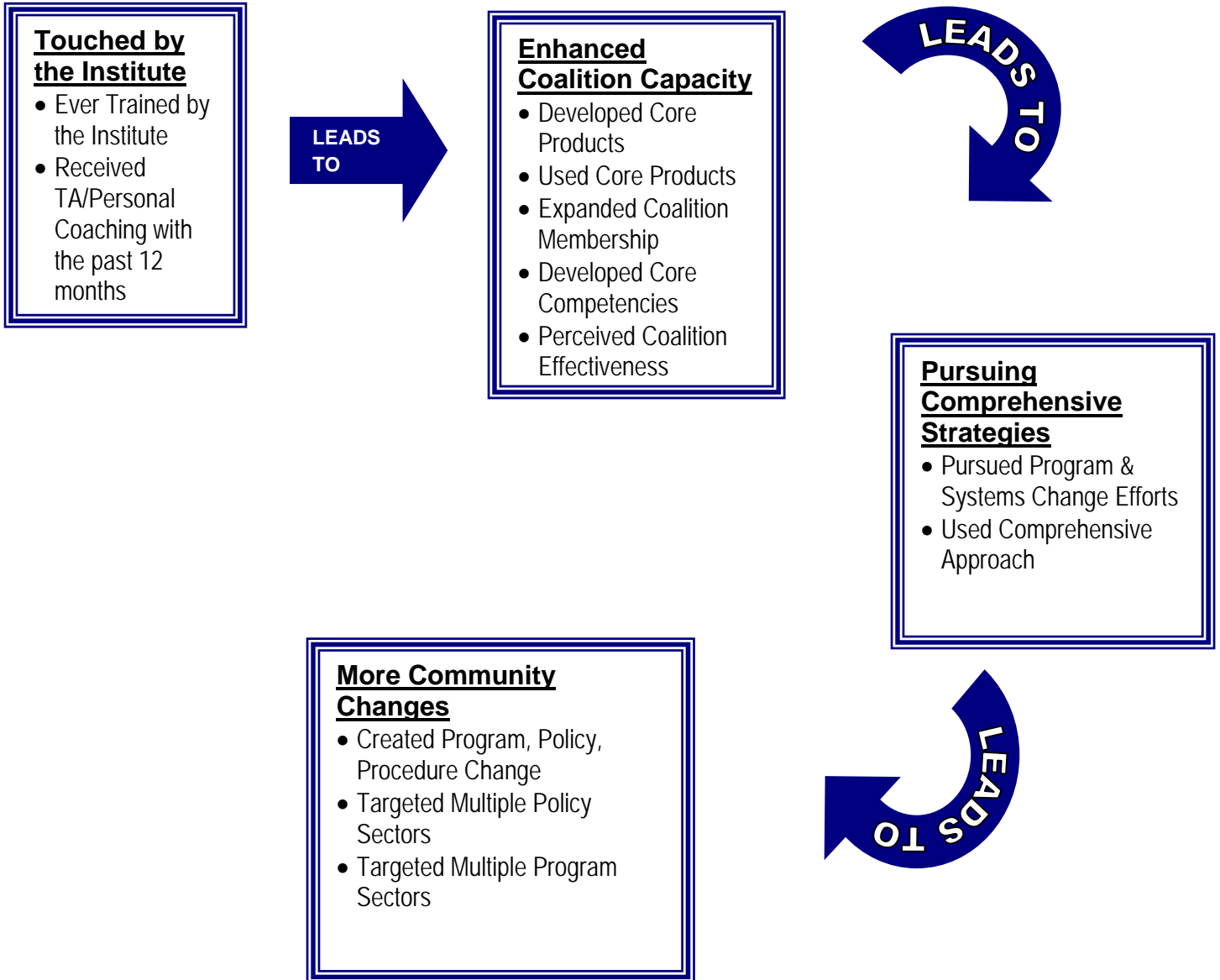
Another purpose of this evaluation was to examine the extent to which the National Training Institute's Framework for Community Change explains how coalitions become more effective agents of change within their communities. This section of the report details our analysis of this framework to determine the following:

- a. Are the elements used to create each change component relevant and useful?
- b. Does this model explain how coalitions become more effective agents of community change?
- c. Does this model fit for different types of coalitions?

The Figure below illustrates the Framework for Community Change. Items underlined are referred to as change components. Items that are bulleted are the specific change elements measured in this evaluation to capture the change component. In addition, this analysis was only conducted on 391 coalitions, due to missing data problems.

Comparisons of descriptive characteristics between the coalitions included in this analysis and those excluded suggest that the 391 coalitions were similar in most ways to the remaining coalitions in the larger sample.

The Framework for Community Change



Assessing Question 1: Are the elements used to create each change component relevant and useful?

Before we could determine if the framework for change explained coalition experience, we first needed to make sure that the information we used to assess each component of the model was relevant and useful. We used a statistical tool called Structural Equation Modeling (SEM) to determine if the elements that were used to create each change component were appropriate. SEM links each element to its change component and determines if the element is statistically related to this component. Overall, this analysis suggested that the majority of elements included in this model made significant contributions to our understanding of the relevant change components. In the Figure below we identify in plain font those elements that mattered; elements in italics include those that were not statistically contributing to the change component. These elements were still included in the subsequent analyses, however, because their inclusion improved model fit

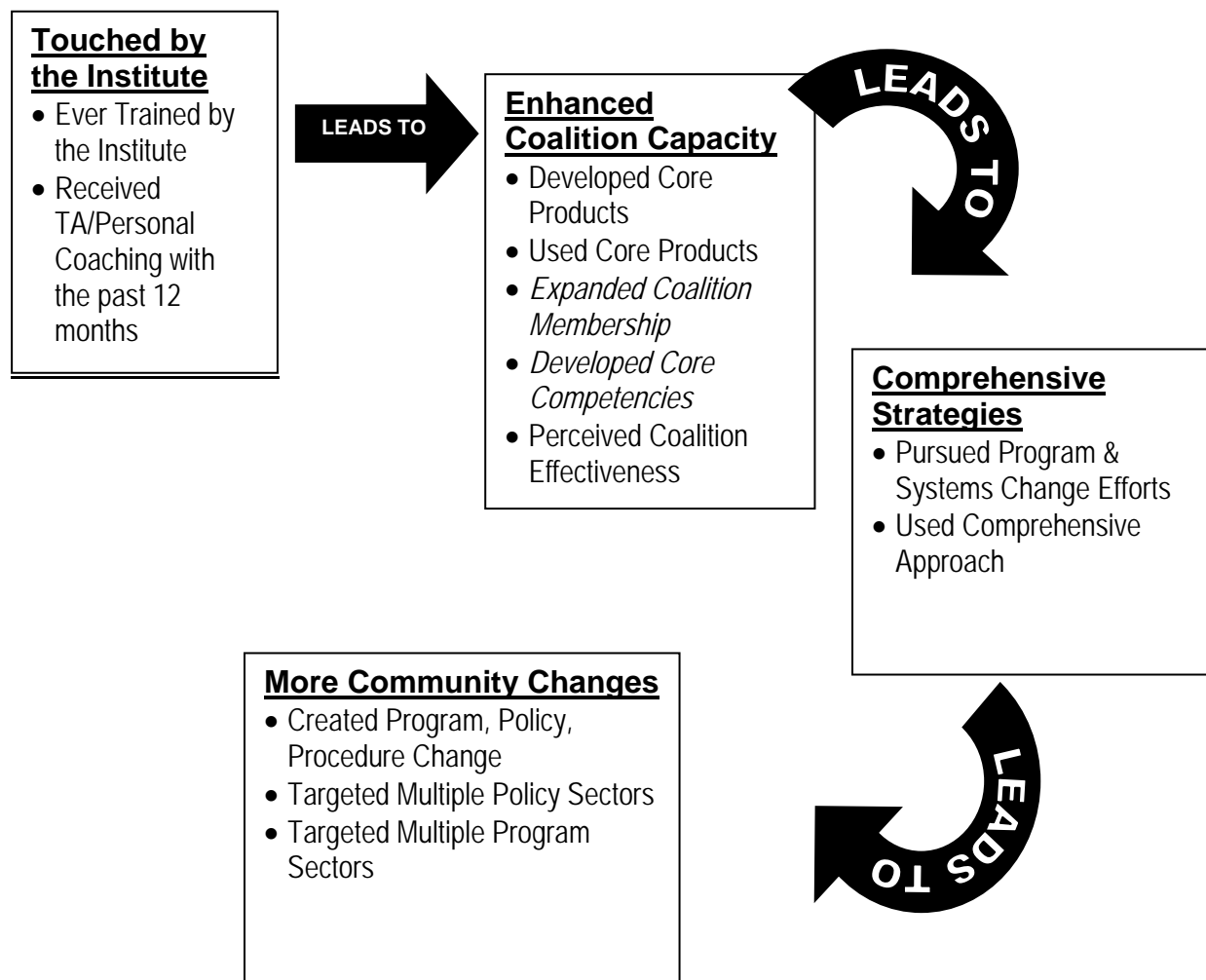
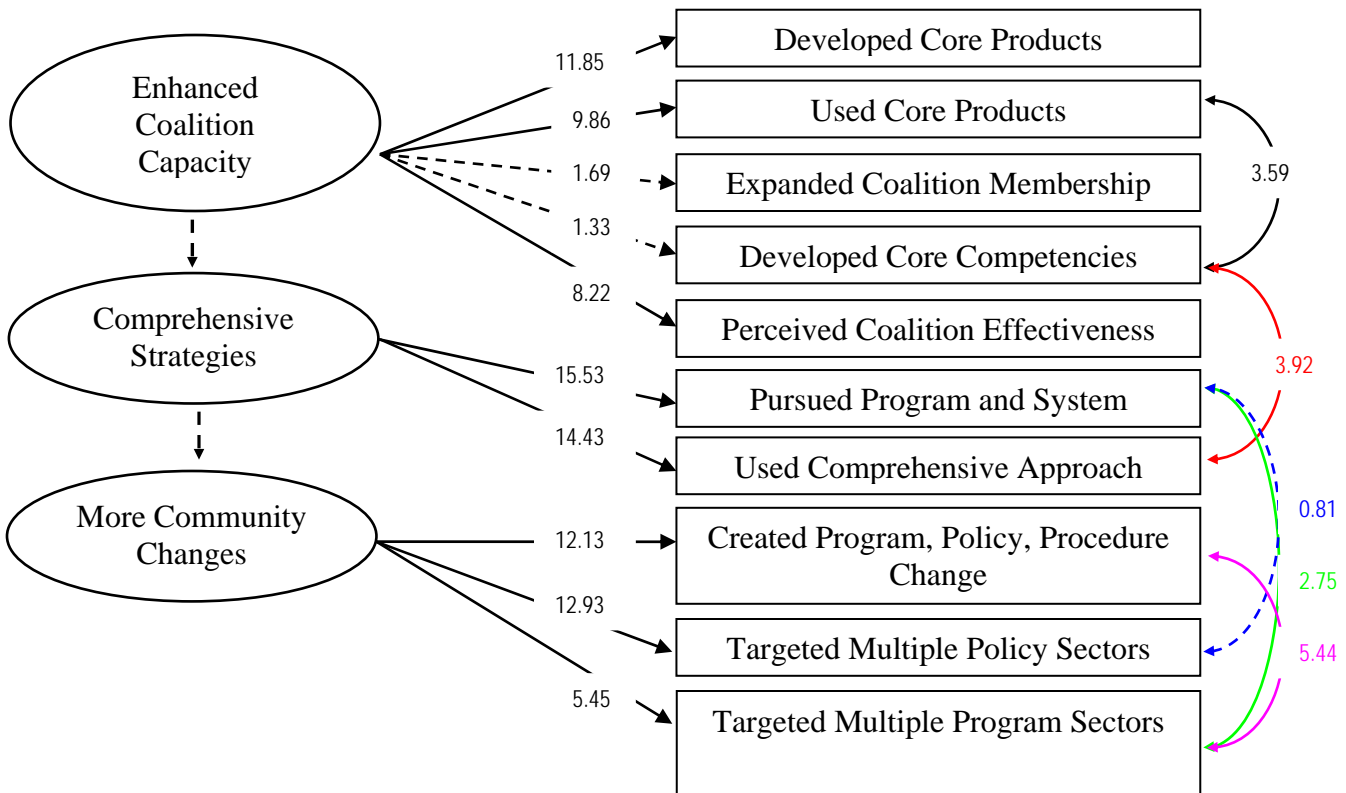


Figure 33: SEM Statistical Analysis

For those interested in the actual statistical analysis generated by SEM, we include below the factor loadings for each element and the relevant co-variances that were included in the analysis. All dotted lines below represent relationships that were found to statistically NOT matter for this model; the solid lines were found to statistically matter. Straight lines represent the tested statistical pathways; curved lines represent the correlations or covariances between variables that needed to be included to make the model work. The numbers in the lines represent, to some extent, the strength of the relationship. Values needed to be above 1.96 to be considered statistically meaningful.

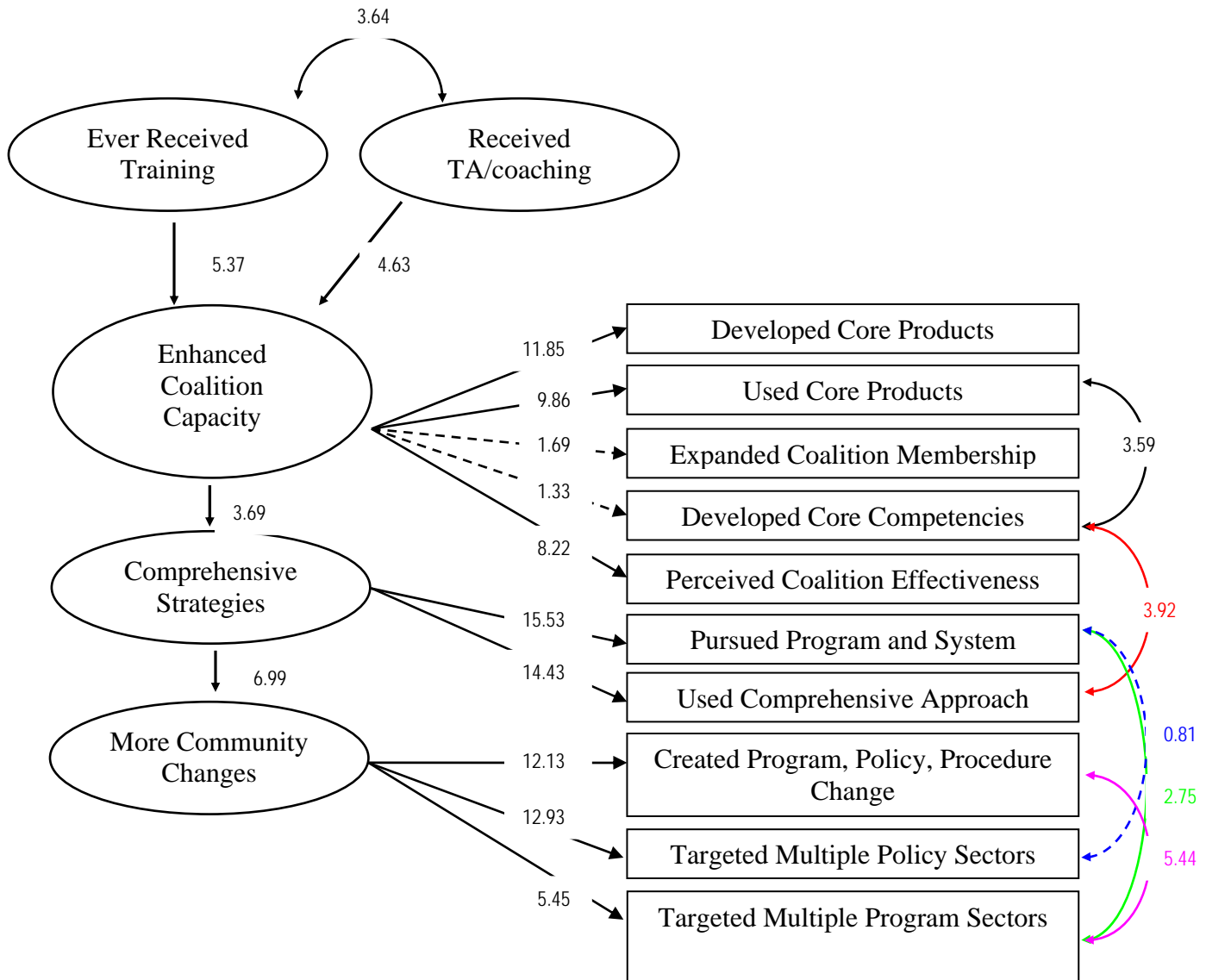


Addressing Question 2: Does this model explain how coalitions become more effective agents of change?

The SEM analysis was also conducted to identify whether the framework for change accurately portrays the process of change for the coalitions included in the 2007 analysis. Specifically, the analysis looks at whether being touched by the institute actually enhances coalition capacity; whether enhancing coalition capacity leads to implementing comprehensive strategies; and whether implementing comprehensive strategies leads to community change.

Overall, the analysis shows that the framework for change accurately portrays the process of change for the sample coalitions. Coalitions that were touched by the Institute had more capacity; this increased capacity was related to coalitions engaging in more essential processes; more essential processes resulted in more community change. In other words, the model depicted in Figure 34 is a good fit for the data; all pathways were significant. In addition, SEM produces fit indices that help one assess whether or not this diagram accurately represents the relationships within the data. The fit indices suggest that this is a good model as well. Below we included the SEM output for those interested in assessing these statistics. Straight lines represent the tested statistical pathways; curved lines represent the correlations or covariances between variables that needed to be included to make the model work. Dotted lines were insignificant; solid lines were significant. The numbers in the lines represent, to some extent, the strength of the relationship. Values needed to be above 1.96 to be considered statistically meaningful.

Figure 34: SEM Analysis of the Framework for Community Change.



We also include below the actual output from the SEM analysis.

Fit-indices	Value	Criteria
Chi-square	95.29 (df=51, p<.01)	Should be insignificant. But, it is sensitive to sample size. Considering 391 sample size, we do not have to worry about significant chi-square
RMSEA	.05	Indicate good fit because it is <.05.
RMR	.05	Indicate good fit because it is <.05.
NNFI	.95	Indicate good fit because it is close to 1
NFI	.93	Indicate good fit because it is close to 1
GFI	.96	Indicate good fit because it is close to 1
AGFI	.94	Indicate good fit because it is close to 1
CFI	.96	Indicate good fit because it is close to 1
CN	292.43	

Addressing Question 3: Does this model fit for different types of coalitions?

The National Training Institute provides training and TA to a diversity of coalitions; some have Drug Free Coalition (DFC) status, others do not; some coalitions are relatively brand new, others have been in operation for years; some hail from more rural communities, others from urban centers. Given this diversity, it was important to determine the extent to which the framework for change effectively explains the change process for different types of coalitions. Two distinct groups of coalitions were compared: 1) DFC and non-DFC coalitions; and 2) young (less than 5 years old) and older coalitions. To conduct this comparison, the SEM analysis was run separately for each group. Then the SEM findings were compared across the groups. We were particularly interested in determining if: 1) the overall model worked with both groups in each comparison and 2) if the pathways contributed the same amount of significance if each model. For example, we were curious if being touched by the Institute was more or less important in triggering this process of change for DFC versus non-DFC coalitions.

Overall, we found that the framework explained the process of change for all types of coalitions considered in this analysis: young, old, DFC and non-DFC coalitions all appear to experience the process of change illustrated in the above framework. In addition, the analysis also found that the Institute’s training and TA matters for each of these different types of coalitions.