

The New American Collaborative

Final evaluation report

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Summary

As the New American Collaborative comes to the end of the first phase of its development, it has several accomplishments to celebrate as well as some pressing challenges ahead. Since forming in the fall of 2000 as a response to both the influx of refugees into the Twin Cities area, and the needs of non-profit agencies that developed to serve these populations, the collaborative has grown and has several stakeholders interested in the continuation of its work. The collaborative has made significant progress towards achieving its five initial goals:

1. Establish the New American Collaborative
 - Thirty organizations are now involved as core partners and 34 are involved as supporting partners. The vast majority want the collaborative to continue.
2. Educate participants and local service providers about Minnesota's immigrant and refugee communities
 - The program has been successful at helping partners to know more about each other. Other service providers and non-profits have gained knowledge mainly through participation in NAC events and trainings.
3. Develop leadership capacity among participants
 - Ninety-four percent of core partners report growth in leadership capacity. Gain in leadership skills were noted by 57 percent of supporting partners.
4. Provide financial resources to grassroots organizations
 - 28 technical assistance grants and 45 program support grants were made over the three-year grant period, distributing a total of \$950,792.
5. Provide technical assistance to grassroots refugee organizations
 - At least two-thirds of partners reported at least some benefits from technical assistance in the following areas: helping people learn about their organization, meeting client needs, leadership skills, overall nonprofit management, and learning about their clients' potential needs.

Entering its fourth year of existence, NAC has become an established organization, and evidence suggests that its activities are having an impact on participating grassroots organizations. Telephone interviews conducted with collaborative partners following the

end of the complete grant cycle reveal that many partners credit NAC with strengthening their own organizations and many demonstrated an interest in, and commitment to the future of the collaborative.

- Ninety-four percent of all participants surveyed reported positive benefits resulting from their involvement in the Collaborative.
- Seventy-six percent of the core partners and 43 percent of the supporting partners reported that participation in the New American Collaborative had helped them to raise new funding for their organization.
- The majority of core partners (76%) reported that participation in the New American Collaborative had strengthened the governance of their organization.
- Forty-one percent of core partners and 50 percent of supporting partners learned how to gather client satisfaction feedback from the people they serve.
- Eighty-eight percent of the core partners and 86 percent of the supporting partners reported that their involvement in the New American Collaborative had helped people learn more about their organization.
- Ninety-four percent of the core partners compared to 57 percent of the supporting partners reported that their participation had helped improve their own leadership skills.
- The most common vision for the future of NAC expressed by collaborative partners was to become a self-sufficient 501(c)(3) organization, although it was clear that many partners have their own priorities for what the collaborative should become.

Background

Minnesota's immigrant populations are growing, as people move here in search of jobs, safety, education, or to be near others from their native countries. In the past three decades, many refugees from Asia, Africa, and Central America have made Minnesota their home. Recently, refugees from East Africa, the former Soviet Union, Eastern Europe, and Latin America have settled in the Minneapolis and Saint Paul metropolitan area. The Figure below shows recent immigration patterns by country of origin for selected years.

1. Ten largest refugee groups arriving in Minnesota

Country of origin	1980	1987	1994	2001	Total for selected years
Bosnia/Herzegovina	0	0	102	207	309
Cambodia	356	80	3	1	440
Ethiopia	0	76	0	201	277
Lao: Hmong	2,841	1,481	1,002	0	5,324
Lao: Other	1,305	252	1	0	1,558
Liberia	0	0	47	317	364
Former Soviet Union	0	24	644	114	782
Somalia	0	0	73	1,492	1,565
Vietnam	1,955	253	791	58	3,057
Total of above countries	6,457	2,166	2,663	2,390	13,676
Total of all countries	6,457	2,233	2,829	2,791	14,310

Source: Minnesota Department of Health

Many refugees need assistance with initial resettlement and adjustment concerns. They often need culturally sensitive and linguistically appropriate services and support. As Minnesota communities experience the influx of new refugees, they need to ensure access to resources, involve refugee groups in decision-making, and provide opportunities for these new Americans to contribute to both their own ethnic community as well as to the new community in which they have settled. The New American Collaborative was designed to help provide such an integrative environment of support, education, and opportunity.

Introduction

To assist in the work of resettling refugees, the Office of Refugee Resettlement (ORR) provided a three-year grant to the Wilder Foundation for the development of the New American Collaborative (NAC). The three-year grant period was from the fall of 2000 through the summer of 2003. The grant was designed to assist the organization in reaching five goals including:

- The establishment of a collaborative association and the involvement of refugees and immigrants from diverse cultures
- The education of participants and local service providers regarding Minnesota's immigrant and refugee communities in order to improve the quality of services available to new Americans
- The development of leadership capacity among participants
- The identification and provision of financial resources to fledgling refugee organizations
- The provision of technical support to refugee organizations

This report is based on in-depth telephone interviews conducted with collaborative partners following the end of the complete grant cycle.

Methods

At the conclusion of the funding cycle Wilder Research Center staff met with project director Maricarmen Cortes to develop a follow-up interview to be conducted by telephone with participants who had been active at least once during the past 12 months. The interview was designed to collect information from participants regarding services and support they may have received throughout the grant period, the extent to which participating in the collaborative helped to strengthen the services of individual refugee organizations, and participants' views on continuing involvement in the collaborative following the completion of ORR funding.

Telephone interviews were conducted by trained survey interviewers at Wilder Research Center during November and December 2003. Attempts were made to contact 59 potential respondents and interviews were completed with 39 collaborative participants for a response rate of 66 percent.

Survey results

The New American Collaborative was open to any organization in the Minneapolis-Saint Paul metro area serving immigrants or refugee groups. During the preceding 12 months, 30 organizations chose to participate as core partners and 34 were involved as supporting partners. Core partners had voting rights and greater decision making responsibility than supporting partners. Nevertheless, some of the supporting partners played very active roles in the collaborative.

Funding support

Seventy-six percent of the core partners and 43 percent of the supporting partners reported that participation in the New American Collaborative had helped them to raise new funding for their organization. Similarly, 71 percent of the core partners and 36 percent of the supporting partners reported that involvement in the New American Collaborative had improved the organization's management of finances.

Structure and governance

The majority of core partners (76%) reported that participation in the New American Collaborative had strengthened the governance of their organization. Thirty-eight percent of the supporting partners reported that the governance of their organization had been strengthened. Core partners were also more likely than supporting partners to indicate that the New American Collaborative had helped them to develop a strategic long term plan for their organization (53% vs. 38%).

A minority of respondents (29% of core partners and 21% of supporting partners) reported that the New American Collaborative had helped them to develop bylaws for their organizations. Similarly, 12 percent of the core partners and 14 percent of the supporting partners made progress toward gaining nonprofit 501(C) (3) status while participating in the Collaborative.

Seven out of 10 core partners compared to 5 out of 10 supporting partners reported that the New American Collaborative had helped increase their understanding of the roles and responsibilities of board members.

Evaluation and measurement

It appears that supporting partners benefited significantly from training provided by the New American Collaborative related to evaluation and client feedback. For example, 41 percent of core partners and 50 percent of supporting partners learned how to gather client satisfaction feedback from the people they serve. Similarly, 24 percent of the core

partners and 43 percent of the supporting partners learned how to track the number of people served by their organization each year. On the other hand, core partners were more likely than supporting partners to gain information from the Collaborative regarding the measurement of service effectiveness (53% vs. 43%).

Communications and marketing

It appears that one of the strongest areas of impact was in helping new refugee organizations become recognized in the community. Eighty-eight percent of the core partners and 86 percent of the supporting partners reported that their involvement in the New American Collaborative had helped people learn more about their organization. In addition both types of organizations reported increased knowledge of technical and financial resources as a result of participation in the Collaborative (76% of core partners compared to 64% of supporting partners).

Leadership and management

One of the primary goals of the New American Collaborative was to help each participating organization learn more about organizational management and leadership responsibilities. Ninety-four percent of the core partners compared to 57 percent of the supporting partners reported that their participation had helped improve their own leadership skills. This large difference between core and supporting partners may be the result of core partners' direct involvement in decision making as part of their work on the Collaborative. Similarly, 88 percent of the core partners compared to 71 percent of the supporting partners reported an improved understanding of nonprofit management as a result of their participation in the Collaborative.

Benefits of the Collaborative

All respondents were asked a series of open-ended questions about specific ways in which they may or may not have benefited from their involvement in the Collaborative. The following comments illustrate the range of ways in which respondents answered this question.

The New American Collaborative has been a forum for explaining the services and the essence of our organizations' existence. It has also been a forum for meeting other organizations' leaders and to meet with consultants from Wilder and other organizations.

It helped my relationship with foundations and friendships with different organizations like ours.

They helped us initiate programs through a grant from the New American Collaborative. We learned program design, proposal writing, financial management.

It helped identify all the agencies in the community that we can work with. Especially the community that serves immigrants and refugees.

For us it was more working with other groups, we were the first African organization to work with refugees and immigrants in Minnesota. Now we see many groups providing services to their respective communities and we have been able to collaborate on projects.

The main benefit to me personally was to get to know the leaders of the immigrant organizations and understand their issues.

I was really pleased to see some of the willingness like the Asian communities staying involved and being willing to lend some of their expertise to help some of the more recent newcomers, especially the large African groups.

I think it has helped me understand the needs of immigrants and refugees, but I think it fell short in building leadership in particular organizations and immigrant communities. I think some came to the NAC because there was grant money but I'm not sure they got the rest [of the full range of services] from it.

It has impacted us in a positive way because now members within the group work together when there are opportunities. We're working with one group on a collaborative project now and I've known this person since before the collaborative started but we never had a working relationship prior to that.

Aspects of New American Collaborative involvement that were most helpful to participants

It is clear from responses to this questions that the New American Collaborative was responsible for a significant amount of knowledge gains among participants. Specifically, the majority of respondents identified particular types of information that they gained through the collaborative, including:

The importance of sharing information that fiscal agents dig out from the federal or state government.

That our kids [children of other refugees] go to the same schools and we need to know each other as adults. That can help to reduce crime and increase our understanding of each other.

The governance of the organization is one important area. The first thing you need to look at is the mission of the organization you want to collaborate with to find out if they are really relevant.

Mostly just networking. Without the speakers they brought in I wouldn't have realized how many groups are out there providing these services.

Leadership is very important.

The financial help was the most helpful, answering questions about how to run nonprofits.

Meeting hardworking, strong women who are helping other women and girls.

I don't know that it was really helpful for my organization but I like the fact that it was held in a manner that everyone could provide input. It was run democratically. I'd say that it was all the subcommittees or groups that I was involved in because they actually were present and that was the process, capacity building process.

Vision for the Collaborative in the next three to five years

All respondents were asked what their vision of the New American Collaborative would be in the next three to five years. Core partners and supporting partners had very similar answers. The most common desire was to become a self-sufficient 501(C)(3) organization. Other hopes for the future mentioned by five or more respondents include:

To become an essential resource for serving immigrants and refugees.

Being an advocate for the community. Become more of a collaboration network than a funding organization.

Be able to sustain the current activities of the Collaborative and survive fiscal cutbacks.

Goal attainment

Goal 1: establish the New American Collaborative

The New American Collaborative has successfully completed their first goal. The organization now has a large number of collaborative Core Partners and Supporting Partners. In addition, they have instituted several task forces which work on specific organizational and project tasks. Their willingness to participate in this survey and offer suggestions regarding the future work and shaping of the collaborative is further evidence of each partner's successful engagement in the collaborative process.

Collaborative membership, representation, and integration

The NAC membership includes organizations that serve refugee groups. Current members represent most major refugee communities in the Twin Cities: Cambodian, Ethiopian, Laotian, Hmong, Hispanic, Liberian, Somali, and Vietnamese. Only two major refugee groups in the Twin Cities are not represented in the NAC, i.e. Bosnian/Herzegovinan and groups from the former Soviet Union. The NAC is attempting to recruit organizations which serve these populations. In November 2002, 30 organizations were Core Partners, and 34 were Supporting Partners. Core Partners have voting rights and greater responsibility than do Supporting Partners. Nevertheless, some Supporting Partners were very active.

2. NAC member organizations, as of November 2002

	Core partners	Supporting partners
African-serving agencies	19	12
Asian-serving agencies	7	1
Hispanic-serving agencies	-	1
Foundations, universities, community-serving agencies	4	14
Consulting agencies	-	6
Total	30	34

Evaluation of the New American Collaborative, Wilder Research Center, May 2003

Collaborative procedures

The NAC is in the process of developing operating procedures and governance procedures. The Core Partners have agreed to operate six task forces: Capacity Building, Leadership, Communications, Grant-making, Fund Development, and Governance.

Fundraising will be vital to ensure the collaborative's continuation beyond the current ORR grant. The NAC has acquired a total of \$200,000 from two foundations for re-granting purposes, and \$10,000 for operating costs.

Goal 2: educate participants and local service providers about Minnesota's immigrant and refugee communities

Both core and supporting partners were exposed to substantial amounts of information about other organizations in the Twin Cities serving refugees and immigrants. In fact, the opportunity to connect with these organizations was the most frequently mentioned positive impact noted by survey respondents. Other comments are summarized in the Figure below.

3. Knowledge gains reported by participants

Type of knowledge gained	Number of respondents who gave this type of comment*
Networking, understanding of other organizations	18
Staff development, capacity building	17
Fundraising or getting grants, increasing financial capacity	11
Collaborating	7
Knowledge of or contact with a specific population	5

**Note. Respondents were allowed to give more than one type of comment.*

The NAC has done less work on the goal of educating, training, and sharing information about refugee communities outside of the refugee/immigrant communities directly involved in the Collaborative. Nonetheless, nonprofit funders and other service providers have learned more about the organizations involved with the NAC through their involvement as trainers, their participation in NAC monthly meetings, their attendance at events sponsored by member agencies and through the receipt of funding requests.

Goal 3: develop leadership capacity among participants

Survey results indicate that core partners were especially likely to feel that their leadership skills had been strengthened through involvement in the collaborative (94%). Although supporting partners were less likely to report leadership skill gains more than half (57%) mentioned improved leadership skills as one of the benefits of the Collaborative. Leadership skills most commonly identified included:

- Identification of funding opportunities and techniques
- Skills in democratic governance
- Advocacy for refugee communities
- Conflict resolution
- Collaboration with other organizations

Goal 4: provide financial resources to grassroots organizations

The NAC has provided financial resources to grassroots organizations through the distribution of technical assistance grants and direct service grants. NAC distributed a total of \$950,792 in grant monies over the three-year grant period.

Process for distribution of grant funds

NAC has developed a refugee-run process to distribute funds for the direct provision of services. The NAC provides organizations with a significant amount of assistance ranging from assistance with proposal development and writing to providing potential grantees the opportunity to ask questions and defend their proposals.

The NAC helped more than half of the participating organizations gain the skills necessary to successfully navigate grant-writing processes.

Distribution of direct service grant funds

The majority of direct service grant recipients provided services to refugees, such as providing information, resources and referrals to meet basic necessities (e.g., employment, housing or shelter, health, child and adult education) and immigration and legal issues. NAC distributed 45 program support grants (totaling \$765,890) over the three-year grant period.

Grants were used to pay for staff (positions such as: Director, Youth Program Coordinator, Immigrant Coordinator), program implementation (English language learning, elderly companionship program, job training, emergency assistance, referrals, and legal help), collaboration between organizations (youth programs and schools, consortiums), and facilitation of communication (between organizations and policy makers, and between apartment managers and recent African immigrants).

Goal 5: provide technical assistance to grassroots refugee organizations

Through the distribution of technical grants (28 grants distributed, totaling \$184,902) and the offering of training workshops, the New American Collaborative successfully provided technical assistance to refugee organizations. The Figure below shows the range of areas in which survey respondents reported organizational impacts resulting from technical assistance.

4. NAC impact on participating organizations’ key operational areas (N=39)

	Very much		Some		Not at all	
	Number	Percent	Number	Percent	Number	Percent
Help people learn more about your organization	17	44%	16	41%	6	15%
Better meet client needs	14	36%	18	46%	7	18%
Improve your leadership skills	18	46%	11	28%	10	26%
Improve your understanding of overall nonprofit management	16	41%	10	26%	13	33%
Learn more about what your clients may need from your organization	8	21%	18	46%	13	33%
Identify or develop new services you might provide	8	21%	17	44%	14	36%
Increase knowledge of technical or financial resources available for nonprofits	7	18%	18	46%	14	36%
Identify new people to serve	8	21%	16	41%	15	38%

Source: Partner interviews, 2003.

Note(s): Percentages may not add up to 100 due to rounding, and the two questions with Ns of 38 were due to one respondent reporting that they did not know how to answer the question.

Conclusions

The New American Collaborative successfully established itself as a partnership organization in support of refugee and immigrant communities throughout the Twin Cities of Minneapolis and St. Paul, Minnesota. Ninety-four percent of all participants surveyed reported positive benefits resulting from their involvement in the Collaborative. The five key program goals identified by the NAC were met or exceeded and the organization is now well positioned for sustainability through additional support from local foundations and the involvement of a committed core of member organizations.

The primary challenges in moving forward appear to be continued outreach to new and existing refugee groups, support for members in obtaining legally recognized nonprofit status, and the continued development grant funds for re-granting as well as technical assistance materials that can help member organizations sustain their services and maintain cooperative links with related organizations.

Program staff members have observed that participating organizations have been able to gain considerable skill in the preparation of grant proposals by applying to the NAC for grant funds. Since the Collaborative provides training and coaching in proposal writing, needs assessment methods and evaluation strategies, the NAC is in an excellent position to promote the sustainability of partner organizations by maintaining a modest grant making capacity and serving as a safe laboratory in which the staff of fledgling organizations can hone their grant seeking skills.

Appendix

Complete response tables

Complete response tables

1. Perceptions of positive impact on home organization by participation in NAC

	Positive impact reported	
	Number	Percent
Core Partners (n=17)	16	94%
Supporting Partners (n=14)	11	79%
Consultants and funders (n=8)	6	75%
Overall (n=39)	33	85%

Source: Partner interviews, 2003.

Note: Respondents were asked to describe any impact on their organization – positive or negative – but no one reported a specifically negative impact. However, two core partners did indicate that their hopes for what NAC would do for their organizations went partially unfulfilled.

2. Ways that NAC positively impacted partner organizations

N=33	Core partners	Supporting partners	Consultants/ Funders	Overall
Staff development and capacity building	10	5	2	17
Networking/exposure to and knowledge of other organizations	8	4	5	17
Financial assistance (grants, increasing financial capacity, fundraising assistance)	8	3	0	11
Collaboration	2	4	1	7
Contact with/knowledge of refugee and immigrant populations	4	0	1	5
Increased visibility of own organization	1	0	0	1

Source: Partner interviews, 2003.

3. Perceptions of impact on respondents' own organizations by contact with other individuals participating in NAC

“Do you feel that the contact you may have had with other individuals participating in the New American Collaborative has had any impact on your organization?”	Yes	
	Number	Percent
Core partners (n=17)	13	76%
Supporting partners (n=14)	10	71%
Consultants and funders (n=8)	8	100%
Overall (n=39)	31	79%

Source: Partner interviews, 2003.

4. Ways that contact with other NAC participants impacted respondents' own organizations

“Do you feel that the contact you may have had with other individuals participating in the New American Collaborative has had any impact on your organization? Describe...” N=31	Core partners	Supporting partners	Consultants/ Funders	Overall
Networking or relationship building	8	4	3	15
Opportunities to collaborate	7	2	1	10
Soaking up information or other partners' expertise	3	5	0	8
Understanding needs of organizations that serve immigrants and refugees	0	0	6	6
Perspective or sense of empowerment	2	2	0	4
Enrollment	1	2	0	3

Source: Partner interviews, 2003.

5. Most helpful activities and aspects of NAC

“Think back to all of the things that you may have been involved with at the New American Collaborative, what are the two or three things that you found most helpful?” N=39

	Core partners	Supporting partners	Consultants/ Funders	Overall
Networking	5	6	2	13
Collaboration/opportunities to increase mutual understanding	4	4	3	11
Grants/regranting	5	1	0	6
Committee/task force work	4	0	2	6
Understanding the field of serving immigrants and refugees	2	0	4	6
Atmosphere/quality of service at NAC/Wilder	3	3	0	6
Training (generic)	5	0	0	5
Staff/leadership development	3	1	0	4
Technical/program assistance	2	1	0	3
Financial knowledge	2	1	0	3
Classes, seminars, workshops	0	3	0	3
Information on populations served/cultures	0	0	3	3
Strategic planning	1	1	0	2
Leadership	1	1	0	2
Meetings	1	0	0	1
Velcroship mentoring program	1	0	0	1
Speakers	0	1	0	1
Retreat(s)	0	1	0	1

Source: Partner interviews, 2003.

6. NAC impact on key operational areas for programs in which a majority of all respondents reported some NAC impact.

N=39	Very much		Some		Not at all	
	Number	Percent	Number	Percent	Number	Percent
Help people learn more about your organization	17	44%	16	41%	6	15%
Better meet client needs	14	36%	18	46%	7	18%
Improve your leadership skills	18	46%	11	28%	10	26%
Improve your understanding of overall non-profit management	16	41%	10	26%	13	33%
Learn more about what your clients may need from your organization	8	21%	18	46%	13	33%
Identify or develop new services you might provide	8	21%	17	44%	14	36%
Increase knowledge of technical or financial resources available for non-profits	7	18%	18	46%	14	36%
Identify new people to serve	8	21%	16	41%	15	38%

Source: *Partner interviews, 2003.*

Note: *Percentages may not add up to 100 due to rounding.*

7. NAC impact on key operational areas for programs, for which a minority of all respondents reported NAC impact.

N=39, unless otherwise noted	Very much		Some		Not at all	
	Number	Percent	Number	Percent	Number	Percent
Raise new funding	8	21%	11	28%	20	51%
Increase understanding of Board of Director's roles and responsibilities	7	18%	12	31%	20	51%
Strengthen the governance of your organization (N=38)	5	13%	13	34%	20	53%
Learn how people benefited from your services	8	21%	9	23%	22	56%
Improve the management of your finances	7	18%	10	26%	22	56%
Develop a strategic or long-term plan for your organization (N=38)	9	24%	6	16%	23	61%
Gather client satisfaction feedback from the people you serve	6	15%	8	21%	25	64%
Be able to track the number of people you serve	5	13%	5	13%	29	74%
Develop by-laws	3	8%	5	13%	31	79%
Take steps to get 501c3 status	1	3%	3	8%	35	90%

Source: Partner interviews, 2003.

Notes: Percentages may not add up to 100 due to rounding, and the two questions with Ns of 38 were due to a respondent reporting that they did not know how to answer the question.

8. Breakdown of key operational areas in which a majority of respondents reported NAC impact by nature of respondents' participation in NAC

		Core partners (N=17)		Supporting partners (N=14)		Consultants & funders (N=8)	
		Number	Percent	Number	Percent	Number	Percent
Help people learn more about your organization	Very much	11	65%	4	29%	0	0%
	At least some	15	88%	12	86%	6	75%
Better meet client needs	Very much	7	41%	5	38%	2	25%
	At least some	14	82%	11	79%	7	88%
Improve your leadership skills	Very much	11	65%	6	43%	1	13%
	At least some	16	94%	8	57%	5	63%
Improve your understanding of overall non-profit management	Very much	10	59%	6	43%	0	0%
	At least some	15	88%	10	71%	1	13%
Learn more about what your clients may need from your organization	Very much	3	18%	3	21%	2	25%
	At least some	13	76%	6	43%	7	88%
Identify or develop new services you might provide	Very much	5	29%	3	21%	0	0%
	At least some	12	71%	8	57%	5	63%
Increase knowledge of technical or financial resources available for non-profits	Very much	4	24%	3	21%	0	0%
	At least some	13	76%	9	64%	3	38%
Identify new people to serve	Very much	3	18%	2	14%	3	38%
	At least some	12	71%	4	29%	8	100%

Source: NAC partner interviews, 2003.

Note:* These percentages reflect a smaller N of 13.

9. Breakdown of key operational areas in which a minority of respondents reported NAC impact by nature of respondents' participation in NAC

		Core partners (N=17)		Supporting partners (N=14)		Consultants & funders (N=8)	
		Number	Percent	Number	Percent	Number	Percent
Raise new funding	Very much	5	29%	3	21%	0	0%
	At least some	13	76%	6	43%	0	0%
Increase understanding of Board of Director's roles and responsibilities	Very much	3	18%	4	29%	0	0%
	At least some	12	71%	7	50%	0	0%
Strengthen the governance of your organization	Very much	3	18%	2	15%*	0	0%
	At least some	13	76%	5	38%*	0	0%
Learn how people benefited from your services	Very much	3	18%	4	29%	1	13%
	At least some	9	53%	6	43%	2	25%
Improve the management of your finances	Very much	5	29%	2	14%	0	0%
	At least some	12	71%	5	36%	0	0%
Develop a strategic or long-term plan for your organization	Very much	6	35%	3	23%*	0	0%
	At least some	9	53%	5	38%*	1	13%
Gather client satisfaction feedback from the people you serve	Very much	1	6%	5	36%	0	0%
	At least some	7	41%	7	50%	0	0%
Be able to track the number of people you serve	Very much	2	12%	3	21%	0	0%
	At least some	4	24%	6	43%	0	0%
Develop by-laws	Very much	1	6%	2	14%	0	0%
	At least some	5	29%	3	21%	0	0%
Take steps to get 501c3 status	Very much	0	0%	1	7%	0	0%
	At least some	2	12%	2	14%	0	0%

Source: Partner interviews, 2003.

Note:* These percentages reflect a smaller N of 13.

10. Partner visions for NAC in the next 3-5 years

“What is your vision for the New American Collaborative in the next three to five years?” N=39	Core partners	Supporting partners	Consultants/ Funders	Overall
Survive/sustain current activities	4	1	3	8
Become an essential resource/network for organizations serving immigrants/refugees	3	4	1	8
Serve and advocate for the community	3	3	2	8
Become self-sufficient 501c3 organization	6	1	0	7
Collaborate more/become more of a collaborative network than a funding organization	2	3	2	7
Build capacity of partner agencies	1	1	2	4
Grow to encompass more agencies	2	1	0	3
Give better/sustainable services	1	1	1	3
Become more democratic/less hierarchical	1	0	2	3
Become more cohesive/Have more active participation by members/develop base of organization	1	1	1	3
Help partners financially	0	2	1	3
Reduce infighting/competition for same grant monies	1	0	1	2
Become more active in advocacy/public policy	2	0	0	2
Enable professional development of partner agencies' leadership	2	0	0	2
Improve organization	0	0	2	2
Do not become independent 501c3 organization	1	0	0	1
Become a peer support group between agencies	1	0	0	1
Better Integrate different ethnic groups in NAC	1	0	0	1
Get/work on a vision for the future	0	1	0	1
Target resources to most recent arrivals	0	1	0	1
Become a national organization	0	1	0	1
Less technical assistance	0	1	0	1
Divide group into subgroups based on common themes	0	1	0	1
Innovate in collaborative models	0	0	1	1
Become more empowered	0	0	1	1

Source: Partner interviews, 2003.

11. Proposed goals for the next year

“What do you think should be the one or two main goals of the New American Collaborative in the next year?” N=39	Core partners	Supporting partners	Consultants/ Funders	Overall
Build capacity of NAC/gain independent/501c3 status	4	4	0	8
Maintain autonomy of NAC under PUC/rethink proposed arrangement	1	2	3	6
Reduce competition/increase cooperation	3	1	1	5
Improve governance/organizational structure	0	0	5	5
Survive	2	1	1	4
Build capacity of member organizations	3	0	1	4
Increase financial sophistication/resources	3	0	1	4
Carefully develop relationship with PUC/make sure PUC understands NAC/work together with PUC	1	2	0	3
Develop strategic plan	1	1	1	3
No comment	1	1	0	2
Looking into option of partner mergers	0	2	0	2
Reduce duplication of partner activities/encourage partner specialization	1	1	0	2
Write grants	2	0	0	2
Develop NAC as coordinative/referring organization	1	0	0	1
Asset mapping	1	0	0	1
Develop partner leadership	1	0	0	1
Lobbying	1	0	0	1
Develop strong steering committee	1	0	0	1
Become physical presence in community	0	1	0	1
Provide forum for organizations	0	1	0	1
Become more participatory/democratic	0	1	0	1

Source: Partner interviews, 2003.

12. How to reach self-proposed goals for the next year

“Do you have any suggestions for how the New Americans Collaborative could achieve the goals you recommended?” N=39

	Core partners	Supporting partners	Consultants/ Funders	Overall
Strategic planning	2	1	2	5
Strengthen business practices	1	1	3	5
Learn from or with PUC/umbrella organization	2	2	0	4
Keep moving towards 501c3 status	2	2	0	4
Reduce duplication/consider merging partner agencies	1	2	0	3
Work/stick together and stay focused	2	1	0	3
Support capacity building	1	2	0	3
Share a common governance structure/board of directors	1	2	0	3
More funder outreach	1	0	1	2
Establish meeting protocols/voting rules	1	0	1	2
No comment	0	1	1	2
Become more participatory	1	0	0	1
Hire grant-writer/developer	1	0	0	1
Become more project-based	1	0	0	1
Gradually become more self-directed	1	0	0	1
Strong planning committee	1	0	0	1
Stay with Wilder	1	0	0	1
Start fundraising committee	1	0	0	1
Maintain a staff	1	0	0	1
Focus on raising funds	0	1	0	1
Support mentoring program	0	1	0	1
Stay positive	0	1	0	1
Listen to members' opinions	0	1	0	1
Improve/standardize communication/transparency	0	1	0	1
Improve diversity of immigrant groups represented	0	1	0	1
Take full advantage of available opportunities and resources	0	0	1	1
Seek input from community members	0	0	1	1
Have PUC guide but not lead process	0	0	1	1

Source: Partner interviews, 2003.

13. How to build capacity in member agencies

“If you were in charge of the New American Collaborative what one or two things would you recommend to help build the capacity of the member agencies to serve new Americans in Minnesota?” N=39

	Core partners	Supporting partners	Consultants/ Funders	Overall
Focus on fundraising	3	3	0	6
Develop/keep focused on the vision/future/unity of NAC	1	0	4	5
Keep providing/provide quality technical assistance and leadership training	2	2	1	5
Seek input from agencies	3	0	1	4
Strengthen NAC organization	1	0	3	4
Serve members in useful ways	2	1	0	3
Map services offered by agencies/look into possible mergers	1	2	0	3
Require basic workshop/training attendance	3	0	0	3
Harness available resources	2	1	0	3
Establish focus areas	1	0	1	2
Focus on serving new/small groups	0	2	0	2
Develop leadership capabilities	1	0	0	1
Map strengths and weaknesses	1	0	0	1
Maintain reasonable expectations for prospects of small agencies	1	0	0	1
Have a diverse and representative staff	1	0	0	1
Technology education	1	0	0	1
Develop community employment services	1	0	0	1
Continue re-granting/NAC RFPs	1	0	0	1
No comment	0	1	0	1
Work on building trust	0	1	0	1
Strengthen relationships between partners	0	1	0	1
More outreach in metro area	0	1	0	1
Encourage mutual understanding/partner site visits	0	1	0	1
Encourage collaboration	0	1	0	1
Advocacy	0	1	0	1
Be more member-directed	0	0	1	1
Improve communication	0	0	1	1

Source: Partner interviews, 2003.

14. Other suggestions for how to strengthen NAC

“Do you have anything more that you would like to add or any suggestions for making NAC a stronger organization?” N=39

	Core partners	Supporting partners	Consultants/ Funders	Overall
No comment	5	7	2	14
Be more member-driven/encourage participation	1	2	2	5
Maintain activities/ “keep it up”	2	1	0	3
Improve membership inclusivity/involve groups that serve solely immigrants	1	0	1	2
Find/get more money	2	0	0	2
Foster community support	1	0	0	1
Strengthen organization	0	1	0	1
Change membership system	0	1	0	1
Ease time burden on active partners	0	1	0	1
Get legal representation	0	1	0	1
Increase sales skills	0	0	1	1
Do priority planning	0	0	1	1
Develop leadership potential	1	0	0	1
Use resources intelligently	1	0	0	1
Make use of umbrella organization’s guidance	1	0	0	1
Get umbrella organization to cede some of its power	1	0	0	1
Focus on a smooth transition to the new umbrella organization	1	0	0	1
Focus on communication	1	0	0	1

Source: Partner interviews, 2003.