



# Tracking Infrastructure Improvements and Outcomes

IMPROVING DATA, IMPROVING OUTCOMES CONFERENCE  
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# Session Objectives

- Participants will
  - Understand how to put the evaluation of infrastructure to practical use
  - Learn new ways to measure infrastructure changes and to build on what is already being done in the state with data and evaluation
  - Walk away with new resources for evaluating infrastructure changes

# Session Format

- Presentation (40 minutes)
- Activity (40 minutes)
- Wrap-up and resources (10 minutes)

# Infrastructure as Foundational to Improvement



# Why Evaluate Infrastructure Changes?

- Understand
  - The type and extent of change that has occurred
  - The impact of these changes on outcomes for children with disabilities
- Improve
  - Respond and adapt systems initiative

# What Should You Evaluate?

- **Track Progress:** How is implementation of infrastructure improvement going?
  - Understand type and extent of change that has occurred
- **Track Outcomes:** What changes are we seeing? What good is it doing?
  - Understand the impact of these changes on outcomes for children with disabilities

# How Can You Evaluate?

- Broad: Self-assessment of progress on indicators of infrastructure
  - Specify what it will look like when you've achieved the infrastructure success
- Specific: Data that are collected and analyzed as evidence of progress
  - Identify ways to measure specific changes
- Build on what you already do

# Evaluating Infrastructure: An Example





# Identifying Stakeholders

- Who are your stakeholders and who/what do they represent? Do they represent multiple interests?
  - Will they benefit from the project? Are they direct recipients of the outcomes?
  - Will they fund the project?
  - Do they have political interests in the project or its intended outcomes?
- Think about each stakeholder's commitment to the project/agency. How would you categorize each one?

Adapted from Lusthaus, C., Adrien, M. H., Anderson, G., & Carden, F. (1999). *Enhancing organizational performance a toolbox for self-assessment*. Ottawa, Canada: International Development Research Centre.

# Track Progress: How's It Going?

- Examine and collect outputs
  - Identify stakeholders and document the information
  - Meeting materials (outputs)
    - Number of meetings
    - Meeting agendas and minutes

# Tracking Outcomes: What Good Did It Do?

## Defining Success in Stakeholder Engagement

- Why are you involving stakeholders?
- What will successful stakeholder engagement look like?

# Track Outcomes: What Good Did It Do?

- Measuring impact can be much more difficult.
- Look to already established instruments and tools
- Data can be collected through surveys, focus groups, interviews, etc.
  - *Questions can be a combination of both open-ended and Likert scale questions.*
  - *Data can be collected at pre-determined points throughout the project (quarterly, semi-annually, etc.).*
  - *Data can then be compared across time.*

# An Example Tool: *Leading By Convening*

- Triad of *The Partnership Way*
  - Coalescing Around Issues
  - Ensuring Relevant Participation
  - Doing the Work Together

Cashman, J., Linehan, P., Purcell, L., Rosser, M., Schultz, S., & Skalski, S. (2014). *Leading by convening: A blueprint for authentic engagement*. Alexandria, VA: National Association of State Directors of Special Education.

# *Leading by Convening (cont'd)*

## Four Levels of Interaction (Depth)

- Informing
  - Sharing or disseminating information with others who care about the issue
- Networking
  - Asking others what they think about this issue and listening to what they say
- Collaborating
  - Engaging people in trying to do something of value and working together around the issue
- Transforming
  - Doing things the Partnership Way (leading by convening, cross-stakeholder engagement, shared leadership, consensus building)

## Coalescing Around Issues Rubric

Coalescing Around Issues	Depth of Interaction			
	Informing* Level (Sharing/Sending)	Networking* Level (Exchanging)	Collaborating* Level (Engaging)	Transforming* Level (Committing to Consensus)
<b>Acknowledging and valuing diversity.</b>	A core group of interested stakeholders disseminates information to potentially interested stakeholders, a cross roles, to inform them about issues and invite them into the discussion.	Stakeholders from diverse roles exchange ideas and resources with one another. Clarification of role-specific vocabulary is at beginning stages. Outreach to others with a specific focus on roles not yet involved continues.	Diverse stakeholders engage in dialogue about issues. Differences are acknowledged and explored. A common vocabulary begins to emerge.	Diverse stakeholders with diverse perspectives are engaged through multiple ways in a active collaborative dialogue about issues in order to reach consensus about priorities and future research, policy and practice opportunities.
<b>Researching and agreeing on relevant data.</b>	Personal and professional experiences (anecdotal) are the primary source of evidence for consideration.	Stakeholders consider what other data beyond personal stories could be a source of evidence and begin collecting relevant data and resources.	Stakeholders identify relevant data from across disciplines and examine for common themes for understanding (collective analysis).	Through consensus, stakeholders agree on the anecdotal and research data from various perspectives and sources relevant to the issue.
<b>Decision making through consensus.</b>	Core group identifies an issue of importance.	Stakeholders contribute to the discussion, bringing in other perspectives.	Stakeholders contribute to and create a shared vocabulary. They reach across systems to review, critique and revise and/or confirm the issue to be addressed.	Through consensus, stakeholders determine the specific aspects of the issue that the group will move forward to influence.
<b>Coalescing to move to future work together.</b>	Core group intentionally shares with others, who are not already stakeholders, the reason for caring about this issue, meeting one-on-one with targeted persons, organizations, etc.	Stakeholders are intentional about inviting new members into the group work and being purposeful in getting the people in the same room to work together.	Stakeholders develop grounding documents (mission, vision, guiding principles and ground rules). Stakeholders develop and agree on a process of continued communication that fits their needs.	Through consensus, stakeholders develop a set of actionable goals that define the work scope of the effort. Relationships are built for strategic advantage.

**\*Informing**—Sharing or disseminating information with others who care about the issue.

**\*Networking**—Asking others what they think about this issue and listening to what they say.

**\*Collaborating**—Engaging people in trying to do something of value and working together around the issue.

**\*Transforming**—Doing things the partnership way (leading by convening, working cross-stakeholder, sharing leadership, building consensus).

# Reporting the Data

- What do the data help you understand?
  - Present findings by telling stories using the key themes and supporting data
  - Include history and context
  - Provide general information about the change process
  - Share “wins”
  - Present key themes, grounded with specific examples
  - Highlight differences across stakeholder groups
- What might be improved?
  - Share recommendations and next steps

Adapted from the Stakeholder Assessment and Management section of The 2014 MITRE Systems Engineering Guide, [www.mitre.org](http://www.mitre.org).



# Activity 1: Stakeholder Engagement

- What will it look like when you've achieved the stakeholder engagement?
- What do you want to know about the changes in stakeholder engagement?
- How will you will measure the change in stakeholder engagement?
  - What is the biggest challenge/barrier to evaluation (not implementation)?

# Activity 2: Other Infrastructure Strategy

- Select another current infrastructure strategy
- What will it look like when you've achieved the infrastructure success?
- What do you want to know about the change?
- How will you measure the change?
  - What is the biggest challenge/barrier to evaluation (not implementation)?

# Wrap-Up and Resources

- Technical assistance is available.
  - Universal → [IDC website resources](#)
  - Targeted → contact your IDC State Liaison
- Draft resource list handout

# For More Information

**IDC** Visit the IDC website  
<http://ideadata.org/>



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