



Draft STEM Hub Backbone Effectiveness Evaluation Framework

The following two tables represent the work of the Chief Education Office in collaboration with regional STEM Hub leaders and the Education Policy Improvement Center to co-construct a framework around the activities of STEM Hub backbones (governance) in the state of Oregon. The ultimate goal is to define the commonalities amongst Oregon’s STEM Hubs (ecosystems) and to co-develop tools for assessing effectiveness of the partnerships.

Backbone Functions						
Governance and Operations	Communications	Sustainability	Networking	Data Support	Equity	Program Alignment
<ul style="list-style-type: none"> • Convene the partnership • Support governance and steering committees • Act as fiscal agent • Coordinate backbone staffing, hiring, managing • Ensure that new partners and staff are familiar with collaborative’s mission, values, and equity stance • The backbone leader(s) demonstrate the 7 common characteristics of effective backbone leadership¹ • Ensure space available for meetings, staff • Coordinate and provide back office services (e.g., printing, developing presentation materials, etc.) 	<ul style="list-style-type: none"> • Develop and disseminate communication materials, press releases, maintaining social media, website presence • Track/archive key partnership communications • Release (annual) report that highlights shared mission/ plan/goals and the results of collaborative activities and future plans • Enable flow of information between different groups within the partnership 	<ul style="list-style-type: none"> • Mobilize funding • Provide support for partners in obtaining new/ongoing funding • Develop new, and cultivate existing, relationships within the community/ region • Develop and implement continuous improvement plans that include iterative strategies that provide feedback on the communities served and how they experienced the service 	<ul style="list-style-type: none"> • Convene work groups • Organize and/or support community meetings/ networks/ learning communities • Develop and maintain new and existing relationships within the community/ region • Work closely with the State and other regional initiatives to share questions and insights related to common issues of practice. 	<ul style="list-style-type: none"> • Build culture of data use to drive strategic and programmatic decisions of the partnership. • Enable access, analysis, and use of data to support the partnership • Report results of data collection publicly • Disaggregate data by demographic groups • Conduct asset/needs mapping to determine what activities/ programming exist and develop plan to construct solutions 	<ul style="list-style-type: none"> • Use an equity-sensitive analytical tool (e.g., Oregon Equity Lens²,) that guides decision making processes • Conduct rigorous examination of community assets— particularly from culturally and linguistically diverse communities and/or those navigating poverty—that can be leveraged in the service of the collaborative and brought to the attention of governance committees • Engage representatives from the regional community, including partners who advocate for culturally and linguistically diverse learners and learners and families navigating poverty 	<ul style="list-style-type: none"> • Analyze gaps and overlaps in program activities to align programming needs • Monitor program effectiveness toward achieving targeted outcomes. • Document and disseminate best practices regarding programming and activities throughout the network • Serve as technical support for partner programming

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Indicators						
Governance and Operations	Communications	Sustainability	Networking	Data Support	Equity	Program Alignment
<p>EXTENT TO WHICH:</p> <ul style="list-style-type: none"> Decision-makers and influencers from different sectors are championing the effort and engaged in governance of the partnership. Collaborative established branded website and email Budget priorities and plan in place Key staff positions identified and filled Backbone staff training developed Back office services provided for meetings, events, as needed Formalized partner-ship agreements developed and used Decision-making processes clearly identified and used Partners attend meetings and other Hub activities Attendance and participation in regular meetings of working groups <p>Frequency of/ satisfaction with:</p> <ul style="list-style-type: none"> Staff/partner satisfaction with backbone operations 	<p>EXTENT TO WHICH:</p> <ul style="list-style-type: none"> Community members aware of collaborative goals and activities Social media presence developed and maintained Increase in communications and collaboration among partners Annual report released to community and partners with key data points identified <p>Frequency of/ satisfaction with:</p> <ul style="list-style-type: none"> Number of press releases, annual report copies, communications released to public 	<p>EXTENT TO WHICH:</p> <ul style="list-style-type: none"> Plans for multi-year funding in place Ratio of state dollars/Hub leveraged resources (in-kind and funds) Continuous improvement plan developed and followed <p>Frequency of/ satisfaction with:</p> <ul style="list-style-type: none"> Number of new resources from community partners (public and private) Number of sponsorships/ internships from community partners Grants funding -- # of grants, total of grants, # of funders 	<p>EXTENT TO WHICH:</p> <ul style="list-style-type: none"> Work groups established that include voices from all relevant sectors and partners Community members are increasingly aware of the issue(s) Community members express support for the initiative Community members feel empowered to engage in the issue(s) <p>Frequency of/ satisfaction with:</p> <ul style="list-style-type: none"> Number of different community partners Numbers of community partners serving in advisory or leadership roles Types of community partners (e.g., business sector, health services) 	<p>EXTENT TO WHICH:</p> <ul style="list-style-type: none"> Indicators have been established to guide actions and monitor the impact of the partnership. Processes have been established and followed to regularly review data. Infrastructure developed to support data storage, access, analysis, and disaggregation Partners understand the value of shared data Partners use data in meaningful, strategic ways Data are shared publicly and used as part of the communications strategy 	<p>EXTENT TO WHICH:</p> <ul style="list-style-type: none"> Equity analytical tool use in place and shared with members of collaborative Members of target populations contribute to and help to shape the goals of the collaborative Results of community asset mapping used to guide current and future projects Partners feel respected and heard within the collaborative 	<p>Based on the types of activities the backbone provides and/or supports:</p> <p>EXTENT TO WHICH:</p> <ul style="list-style-type: none"> Partners articulate role in the collaborative Partners increase scope/type of work within defined activities/ programming Identified gaps in programming reduced/ eliminated Resources used for identified overlaps are redeployed to close gaps <p>Frequency of/ satisfaction with:</p> <ul style="list-style-type: none"> Programming activities Technical assistance Event facilitation

¹-Understanding the Value of Backbone Organizations in Collective Impact (SSIR article, page 7)

² <http://www.ode.state.or.us/superintendent/priorities/final-equity-lens-draft-adopted.pdf>

³ http://www.strivetoegether.org/sites/default/files/images/StriveTogether%20Theory%20of%20Action_0.pdf