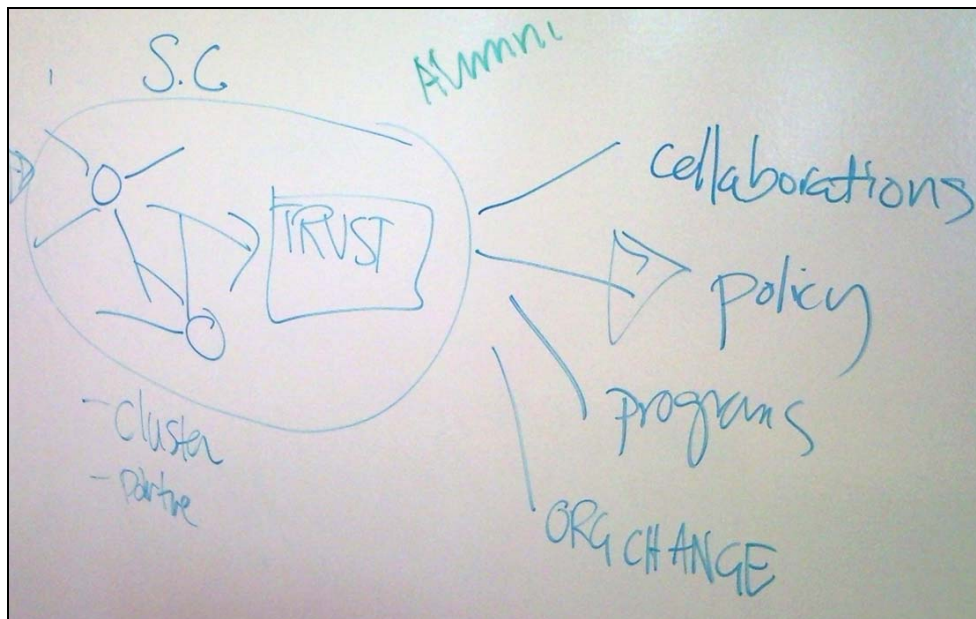




Milwaukee Mosaic Case Study

The Pilot Years

2006 - 2010



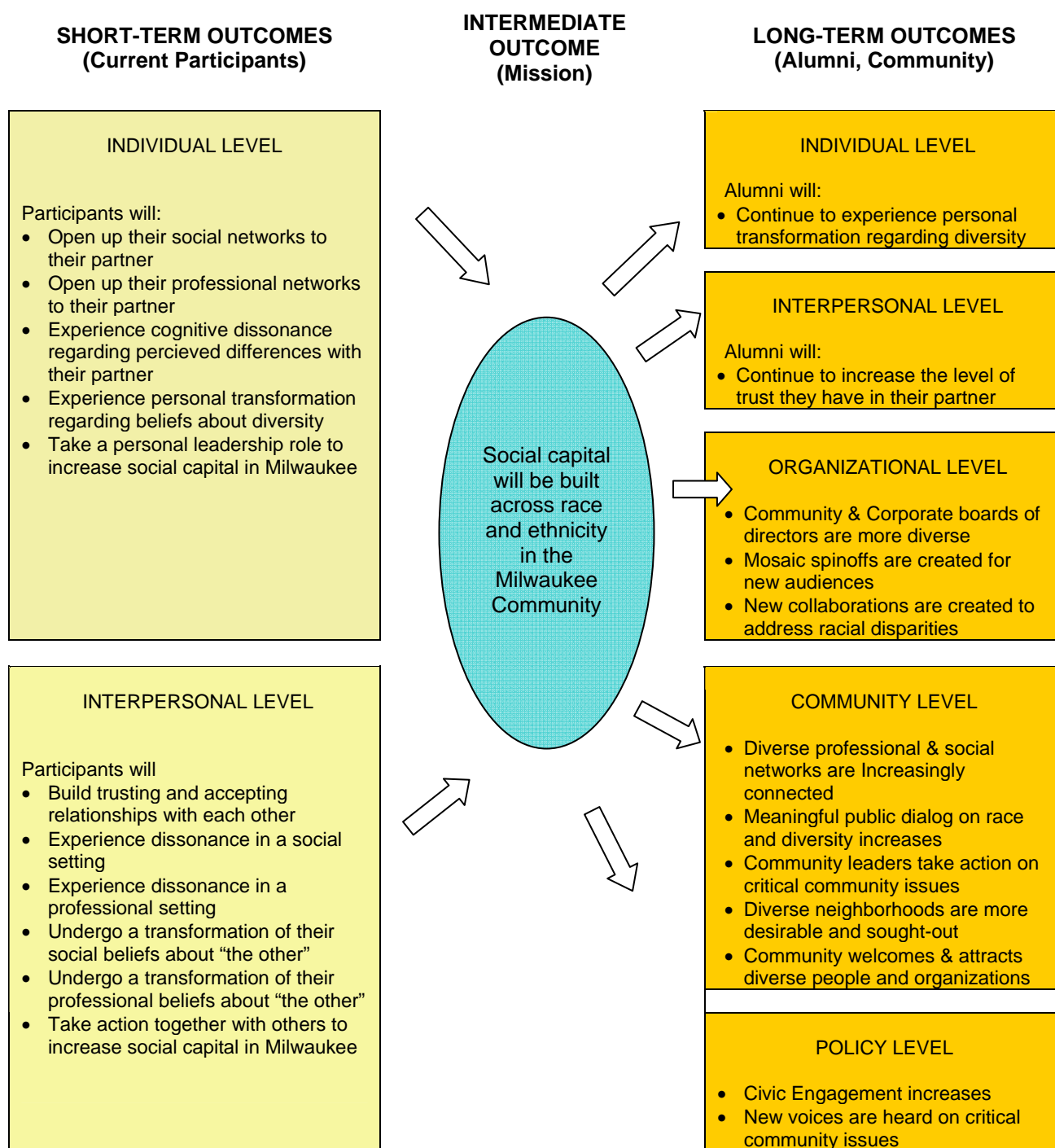
August 2010



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LOGIC MODEL



ACKNOWLEDGEMENTS

The Planning Council for Health and Human Services, Inc., wishes to thank the many individuals and groups who played a part in the creation of this report.

Milwaukee Mosaic Advisory Committee: A program like Milwaukee Mosaic cannot succeed without the involvement of key community leaders. One member of the Advisory Committee who was particularly helpful in preparing this report was Mark Sabljak, Publisher of the Milwaukee Business Journal, who dedicated much effort to bring Mosaic to the city, worked diligently to ensure the program was implemented correctly, participated as a Mosaic partner himself, and sat down with Planning Council staff to provide candid insights into the program's past, present and future.

The Greater Milwaukee Foundation: Together with key community leaders, Douglas M. Jansson, President of the Foundation, was instrumental in bringing Mosaic to Milwaukee. Funding from the Foundation was supplemented by local donations to allow for a full three-year pilot and an extension into a fourth year. In addition, Mr. Jansson was a first year Milwaukee Mosaic participant, stayed closely involved with the program's advisory committee over the course of its implementation, and shared his thoughts and experiences with Planning Council staff in the preparation of this report. Tracy Maclin, Foundation Senior Program Officer, also worked closely with the program throughout its pilot years; her guidance through the intricacies of Mosaic and her unflinching ability to cut through to the core of the matter are much appreciated.

Milwaukee Mosaic consultants: Genyne Edwards, Program Director; John Fitzgerald and June Perry, Master Coaches; Ossie Kendrix and Evie Perry, Coaches; and Gayle Peay, Program Assistant. This team of people—nearly all of whom were involved for the entire duration of Milwaukee Mosaic's pilot years—helped greatly in the preparation of this report by attending meetings and applying their considerable brainpower to the examination of what has been working well for the program and what could be improved. For her patience with all the questions asked, her diligence in locating the historical documents needed for a report of this nature, and her assistance in conducting the Year Four online surveys, special thanks are due to Ms. Edwards.

Milwaukee Mosaic previous evaluators: For three years of diligent work documenting this unique initiative, particular gratitude is extended to Sheila Leahy of SAL Consulting, who captured many of the lessons learned during Mosaic's pilot years in story form after conducting uncounted hours of in-person and phone interviews with participants. Thanks also to Idea Connections Systems, Inc., whose Mosaic Partnerships program materials provided the theoretical framework of Milwaukee Mosaic and whose surveys, data collection and data analysis provided important information on the participants and the effects of the program in its pilot years.

Finally, many thanks to all the Milwaukee Mosaic participants who dedicated nine months (or more!) of their lives to this groundbreaking program, for opening themselves up to the possibility of personal transformation and believing that change is possible.

*The Planning Council for Health and Human Services, Inc.
is a nonprofit organization serving Southeastern Wisconsin.
Its mission is to advance community health and human services
through objective planning, evaluation, and research.*

The following Planning Council staff members contributed to this effort: Julie Whelan Capell, Director of Planning and Development; Quinton D. Cotton, Associate Planner; and Erin Malcolm, Associate Researcher.

Strengthening communities through effective partnerships



July 29, 2010

Race relations are one of Milwaukee's most serious and yet least discussed issues. In 2006 the Public Policy Forum surveyed 1,000 white, African-American and Latino residents in southeastern Wisconsin. Key findings include the following:

- 84% said that race relations are very important to the future of our region
- 57% of whites, 72% of blacks and 46% of Latinos feel that race relations in the region are "not so good or poor."
- Roughly a quarter of whites, blacks and Latinos feel that race relations in the region are "getting worse."
- 62% of whites, 79% of blacks and 53% of Latinos feel that the "quality of leadership when it comes to improving race relations" in the region is "not so good" or is "poor."

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This racial divide and the rapid demographic changes Milwaukee is experiencing make it far more difficult to address and solve community challenges. Key leaders are often not well acquainted with each other. Social interactions across racial lines are limited. Church attendance, club memberships and housing remain highly segregated.

These are some of the realities that spurred the Foundation to launch the Milwaukee Mosaic Partnerships Program (Milwaukee Mosaic) as a creative effort to begin bridging the racial divide in Milwaukee. This report outlines some of the more important accomplishments of Milwaukee Mosaic in the past four years.

No successful program can operate without support from many partners. I would particularly like to recognize the following partners without whom Milwaukee Mosaic would not exist:

- Twenty-five area foundations and individuals provided grants to support Milwaukee Mosaic. The donors are listed in Appendix I;
- Idea Connections and Robert Rosenfeld in Rochester, New York, developed the Mosaic program and demonstrated its value in that city.

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- Many volunteers served as coaches for the cluster group gatherings and provided long hours of dedicated support to the program;
- Overall management of the program was provided by Program Coordinator, Genyne Edwards, and by the Master Coaches, John Fitzgerald and June Perry. Their belief in the program was critical to its success;
- Most of all, we should all recognize the 657 individuals who agreed to participate in Milwaukee Mosaic Partnerships in the past four years. As community leaders their commitment of time to the program was a real gift they were willing to make to improve race relations in our community. As one of the Mosaic alumni noted, "I met a group of amazing professionals who are passionate about making a difference."

Sincerely,

A handwritten signature in black ink that reads "Douglas Jansson". The signature is written in a cursive style with a large, stylized 'D' and 'J'.

Douglas Jansson, President
Greater Milwaukee Foundation

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TABLE OF CONTENTS

I.	Executive Summary	8
II.	Background	16
III.	Description of Data Collection Techniques	24
IV.	Summary and Analysis of the Characteristics of Mosaic Participants	30
V.	Summary of the Core Program Data and Analysis of Core Program Outcomes	34
	• Process Objectives	34
	• Outcome Objectives	45
	o Individual-Level Outcome Objectives	45
	o Interpersonal-Level Outcome Objectives	53
	o Long-Term Outcome Objectives	65
VI.	Core Program Recommendations	70
VII.	Summary of Alumni Data and Analysis of Long-Term Outcomes	74
VIII.	Alumni Engagement Recommendations	88
IX.	References	90
	Appendix A: Milwaukee Mosaic Advisory Committee	91
	Appendix B: Milwaukee Mosaic Program Coordinator (Director) Job Description	92
	Appendix C: Milwaukee Mosaic Program Master Coach Job Description	93
	Appendix D: Milwaukee Mosaic Consultants and Coaches 2006 - 2010	94
	Appendix E: Year Four Exit Survey	95
	Appendix F: 2010 Alumni Survey	102
	Appendix G: Questions for Longitudinal Survey	108
	Appendix H: Pilot Years Process Objective Results, Condensed	109
	Appendix I: Pilot Years Outcome Objective Results, Condensed	110
	Appendix J: Donors to Milwaukee Mosaic	113

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**Case Study: The Pilot Years
2006 – 2010**

Executive Summary

“The impression I took away from my experience with the program was the number of people who care about this City and are willing to make a commitment to each other as human beings to make a difference. If you just watch the news you would never believe there were any people in Milwaukee like the ones I met through the program.”

-- 2010 Alumni Survey

In 2006, a group of Milwaukee leaders decided to invest in the city’s quality of life, not by building financial capital or political capital, but by supporting an effort to build the social capital of community residents. The effort was called Milwaukee Mosaic and its mission was to create social capital—a valued network of trusting relationships between individuals—across race and ethnicity throughout the city.

The idea began in Rochester, New York and was replicated in Milwaukee through a pilot funded in part by the Greater Milwaukee Foundation. The four-year effort involved about 700 participants who were matched as partner-pairs across race/ethnicity. Partners met on their own to get to know one another, and often opened up their social and professional networks to one another. In addition to these one-on-one meetings, partner-pairs were assigned to one of several cluster groups that met seven times to participate in the Mosaic Partnerships™ curriculum. Occasional social/networking events allowed current participants and alumni to keep in touch with each other and with the overall program. These activities took place over the course of nine months (September – May) and were known as the “core program.”

After completing the core program, program alumni could continue their partner relationship if they so chose. Alumni continued to receive communications from Milwaukee Mosaic and invitations to attend the social events, but there was no structured programming for them.

Now that the four-year pilot period is over, the data shows that Milwaukee Mosaic has been successful in helping individuals transform their beliefs about racial and ethnic diversity. Program participants clearly feel the impact of Milwaukee Mosaic on their own lives and can see the potential for positive change across the city. With the proper support, the program is ready to move beyond the realm of individual change and begin to support alumni in their efforts to create changes in the ways the community embraces human difference and addresses institutional racism.

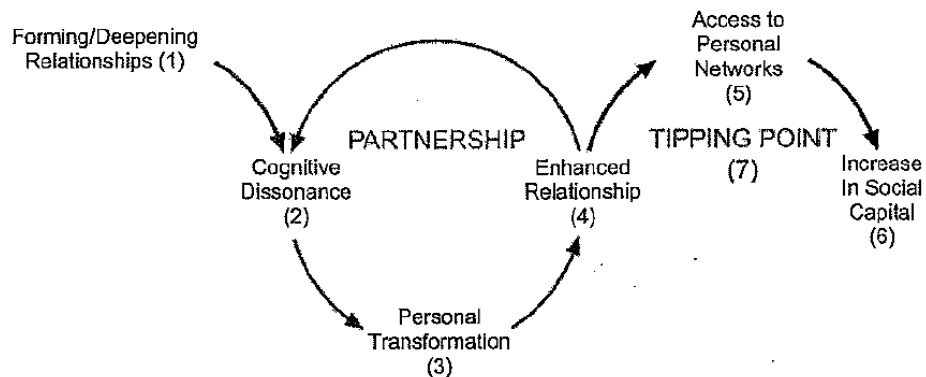
The *Milwaukee Mosaic Case Study: The Pilot Years* pulls together all available data from the first four years of the program, analyzes the data, and provides recommendations for the future core program and also for alumni engagement.

Participant Demographics

Across all four pilot years, Milwaukee Mosaic met its overall enrollment targets, serving over 200 individuals in each of the first two years, then purposely reducing participation to just over 160 in the third year and 80 in the fourth year. Program attrition was not measured in a very precise manner but reportedly never exceeded 10%. By design, 50% of program participants were people of color and 50% were white. Nearly two-thirds of participants were female and three-quarters were between 31 and 60 years of age. Where recruitment fell short of expectations was in the work sector and management level of the participants. The program initially aimed to recruit high percentages of people from the for-profit sector, however enrollees from the business sector never reached more than one-quarter of participants in any year. An intended focus on top community leaders succeeded in the first year, but in subsequent years participants were predominantly middle management or individuals.

Program Theory of Change and Logic Model

Participants in Milwaukee Mosaic embarked on an experimental journey built on ideas about social capital—the invisible civic glue that holds a community together—put forth by Robert Putnam in his groundbreaking book *Bowling Alone: The Collapse and Revival of American Community*. This theory was operationalized by Mosaic Partnerships™ to create a process for building social capital “two people at a time.” Acknowledging that personal transformation is an ongoing and sometimes circular process, Mosaic Partnerships™ visualized the theory of change behind its program¹ as seen here:

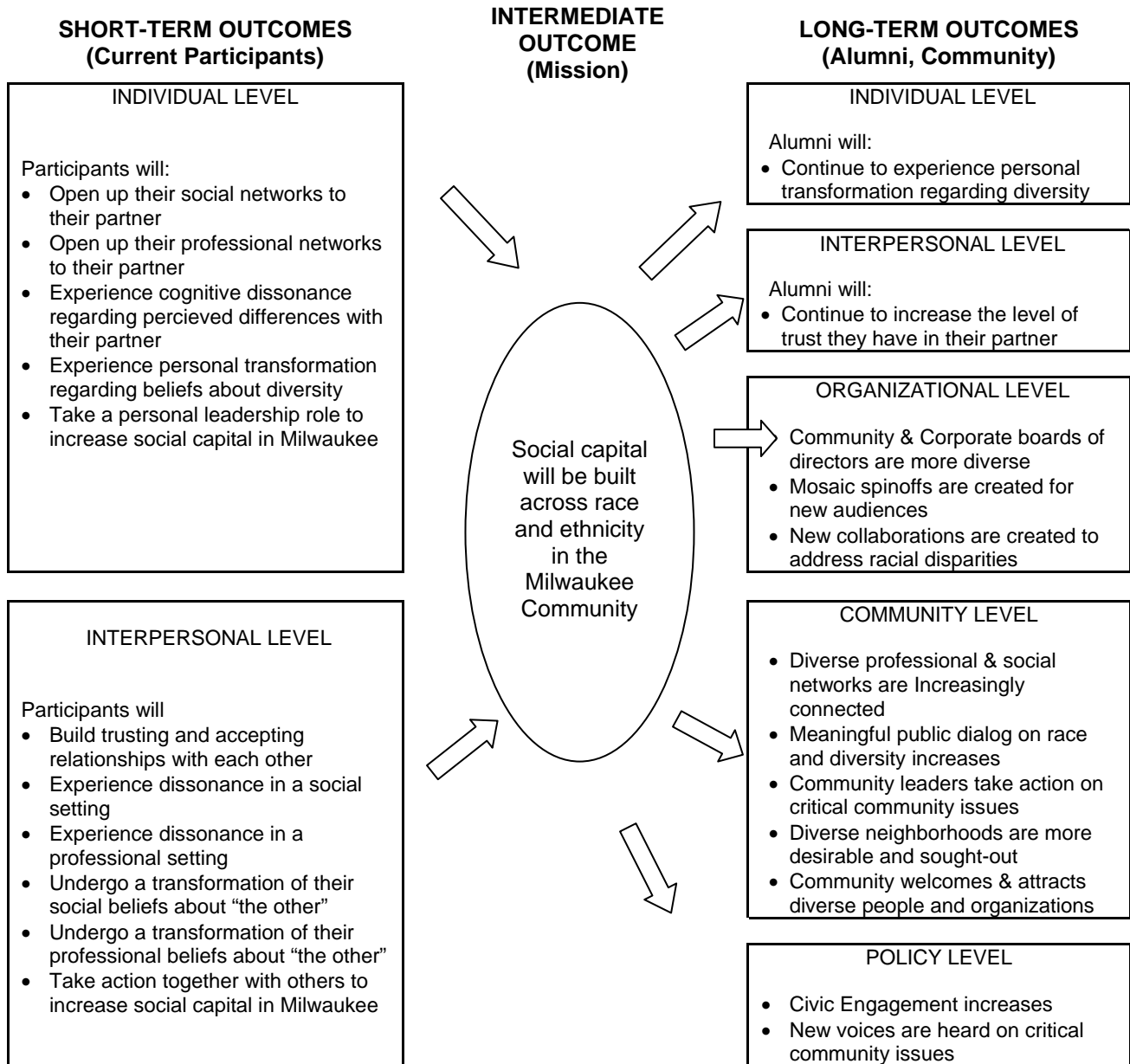


The above theory of change was operationalized through various Milwaukee Mosaic program strategies and implemented during the four-year pilot. In spring of 2010, Milwaukee Mosaic program staff and coaches worked with planning consultants to devise a program logic model to visually represent the theory and its expected outcomes. Members of the program Advisory Committee and Greater Milwaukee Foundation staff also provided input. The logic model, shown on the next page, differentiates short-term outcomes for the core program from long-term outcomes for alumni and the community at large. It also distinguishes various levels of expected change:

- Individual-level change;
- Interpersonal-level change ;
- Organizational-level change;
- Community-level change; and
- Policy-level change.

¹ Mosaic Partnerships™ (2005). Transforming our world, two people at a time.

Milwaukee Mosaic Logic Model



Core Program Overall Experience

The majority of Milwaukee Mosaic participants said the overall program met or exceeded their expectations in each pilot year. A higher percentage of participants in Years One and Four said the program exceeded their expectations than in the other years. In Year Four, new survey methods allowed the results to be broken down by race/ethnicity, and showed white participants were less likely to rate the program as "more than what I expected" than were participants of color—25% versus 37%. The nature of the question leaves open several possible interpretations of these results. One possibility is that participants from different backgrounds enter the program with differing initial expectations; if initial expectations are extremely high, the participant is more likely to be disappointed, and the opposite could occur if initial expectations are very low.

"The main experience from the Mosaic program I'll carry in my heart is the friendship my partner and I have created, and the friendships started with members of my cluster group."

-- Year Four Exit Survey

The highlight of the program for most participants is their partner relationship. Each year, between two-thirds and four-fifths of participants rate their experience with their partners as "rewarding," "pleasurable" or "more than what I expected." Very few participants had a negative reaction to Milwaukee Mosaic; any downbeat assessments tended to revolve around challenges in their relationship with their partner. Typically, these complaints were regarding a partner who was simply unavailable. One or two individuals felt they were completely mismatched with their partner.

Although such problems were reported by a very small number of participants, it should be emphasized that Milwaukee Mosaic has never done a truly random survey of its participants or alumni. The purely voluntary, online surveys done to date may present a biased view of program achievements. For instance, currently any participant who falls out of contact with Milwaukee Mosaic will fail to receive any survey invitations and therefore their experiences will not be captured and measured. If those who fall out of contact are more likely to be those who had a negative experience with the program, then those negative experiences will not be represented in survey results. It is also possible that participants with positive impressions of the program are more likely to respond to a survey invitation, again reinforcing the impression that the program is more successful than it truly is. One way to avoid such evaluation bias in the future would be to use a more random survey design or other methods to ensure survey results are representative of all program participants.

Core Program Results

Individual-Level Program Outcomes

The program activities implemented by Milwaukee Mosaic are designed to produce real change in beliefs and behaviors at the individual level; data across the four pilot years showed the following results.

- **Increased networking.** Many participants opened up their social networks to their partners, but the real success of the program was the opening of professional networks between partners, with participants of color expressing the most satisfaction with the degree to which they gained access to new work-related networks through their partner relationship; 63% of participants of color said their partners had opened up work networks to them.
- **Personal transformation is occurring.** Participants acknowledged that the relationship with their partner gave them opportunities that made them reassess their thinking about people who are different from themselves.
- **Participants are committed to taking personal leadership roles to increase social capital in Milwaukee.** Nine out of ten participants say they want to stay personally active on an issue of importance to the city.

"Through a program like Mosaic, those false human-made barriers begin to erode. Participants are invited to step through the barriers to find out that we human beings are basically the same, and that we can get along. Thanks for the opportunity to participate."

-- Year Four Exit Survey

Interpersonal-Level Program Outcomes

The partner-pair structure of the Milwaukee Mosaic experience is tailor-made to produce change at the interpersonal level. The program set several interpersonal outcomes which data show are being met to varying degrees, as detailed below.

- **Many trusting relationships have resulted from Milwaukee Mosaic.** Clearly the greatest area of success for Milwaukee Mosaic is in its ability to help participants build trusting and accepting relationships between partner-pairs. When asked what was the highlight of the program for them, most participants mentioned meeting and getting to know their partner. Four-fifths of participants say their partner is someone they can trust, and they report high “trust” levels for discussing issues of “values” and “racism”—subjects typically considered difficult and only discussed amongst close friends. The program succeeded in creating a safe space for people of different races to talk about controversial and sometimes divisive subjects.

“I appreciated being able to express my views as an African American within a safe environment.”

--Year Four Exit Survey

- **To truly give participants a “transformative” experience, cluster meetings need to be enhanced.** While participants acknowledged that the cluster meetings provided opportunities to interact professionally and socially with people they normally wouldn’t talk to, much of the evidence across all four program years indicates that the cluster meetings were the least effective part of the program for many participants. The coaches are key to the success of the clusters; they must be able to help groups discuss uncomfortable subjects while not alienating anyone. Also, there is evidence that the curriculum materials need to be revised if a deeper discussion about racism and cultural difference is to occur. Many clusters have good intentions of continuing to meet and work on issues after the end of the program, but those intentions seldom come to fruition.

“I really didn’t have a positive experience with Mosaic. I don’t question that Milwaukee has deep racial tensions and issues to overcome, but this program is too superficial to fix what’s really going on.”

-- 2010 Alumni Survey

Core Program Recommendations

The following recommendations regarding the nine-month, core Milwaukee Mosaic program are made based on the data gathered over the four pilot years of the program and are presented for the consideration of program leaders as they seek to understand the impact of the program so far and determine future program directions.

- **Recommendation 1:** Build social capital across race and ethnicity in the Milwaukee community by continuing the Milwaukee Mosaic core program.
- **Recommendation 2:** Help build trusting relationships across race and ethnicity by continuing to use the current successful system for matching Milwaukee Mosaic partner-pairs.

- **Recommendation 3:** Increase the number of participants from the business sector and top managers and improve the professional networking opportunities presented to participants by revising the cluster group structure and recruitment targets.
- **Recommendation 4:** Create more opportunities for individuals to undergo personal transformation in their beliefs about “the other” by revising the cluster group curriculum.
- **Recommendation 5:** Help participants build their relationship with their partner and have opportunities to socialize/network with people they normally wouldn’t get a chance to meet by continuing to host social events.
- **Recommendation 6:** Fully integrate the logic model into program oversight and planning.
- **Recommendation 7:** Enhance the volunteer infrastructure supporting the program.
- **Recommendation 8:** Reduce the complexity of the evaluation design and produce more useful results by following template surveys created in Year Four, discontinuing the storyboards in favor of a simpler targeted interview technique, and ensuring that the views of participants who drop out of the program are included.
- **Recommendation 9:** Increase community understanding of the benefits of Milwaukee Mosaic.

Alumni Engagement

Milwaukee Mosaic foresees that if the core program succeeds in producing the intended individual- and interpersonal-level changes in participants, then significant social capital will be built in Milwaukee. This social capital can then be applied by the program’s cadre of 650 alumni to solve community-wide issues on many fronts, such as HIV/AIDS, education, women’s issues and youth violence.

“Milwaukee Mosaic has become my “confirming” experience. My participation in Mosaic confirmed what I was already suspicious of...How prevalent we’ve (society) allowed our prejudices, class-isms, and racisms to govern how, and with whom we interact. The result of doing this has deprived us of fully appreciating the richness of our diversity.”

--2010 Alumni Survey

Long-Term and Community-Level Outcomes

Long-term outcomes are often difficult to measure, but Milwaukee Mosaic has conducted several alumni surveys in an attempt to determine whether alumni are creating ripple effects in the community at large. Some initial success has been observed even though alumni engagement has been unstructured up to this point in time.

- **Milwaukee Mosaic alumni continue to experience personal transformation regarding diversity through their partner relationship.** In a 2010 survey, over two-thirds of Milwaukee Mosaic alumni said they were still in contact with their partners, and even with the benefit of hindsight, they continue to rate their partner relationship as the most valuable aspect of their participation. Of those who reported still being in contact with their partners, over half agreed that this relationship had led them to think differently. White alumni were more likely than alumni of color to report this effect. Over half of alumni said their interactions

with the larger Mosaic program since the end of the core program have led them to think differently. On this same item, white alumni were more likely than alumni of color to agree.

*"[What I will most remember from Milwaukee Mosaic are] My friendships with two specific men. In both cases we have become the type of friends that Mosaic can only dream will happen. We have served on shared committees, officiated at a wedding together and shared time and space with family and other friends.
Thank you Mosaic for these new partners!"*

-- 2010 Alumni Survey

- **Mosaic spinoffs may take years to develop, and will require financial support.** While many Mosaic participants indicate interest in creating or participating in spinoff programs, only one such program has actually taken root. In May of 2010 after at least two years of discussions and planning, Mount Mary College held a kickoff for "Students Building Bridges." The initiative, funded in part by a grant from the Greater Milwaukee Foundation, will provide 50 to 75 college women the opportunity to develop relationships across ethnic and racial identities.
- **To take collective action on critical community issues, Milwaukee Mosaic alumni will need increased programmatic support.** Over half of alumni responding to the 2010 alumni survey report being personally active on an issue of importance; 10% say they are working with their partners on an issue and just 3% report their cluster is working on an issue. Text explanations accompanying these survey items make it clear that a significant number of alumni are simply continuing to engage in activities they would have been involved in without the influence of Milwaukee Mosaic and that to take action together with others, more structure and support is necessary than is currently being provided by the program.

"We left without any action steps or direction for maintaining any level of momentum. Despite best efforts, it has been difficult to re-engage our cluster to gather again. My hope was to have more opportunity to really speak to issues of race, cultural diversity and racism in our city. In that we are among the most segregated cities in the country, we must continue to focus on the issues of race. Thank you for all of your efforts and for continuing to draw Mosaic members together for initiatives!"

-- 2010 Alumni Survey

Alumni Engagement Recommendations

Survey data from alumni of Milwaukee Mosaic as well as data from all four program years suggest the following recommendations for ways Milwaukee Mosaic can achieve its long-term and community-level outcomes by strengthening its alumni engagement strategies.

- **Recommendation 1:** Help alumni continue to experience personal transformation regarding diversity and increase the diversity of community boards of directors through a volunteer opportunity matching service.

- **Recommendation 2:** Help alumni build their relationship with their partner and have opportunities to socialize/network with people they normally wouldn't get a chance to meet by continuing to host social events.
- **Recommendation 3:** Help alumni take leadership action on critical community issues through the creation of a clearinghouse, wiki or other online resource and support site.
- **Recommendation 4:** Create Mosaic spinoffs and new collaborations to address racial disparities by identifying one special nonprofit partner agency each year as the focus of alumni activity.
- **Recommendation 5:** Work to achieve the Community- and Policy-Level Outcomes of Milwaukee Mosaic by creating a volunteer alumni committee.

"The one-on-one relationship I've had with my partner is tops for me because it continues today and I don't see it ever ending."

--2010 Alumni Survey

II. Background

History of Milwaukee Mosaic

The place: Milwaukee, Wisconsin.
The time: Soon after a racially divisive mayoral race.
The question: How to heal the rift and begin making progress on race relations in the city.
The answer: Milwaukee Mosaic.

When a group of city leaders got together in 2005 to think about the most urgent challenges facing Milwaukee, they realized that in order to make progress on any issue, there needed to be a healing of the racial divide that had existed in the city for decades. These leaders became determined to start something that would help people come together across race and ethnicity and then see what could get done in that space. For inspiration, they turned to a project that had recently seen some success in Rochester, New York: the Mosaic Partnerships Program.

The Mosaic Partnerships Program approaches race relations and community building from the standpoint of trust first. In its initial stages, the program helps city leaders in a range of sectors (i.e., business, nonprofit, education, civic) to build trusting, interpersonal relationships across ethnic and racial lines. The product of these relationships, social capital, is a web of skills, power, influence, insight, and talent that can be leveraged to benefit the larger community.²

“ . . . the issues that the Mosaic program hopes to address are very complicated and have very deep roots. Trial and error are inevitable in getting to the heart of the matter and I hope I have contributed in some way to that end. I am very thankful for everything that the Mosaic leaders have done to make this program a success and help me along the way.

-- Year Four Exit Survey

Working with representatives of Idea Connections Systems, Inc., (ICS)—the group responsible for replicating Mosaic Partnerships around the country—interested Milwaukee leaders began implementation of Milwaukee Mosaic in 2006. Initial funding in the amount of \$869,000 was secured by the Greater Milwaukee Foundation from donors and other funding partners to do a full, three-year pilot of the program. The advisory committee authorized a fourth program year for 2009-2010 with slightly reduced participant numbers, intending to use the year to assess progress to date and make decisions about future directions for the program.

Description of the Milwaukee Mosaic Program

The mission of Milwaukee Mosaic is to build trusting relationships between diverse people in leadership positions in order to overcome challenges relating to human differences within the community. The first step toward meeting this goal is the matching of two individuals—one white and one person of color—in “partner-pairs” based on their common interests.

² Social capital refers to the dynamic process of building bonds with other people, and over time, these personal networks that are created allow people to accomplish and be exposed to things that they themselves would not ordinarily be able to do on their own (Fields, 2003).

During the pilot years, the program deliberately targeted specific leadership levels as follows:

- Year One (2006-2007) – Primarily senior-level leaders – 228 out of 236 participants completed (97% completion rate) (goal was to serve at least 200 people)
- Year Two (2007-2008) – Primarily mid-level leaders – 206 out of 218 participants completed (95% completion rate) (goal was to serve at least 200 people)
- Year Three (2008-2009) – Wide variety of leadership levels – 151 out of 166 participants completed (91% completion rate) (goal was to serve at least 150 people)
- Year Four (2009-2010) – Wide variety of leadership levels – 72 out of 80³ participants completed (90% completion rate) (goal was to serve at least 80 people)

Core Program. Over the course of nine months, these partner-pairs progress through a “core program” consisting of both an informal and a formal curriculum designed to create a safe space for open dialog, mutual learning, and the building of trust. During the pilot years, the core program involved the following major components:

1. Partner-Pair Social Meetings. The partner-pairs were expected to meet one another approximately once each month, for a total of 7 - 9 partner-to-partner meetings. Scheduling of these meetings was up to the participants. Partner-pairs were given four sets of questions developed by ICS to guide these meetings and the development of their relationship. The first set focused on “getting to know you,” the second on “planting the seeds of friendship,” the third on “deepening our trust” and the fourth on “reflections.” The questions get progressively more intimate across the four sets, beginning with things like “What activities do you enjoy?” and ending with questions such as “How do you see others differently because of our relationship?” It is not known to what extent partner-pairs used these question sets.

“My most memorable experience was meeting and getting to know my partner on a personal level and being able to share our personal achievements and challenges as our friendship progressed.”

-- 2010 Alumni Survey

“After work I’m tired, and I just want to go home and relax. It is hard for me to think about going to a Mosaic meeting. But after each meeting I say to myself, ‘I’m so glad I went.’ ”

-- Milwaukee Mosaic Storyboard, Feb 2008

2. Cluster Group Gatherings. Partner-pairs were assigned to clusters—groups of eight to ten partner-pairs (this increased to twelve in Year Four)—that met seven times during the course of the program year, plus one orientation gathering at the outset. Each cluster group meeting was facilitated by two coaches and lasted about two hours. These meetings were based on a curriculum provided by ICS, and each participant was given a “Partnerbook” with information and exercises to use at the cluster meetings. The topics in the book progress from lighter topics to more substantive ones as trust is built.

3. Large Group Gatherings. Several gatherings of all participants took place each year: an orientation/kickoff session, a mid-year event, and a final celebration. These large gatherings provided occasions for participants to come together, learn from each other and reflect on their own Mosaic experience.

³ The ICS demographic report for the Year Four cohort, completed 10/25/09, shows data for 78 participants, however later ICS reports, including the cluster group evaluations, show 80 participants; the current report uses 80 as the number enrolled in Year Four.

Alumni Engagement. Core program activities were supplemented with alumni engagement activities. These activities consisted mainly of a newsletter, alumni interest surveys, and inviting alumni to attend the already-scheduled large group gatherings. It is unclear how many alumni attended such events, but in Years Three and Four the program team began more serious consideration of how to engage alumni and tap into this resource for future program expansion. The total number of individuals who “graduated” from Milwaukee Mosaic throughout program Years One through Four is 657.

“It was a great experience. I see people at different events who were a part of Mosaic. The process increased my awareness and I think of my experience in a very positive way. I was honored to be a part of the first Mosaic group.”

-- 2010 Alumni Survey

Program Oversight. All Milwaukee Mosaic program activities were implemented by and overseen by the following individuals or groups.

- *Advisory Committee* – A volunteer committee made up of senior-level community leaders that remained essentially unchanged throughout the pilot years (a complete list of advisory committee members is included as Appendix A); the main responsibilities of the advisory committee were to:
 - Provide strategic leadership and make important decisions;
 - Help identify and recruit partners;
 - Promote and communicate the program to the wider community;
 - Participate in Mosaic as a partner;
 - Oversee selection of the program coordinator; and
 - Oversee selection of the master coaches and volunteer coaches.
- *Program Oversight and Fiscal Management*
 - Oversight of Milwaukee Mosaic’s pilot years was provided by staff of the Greater Milwaukee Foundation with responsibility to secure program funding and sponsors, develop requests for proposals for consultants, manage consultant contracts, and report back to funders and the advisory board;
 - The foundation’s president also served on the program’s advisory committee; and
 - Milwaukee Mosaic was not set up as an independent 501(c)(3), therefore fiscal responsibility was held by the Greater Milwaukee Foundation.
- *Program Director* - For the entire pilot period, Mosaic had the same program director, Genyne Edwards of Edwards Ingenuity. Ms. Edwards was hired as a paid consultant to the program by the Greater Milwaukee Foundation with responsibilities including program management, communication, data collection/reporting, inventory management and logistics coordination (a complete job description is included in Appendix B).
- *Master Coaches* – Paid consultants hired by the Greater Milwaukee Foundation to support the coaches and provide guidance to them throughout the 9-month core program; the same two master coaches stayed with the program in Years One through Four (a complete job description is included in Appendix C).
- *Coaches* – The coaches were volunteers in Years One and Two and were paid small stipends in Years Three and Four. They were responsible for acting as facilitators and delivering the Mosaic curriculum to participants at cluster group meetings; the coaches varied from year to year, but in all cases each coach stayed with Mosaic for a complete program year (a complete list of staff and coaches is included as Appendix D).

Description of the Milwaukee Mosaic Pilot Evaluation

During the pilot years, the Milwaukee Mosaic advisory committee and consultants worked to create measurable objectives. By October 2007, the beginning of Year Two, a chart of near- and mid-term program expectations was devised in consultation with ICS. In addition to these explicit objectives and indicators, a review of the program materials and interviews with the program’s founders clearly indicate that the program had several implicit objectives. The program did not differentiate between process and outcome objectives, however for the purposes of this report and improved understanding, program objectives have been classified as either process or outcome.⁴ When indicators and objectives were mismatched, there has been an attempt tease out new objectives and indicators that better reflect the original intent of the framers. This reworking of the pilot program objectives, their proposed indicators and methods of measurement is presented in Table 1 below and Table 2 on the following page.

Table 1: Milwaukee Mosaic Process Objectives – Pilot Years

PROCESS OBJECTIVES	INDICATORS	MEASUREMENT TOOLS
The program will enroll 200 individuals annually (core program) (in Year 3 this number was reduced to 150 and in Year 4 it was reduced to 80)	Number of persons enrolled annually	To be collected by program director via participant records
The program will enroll a high percentage of Milwaukee leaders, particularly in Year One (core program)	% of participants in executive management or ownership positions	Annual Reports (ICS)
The program will enroll a high percentage of persons in the business sector (core program)	% of participants in the business sector	Annual Reports (ICS)
Diversity of people of color enrolled is expanded/enhanced after Y1 (core program)	No indicator set.	To be collected by program director via participant records
Partner-pairs have good attendance at regularly scheduled cluster group meetings (core program)	Pairs attend at least 80% of cluster meetings	Cluster group attendance records (ICS)
The majority of the partner-pairs will complete the 9-month core program (core program)	Drop out/fade outs are less than 10-15%	To be collected by program director via participant records, coach reports & anecdotal data
Partner-pairs continue to meet after the end of the core program (alumni engagement)	No indicator set	Alumni Survey (ICS), Exit Survey (SAL), 2010 Alumni Survey (PC)
Clusters continue to meet after the end of the core program (alumni engagement)	50% of clusters will continue to meet after the end of their core program	Alumni Interest Survey (Milw Mosaic, 2009), Exit Survey (SAL), 2010 Alumni Survey (PC)
Alumni attend Mosaic large-group gatherings (alumni engagement)	No indicator set	To be collected by program director via participant records
Alumni intentionally communicate and/or meet with fellow alumni (alumni engagement)	No indicator set	Alumni Interest Survey (Milw Mosaic, 2009), 2010 Alumni Survey (PC)

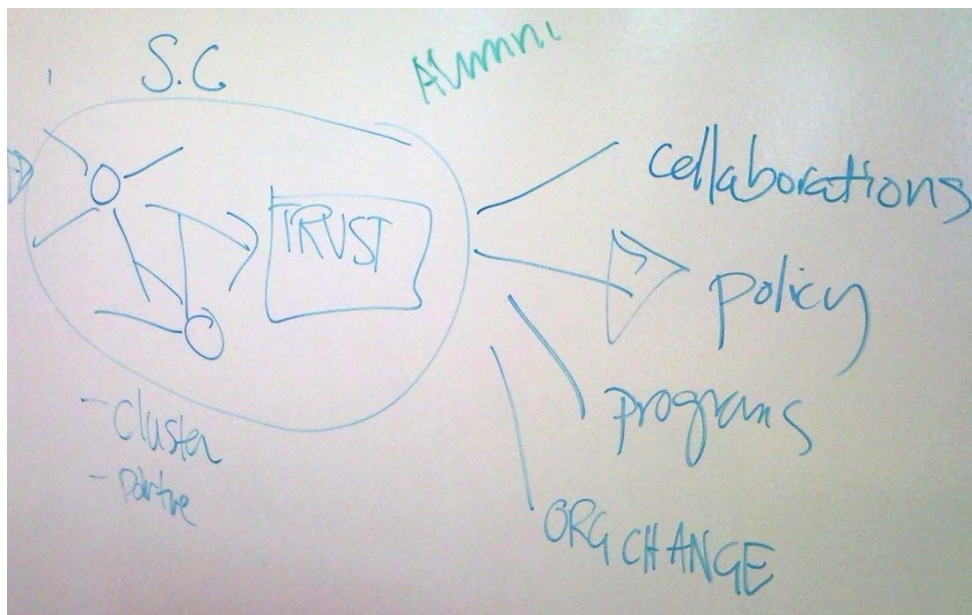
⁴ Process objectives measure the extent to which a program was implemented according to plan, sometimes also called “program fidelity.” Outcome objectives measure the changes that occur for the target population as a result of participating in the program.

Table 2: Milwaukee Mosaic Outcome Objectives – Pilot Years

OUTCOME OBJECTIVES	INDICATORS	MEASUREMENT TOOLS
Participants will experience increased professional-level interaction with people who are different racially or ethnically from themselves (short-term)	50-60% of participants will open their professional networks to their partners	Pathway to Partnering survey (ICS), Year Four Exit Survey (PC)
Participants will experience increased social-level interaction with people who are different racially or ethnically from themselves (short-term)	60-70% of participants will open their network of family and friends to their partners	Pathway to Partnering survey (ICS), Year Four Exit Survey (PC)
Participants will develop trust in their partners (short-term)	No indicator set	Pathway to Partnering (ICS); Relationship Inventory, Year Four Exit Survey (PC)
Participants will become involved in community projects with people of different racial or ethnic groups (short-term).	20 to 30 Mosaic partners will work together on community improvement projects each year.	To be collected by program director via participant records, coach reports & anecdotal data, Year Four Exit Survey (PC)
Participants and coaches will be more hopeful about the long-term impact of Mosaic on race relations in Milwaukee (short-term)	No indicator set	Exit survey, coach survey (SAL)
Alumni will continue to experience personal transformation regarding diversity (longer-term)	No indicator set	Alumni Survey (ICS), 2010 Alumni Survey (PC)
Alumni will maintain or increase their trust in their partners (longer-term)	No indicator set	Alumni Survey (ICS), 2010 Alumni Survey (PC)
Diverse social and professional networks will be increasingly connected (longer-term)	No indicator set	Alumni Survey (ICS), 2010 Alumni Survey (PC)
Spin offs develop, where institutions and/or agencies replicate the Mosaic experience within their own organizations (longer-term)	No indicator set	Input from Mosaic coaches at end of program, collected at last Cluster Group Gathering, 2010 Alumni Survey (PC)
Alumni will agree the Mosaic program has the potential to positively affect race relations in Milwaukee (longer-term)	No indicator set	Alumni Survey (ICS)
There will be noticeably increased public dialog about race relations and racial diversity in Milwaukee (longer-term)	No indicator set	Longitudinal study (SAL)
Diverse organizations are increasingly likely to work together to address racial diversity (longer-term)	No indicator set	Longitudinal study (SAL)
Mosaic alumni provide leadership in advancing ideas and programs that address racial divides and/or inequities in Milwaukee (longer-term)	No indicator set	Longitudinal study (SAL), 2010 Alumni Survey (PC)

Through a participatory process in the middle of Year Four of the program, Milwaukee Mosaic consultants worked with staff of the Planning Council to devise a full logic model for the program. The model was based on program theories found in the ICS program replication materials and supplemented by concepts set forth by Robert Putnam in his book *Bowling Alone*. Additionally, consultants used personal knowledge and experience gleaned from their first three-and-one-half years in the program to inform their deliberations, along with data provided by evaluators. Members of the Advisory Committee and Greater Milwaukee Foundation staff also provided input.

The logic model devised through this process is presented on the following page and is referred to throughout this report. It is labeled as a “Draft” for two reasons: first, because it has not been vetted by the entire Milwaukee Mosaic Advisory Committee; and second, because a logic model should always be a work in progress. It should be continually referred to, debated, revised, used, critiqued, revised, and used again. In this way it remains relevant and can be both a helpful tool for evaluating program success and also an effective guide to keep the program focused on its stated goals.



Milwaukee Mosaic Logic Model Session

Spring 2010

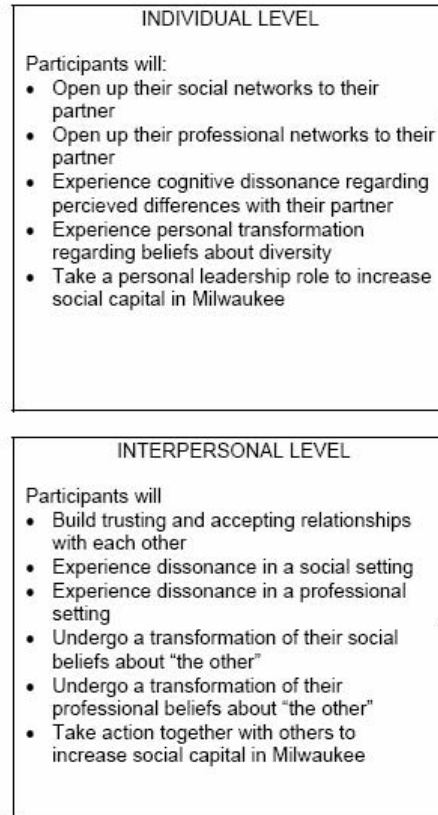


LOGIC MODEL

**STRATEGIES
INPUTS
THEORIES OF CHANGE**

- STRATEGIES**
- Partner pairing
 - Cluster Group mtgs
 - Pair meetings
 - Partner social mtgs
 - Events (orientation, alumni engagement, celebration)
- INPUTS**
- Diverse adults
 - Coaches, Master Coaches
 - Staff
 - Advisory Committee
 - Alumni
 - Donors/Supporters
 - Evaluators
- THEORIES OF CHANGE**
- Putnam's "Bowling Alone"
 - Idea Connection Systems model
 - Relationships are key (not a diversity program)
 - Race is a social construct

**SHORT-TERM OUTCOMES
(Current Participants)**



**INTERMEDIATE
OUTCOME
(Mission)**



**LONG-TERM OUTCOMES
(Alumni, Community)**



DRAFT

7/30/10

Rationale for the Case Study

When the pilot phase of the Milwaukee Mosaic program ended in mid-2009, it became evident to program consultants and to the advisory committee that there was a need to condense and interpret the quantitative and qualitative data collected during the program's first three years of operation into one cohesive analysis. Such an analysis would prove useful not only in evaluating the effectiveness of the program, but also in identifying a strategic direction for engaging program alumni and for planning the future of Milwaukee Mosaic.

Additionally, at this point the advisory committee gave the green light to proceed with a fourth year of Milwaukee Mosaic. With the program in transition, it was decided new evaluation methods might be needed to inform the program's future.

Role of the Planning Council

The Planning Council for Health and Human Services, Inc., was contracted in early 2010 to produce a case study of all four pilot years of Milwaukee Mosaic and produce new evaluation tools to assist the program going forward. The Planning Council is a non-profit organization that has been operating in the Milwaukee area since 1965. Its mission is to advance community health and human services by engaging the community in objective planning, evaluation, and research. Staff of the Planning Council have extensive experience in evaluation design and in the collection, analysis, interpretation, and synthesis of both quantitative and qualitative data. Many of the Planning Council's projects have involved formative evaluation approaches, providing information that has enabled programs to learn from their experiences and improve program activities. The Planning Council has also conducted numerous summative evaluations, providing information to document the progress programs have made toward accomplishing their intended outcomes.

For the Milwaukee Mosaic case study, the Planning Council was charged with:

- Providing an analysis and summary of the quantitative and qualitative data gathered over the first three years of the program;
- Creating new program evaluation tools, pilot testing them with the fourth year participants, and analyzing the results; and
- Based on data collected, making recommendations for the future of the core program, the alumni program, and evaluation protocols.

III. Description of Data Collection Techniques

To measure progress toward its objectives, the Milwaukee Mosaic Program engaged in a variety of evaluation activities throughout the pilot years.

1. Data collection instruments developed by Idea Connection Systems (ICS), an external evaluator (SAL Consulting, Inc.), the Milwaukee Mosaic team and The Planning Council were used to collect quantitative data.
2. Qualitative data was collected by a “storyteller” (SAL Consulting, Inc.) who was hired to document the stories of the Mosaic participants and the impact of Mosaic on their lives; other qualitative data were gleaned from an Aspen institute report on the results of a Milwaukee Mosaic leadership retreat.
3. SAL Consulting was also charged with implementing a longitudinal study.

Methodology of the Quantitative Data (Years One through Three)

Several tools were used to collect quantitative data on the 9-month core program over Milwaukee Mosaic’s initial three pilot years.

1. *Partnering Questionnaire* – Participants completed the Partnering Questionnaire at the outset of each program cycle. The information was used by Idea Connection Systems to match partner pairs. Developed and compiled by ICS. (Used all three years)
2. *Relationship Inventory* – The Relationship Inventory was a questionnaire administered to participants near the start of the program cycle and again towards the end of the program as a “pre/post” measure of trust development among partner pairs. Developed and compiled by ICS. (Limited data available for Year One, sample size unknown, Year Two, pre N=89/post N=72, and Year Three, pre N=103/post N=37)
3. *Pathway to Partnering Survey* – Participants completed the Pathway to Partnering Survey near the end of each core program year. The survey was intended to be a measure of social capital, focusing on the level of interaction between partner pairs as well as the sharing of social and professional networks. Developed and compiled by ICS. (Data available for Year One, sample size unknown, and Year Two, N = 72)
4. *Cluster Group Evaluation Form* – Participants were asked to fill out a brief evaluation form at the end of each cluster group meeting. The form gave participants the opportunity to rate the meeting overall and to provide open-ended feedback on what they thought worked well or could have enriched the experience. Developed and compiled by ICS. (Data available for Year One, N = 236; Year Two, N = 218; Year Three, N = 166; and Year Four, N = 80)
5. *Exit Survey* – Participants were asked to complete an online exit survey at the end of each program cycle to gather information about participants’ overall experience of the program and their intentions regarding future involvement with their partner and cluster group after leaving the program. The surveys for Years One through Three were developed and compiled by SAL Consulting, Inc. (Data available for Year One, N = 75, Year Two, N = 83, and Year Three, N = 79).

6. *Coach Survey* – Mosaic coaches were asked to complete the online coach survey at the end of each program cycle. Similar to the Exit Survey, the intent of the Coach Survey was to gather information about overall satisfaction with the program and intentions to engage with their coaching partner and cluster group following the program. Developed and compiled by SAL Consulting, Inc. (Data available for Year One, N=10, Year Two, N=12, and Year Three, N=11)
7. *Alumni Surveys* – Alumni from the Year One cohort were asked to complete a survey in spring 2008 to inform Mosaic’s strategies for engaging past program participants and to gather follow-up data on participants’ Mosaic experience. This survey was developed and compiled by ICS (N=66).
8. *Alumni Interest Survey*- This online survey was administered to Mosaic alumni in the fall of 2009 and was designed to gather information on participants’ interactions with their partner and cluster group since program completion. In addition, the survey specifically asked Mosaic alumni about their level of interest as well as their personal preferences for how they would like to engage with the Mosaic program going forward. Developed and compiled by Milwaukee Mosaic. A total of 88 Mosaic alumni responded to the survey: Year One cohort 30% (N=26); Year Two cohort 39% (N=34); and Year Three cohort 32% (N=28).

Limitations of the Quantitative Data (Years One through Three)

Using the above combination of reports provided by ICS and SAL, the Planning Council was able to synthesize much of the quantitative data collected over the initial Mosaic pilot years and provide an overview of program Years One through Three. However, detailed analysis was not possible due to the format in which in which much of the information was presented.

Specifically, the reports supplied by ICS consisted mainly of graphs depicting results for various survey items. Many of these graphs only provided percentages and did not contain counts for individual survey items. Because of the absence of specific response counts, it is not always possible to calculate response rates for overall surveys or for individual survey items. Because response rates could not be calculated, it was not possible to determine whether non-response bias affected survey results. Furthermore, the limited information that was available on survey response rates suggests that survey responses were generally lopsided, with more white participants having completed surveys than participants who were people of color. This decreases the likelihood that survey results are representative of the full participant population, making generalizations about program effectiveness and outcomes problematic.

On occasion, response counts were provided by ICS (Alumni Surveys) however, errors were found in the arithmetic of the counts. These errors could not be analyzed or corrected because the spreadsheets provided were password protected. Such errors reduce confidence in the accuracy of the ICS reports.

In addition, several of the bar graphs contained in the ICS reports did not present values for items; only an estimation of response values could be made using the graphs’ gridlines. These constraints on the data limit the ability to make direct comparisons across program years or to make definitive conclusions about the program’s progress towards its stated goals.

Due to the above limitations, the determination was made to focus primarily on items that produced meaningful information and those that the Mosaic program might consider carrying forward into future evaluation efforts. Results for items related to participant demographics, partner activities, overall satisfaction with the program, intention to continue relationships beyond the program, and post-program engagement are discussed. Whenever available, information is included for all three years of the program pilot, and specific counts are provided for items when possible.

Methodology of Quantitative Data (Year Four)

The Planning Council worked with Milwaukee Mosaic consultants and other stakeholders in spring 2010 to design and implement data collection tools and procedures for program participants and alumni. Program consultants were engaged in the process to ensure that the tools and procedures would be appropriate to the scope of the program, would align with current program goals and outcomes, and could be implemented with minimal burden to program staff and participants. The result was two brief, online surveys, one for Year Four participants and one for alumni of Years One through Three. Each survey incorporated the short-term outcomes identified in the logic model which was developed by the Planning Council in collaboration with Milwaukee Mosaic. The surveys also included several key items used in previous questionnaires to allow for comparisons across all four program cohorts (see Appendix E for the Year Four Exit Survey and Appendix F for the June 2010 Alumni Survey).

Year Four Exit Survey

- The Year Four Exit Survey was administered by the Planning Council using Survey Monkey, a commonly used, user-friendly, online survey application. The Milwaukee Mosaic program director sent a link to the online survey via email to Year Four Milwaukee Mosaic participants at the end of the program cycle in May of 2010. Several follow-up emails were sent to increase the response rate.
- The Year Four Exit Survey was emailed to all 80 Year Four enrollees with no bounced back emails. A total of 43 online surveys were completed, for a 55% response rate.⁵
- Among the participants who completed the survey, 44% (or 19 out of 43) identified themselves as people of color (i.e., non-white) on the item which asked them to indicate their race, and the other 56% (or 24 out of 43) identified themselves as white. This is not exactly representative of the program's enrollment, which for Year Four was exactly 50% white and 50% people of color. Despite this slight deviation, evaluators broke out responses by ethnicity for several survey items where differences were seen as being enlightening; results are presented as appropriate throughout the report.
- Due to the fact that the total number of participants who were still fully engaged in the program at the end of the Year Four core program cycle is unknown, it is unclear whether non-response has significantly biased the survey results.
- Similarly, because the survey was not conducted randomly, the results could be biased in favor of participants who were more likely to fill out and respond to an online survey. It is possible that participants who were still engaged in the program at the end of the cycle, and/or who were more satisfied with their program experience, were more likely to respond to the survey. For this reason, survey results may not be representative of the entire participant population.

June 2010 Alumni Survey

- A brief, online survey for alumni was administered by the Planning Council using Survey Monkey. A link to the online survey was sent via email by the Milwaukee Mosaic program director to Mosaic alumni in June of 2010, and responses were collected into early July of 2010. One follow-up prompt was included in an online newsletter sent to alumni in June generated a particularly

⁵ While there were a total of 48 survey responses, five of the surveys were only partially complete and thus were not included in the final analysis.

good response. Email invitations were sent to 631 Milwaukee Mosaic alumni and fourteen of these emails bounced back. A total of 92 surveys were completed for a 14.5% response rate.⁶

- Among the Mosaic alumni who completed the survey, approximately 30% (29%, or 25 out of 85) had participated in the 2006-2007 program cycle, approximated 40% (39%, or 33 out of 85) had participated in 2007-2008, and approximately 30% (32%, or 27 out of 85) had participated in 2008-2009.
- A smaller proportion of people of color responded to the survey, with just over 40% of the alumni who completed the survey (41%, or 37 out of 90) identifying themselves as people of color (i.e., non-white), and 59% (or 53 out of 90) identifying themselves as white. This is not exactly representative of the program's enrollment, which for Years One - Three was approximately 50% white and 50% people of color.
- In addition, there was a larger proportion of female alumni who responded to the survey; 67% (or 61 out of 91) of respondents indicated that they were female, while 33% (or 30 out of 91) indicated that they were male. This is fairly representative of the program's enrollment, which for Years One – Three was 63% female and 37% male.
- Finally, the alumni who responded to the survey were generally evenly distributed with respect to age category. Roughly half (51%, or 46 out of 90) of those who provided their age category were age 51 or over, and roughly half (49%, or 44 out of 90) were 21 to 50 years old.
- Because the number of Mosaic alumni for whom viable email addresses were available is unknown, it is unclear whether non-response has significantly biased the survey results.
- Similarly, because the survey was not conducted randomly, the results could be biased in favor of alumni who were more likely to fill out and respond to an online survey. It is possible that alumni who were still engaged in the program at the time of the survey, and/or who were more satisfied with their program experience, were more likely to respond to the survey. For this reason, survey results may not be representative of the entire participant population.

Methodology of the Qualitative Data (Years One through Three)

Recognizing the importance of learning about program participants' experiences, Milwaukee Mosaic engaged a storyteller (SAL Consulting, Inc.) to capture the stories of "real people" and the impact of Mosaic on their lives. SAL documented the stories and experiences of Mosaic participants over a time period of three years (2006-2009). Three storyboard reports were generated by SAL in each program year of Mosaic to document the experiences of Mosaic program participants. Storyboards were written in narrative form, including impressions from the storyteller, quotes from participants, and data from surveys administered to program participants. The storyteller reported to the Mosaic Advisory Committee.

The storyteller used a variety of methods to capture the experiences of Mosaic participants, alumni and the overall development of the Mosaic program. Table 3 captures the different settings/events documented by the storyteller, the role of the Mosaic participant, and the method in which the qualitative data was collected.

⁶ While there were a total of 93 survey responses, one of the surveys was only partially complete and thus was not included in the final analysis.

Table 3: Approaches Mosaic Storyteller used to document the experiences of Program Participants, Alumni, Coaches, the Mosaic Program overall

Event/Setting	Role of Participant	Method
Program Orientation	Partner Pairs, Coaches, Advisory Committee	Observation
N/A	Partner Pairs	Telephone Interviews
Mid/End Year Gatherings	Partner Pairs, Coaches, Advisory Committee	Observation
N/A	Coaches	Observation/ Telephone Interviews
Coach Gatherings	Coaches	Observation
Program Meetings	Advisory Committee	Written and Verbal Reports

Source: SAL Consulting, Inc., 2010

It was determined early on by the Mosaic Advisory Committee that the storyteller would be present throughout the program, beginning at orientation sessions and extending into social gatherings so that participants would get to know the storyteller. A premise of this approach was that it would acquaint participants with the storyteller, build trust, and facilitate participants being open and honest when responding to questions about their experience in the program. The storyteller documented observations and interviews. Over the course of the program's life cycle, the storyteller also began collecting and sharing information that could be useful for improvements to the program. When conducting observations, the storyteller would discuss the role of the storyteller, then ask the following two questions:

- How is your Mosaic experience?
- What are you learning about yourself and your partner?

This case study also relies on some qualitative data found in an Aspen Institute report on the results of a Milwaukee Mosaic leadership retreat held in January 2009. The purpose of the retreat was to provide an opportunity for key stakeholders to participate in a facilitated discussion regarding the future of Milwaukee Mosaic.

Additional qualitative data was obtained from the semi-annual and annual reports made in writing by the Milwaukee Mosaic Program Director.

Limitations of the Qualitative Data (Years One through Three)

For this case study, the Planning Council reviewed and summarized qualitative data from the historical reports mentioned above and attempted to capture major themes regarding various components of Milwaukee Mosaic. These reports were limited to the perspectives of the various people (for example, Advisory Committee, Program Consultants, Master Coaches, Coaches, Program Participants, and Alumni) who provided feedback about their Mosaic experience and the biases of the researcher(s) who performed data collection and analysis.

The summary of the qualitative data is also limited to the information available in the reports provided. The reports lack the in-depth information necessary for a more detailed analysis (for example, description of methodology, description of the sample, information on when data was collected, etc.).

The Planning Council was able to conduct a key informant interview with SAL in spring 2010 to better understand the methodological approach that informed the creation of the storyboards.

Methodology of the Longitudinal Study (Years One through Three)

As a way of understanding the impact of Mosaic on program participants and alumni, a longitudinal study was developed by SAL Consulting to document how participants integrated things they learned in the Mosaic program into their lives, the status of relationships that developed because of participation in Mosaic, suggestions to improve the program, and activities of participants that have made a difference in Milwaukee.

Longitudinal study participants were identified using a convenience sample technique whereby Mosaic coaches selected the people who would participate. A set of open-ended questions was developed and asked of longitudinal study participants in each year of their Mosaic experience (See Appendix G). For each program year, a cohort for the longitudinal study was selected from program participants. Year One participants were not asked anything until Year Two (n=12). In Year Three, the responses of Year One and Year Two graduates were combined, sample size unknown. All longitudinal surveys were conducted by telephone.

Limitations of the Longitudinal Study (Years One through Three)

Since the convenience sampling technique involved interviewing persons who were hand-picked to participate in the longitudinal study (rather than being randomly chosen to participate), the sample may not be representative and data collected from the sample may not be generalizable. In other words, the experiences of the people who participated in the longitudinal study may not be representative of the experiences of the “average” Mosaic participant. Also, no demographic information was reported on the samples so it is not known if the sample is representative of the range of ages, races, ethnicities, or professional sectors involved in Milwaukee Mosaic.

IV. Summary and Analysis of Characteristics of Mosaic Participants

Total Participation

In Year One, there were 236 participants at the beginning of the program cycle; 218 participants started the program in Year Two; 166 participants started the program in Year Three; 80 participants started the program in Year Four. Because enrollment goals were purposely lowered each year, as seen in Table 4 below, these enrollment numbers met or exceeded enrollment goals each year. It should be noted that for some years, notably Year Four, Mosaic consultants provided enrollment numbers that differed from the number reflected in reports provided by ICS. For consistency, in this report, the numbers provided by ICS are used unless otherwise noted.

Table 4: Mosaic Enrollment Goals v Actual

OBJECTIVE	Year 1	Year 2	Year 3	Year 4
Enrollment Goal	200	200	150	80
Actual Participants Enrolled	236	218	166	80

Source: ICS Annual Reports; completion rates from Mosaic consultant's yearly final reports

Participants' Age, Race, Ethnicity & Gender

Overall, the characteristics of Mosaic participants remained relatively consistent over Years One through Four with respect to age, race/ethnicity, and gender. However, observed differences suggest that the participant population did change slightly over the pilot years. Specifically:

- Participants were older towards the beginning of the pilot. As Table 5 illustrates, while approximately two-thirds of Year One participants (67%) were between 41 and 60 years of age, by Year Three nearly two-thirds (63%) were between 31 and 50 years of age. In Year Four, age distribution became somewhat more evenly spread over the entire range of ages, with the majority of participants between 41 and 60 years of age.

Table 5: Ages of Mosaic Participants

	Year 1	Year 2	Year 3	Year 4
21 – 30	5%	12%	13%	12%
31 – 40	18%	26%	41%	19%
41 – 50	33%	26%	22%	28%
51 – 60	34%	26%	19%	28%
61 – 70	9%	8%	5%	12%
71 and older	1%	2%	0%	1%
Total	100%	100%	100%	100%

Source: ICS Annual Reports

- A larger proportion of participants were female in the middle years of the pilot. While about two-thirds of Year Two (63%) and Year Three (72%) participants were female, just over half of Year One (57%) and Year Four (59%) participants were females. Across all program years, 63% of enrollees were female and 37% were male.
- The proportion of participants who identified themselves as people of color remained relatively constant over the course of the pilot, with 50% of Year One participants, 53% of Year Two participants, and 51% of Year Three participants being people of color. Among Year Four participants, exactly 50% of participants identified themselves as people of color. These proportions are consistent with the program's methodology of creating partner-pairs by matching one Caucasian participant with one participant of color.

As Table 6 illustrates, the proportions of racial/ethnic groups represented by program participants changed little, with the exception of a notable jump in the percentage of African American participants from 55% in Year One to 70% in Year Two. This percentage went back down to 58% in Year Three and was reduced further in Year Four to less than half for the first time in the program's lifespan. This reduction was consistent with the program's intention to diversify the makeup of people of color enrolled in the program after Year One.

Table 6: Race/Ethnicity of Mosaic Participants who Identified Themselves as People of Color

	Year 1	Year 2	Year 3	Year 4
African American	55%	70%	58%	46%
Black African/Caribbean	21%	12%	17%	23%
Hispanic/ Latino/Latina	22%	10%	13%	18%
Asian/Pacific Islander	8%	7%	6%	10%
Native American	0%	0%	1%	3%
Middle Eastern	2%	1%	5%	0%
Total	108% *	100%	100%	100%

Source: Y1 – 3 data from ICS Annual Reports; Y4 data from Milw Mosaic program records

*Note: Because participants were given the option to select more than one racial/ethnic category, the totals do not add up to 100%.

Participants' Leadership Level and Sector

- Like their demographic characteristics, the employment sectors of Mosaic participants changed little over Years One through Four. However, there was a slight shift in the roles participants served in their places of employment over the course of the pilot. Specifically:
 - In Year One more than two-thirds (69%) of participants worked in executive management or ownership positions. In Year Two this percentage decreased to less than half (45%) and in Year Three, it decreased further to 35%. This shift is consistent with program objectives that specifically targeted high-level leaders in the earlier program years and then purposely moved recruitment down to mid-level leaders in later years. However, the percentage working in executive management or ownership positions increased again in Year Four to 49% of participants. Table 7 illustrates the changes in the proportions of professional roles represented by Mosaic participants in Years One through Four.

Table 7: Professional Roles of Mosaic Participants

	Year 1	Year 2	Year 3	Year 4	AVE ALL YEARS
Executive Management	52%	38%	24%	33%	37%
Individual	11%	19%	23%	27%	20%
Middle Management	16%	25%	29%	22%	23%
Owner	17%	7%	11%	12%	12%
Supervisor	3%	7%	7%	5%	6%
Administrative	1%	4%	6%	1%	3%
Total	100%	100%	100%	100%	101% *

Source: Y1 – 3 data from ICS Annual Reports; Y4 data from Milw Mosaic program records

* Because of rounding, the totals do not necessarily add up to 100%.

- o Over the course of the pilot, the largest percentage of participants worked in the nonprofit sector. Participants working in the nonprofit sector made up over one-quarter of participants (26%), followed by business (17%) and education (16%). In the Aspen Institute retreat report, it was noted that retreat participants felt “Mosaic was not successful in engaging senior level leadership, particularly from the corporate sector.” Therefore, while noting above that the program met its goal of engaging “high level leaders,” there was an unstated expectation that a large percentage of those leaders would be from the business sector, and this expectation was not met, as seen in Table 8.

Table 8: Sector of Mosaic Participants

Sector	Year 1	Year 2	Year 3	Year 4	AVE ALL YEARS
Business	14%	23%	16%	13%	17%
Education	17%	15%	19%	14%	16%
Financial Services	6%	6%	10%	12%	9%
Government/Civic	14%	7%	10%	6%	9%
Health	5%	8%	6%	6%	6%
Legal	7%	5%	2%	4%	5%
Media	2%	13%	6%	4%	6%
Nonprofit	28%	13%	28%	36%	26%
Political	1%	0%	1%	1%	1%
Religious	3%	2%	0%	1%	2%
Social Service	2%	1%	2%	3%	2%
Utilities	1%	3%	0%	0%	1%
Support/IT	0%	7%	0%	0%	2%
Sports/Recreation	0%	1%	0%	0%	0%
Total	100%	104%*	100%	100%	101%*

Source: Y1 – 3 data from ICS Annual Reports; Y2 categories not necessarily identical to Y1 & Y3 due to format in which data was provided by ICS; Y4 data from Milw Mosaic program records

* Because of rounding, the totals do not necessarily add up to 100%.

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V. Summary of the Core Program Data and Analysis of Core Program Outcomes

This section of the report will first examine process objectives that were not covered in the discussion of participant characteristics. The second part of this section will then examine the outcome objectives—what changed—and other important aspects of the Milwaukee Mosaic core program. Tables summarizing the results for all four years are included as Appendices H and I at the end of this report.

Core Program Process Objectives

Attendance at Cluster Group Events. The program expectation was that attendance at cluster group events would be 80%. While the annual program director reports showed attendance at these meetings averaged just over 50%, analysis of the actual data shows that rate to be lower, between 41% and 47% each year. Only in Year Four does average cluster group attendance rise above 50%. The data further shows that attendance begins strongly, with around two-thirds of participants attending the first cluster group meeting (the orientation session), and drops off precipitously after that. Again, Year Four showed the strongest initial attendance, with nearly three-quarters of participants attending the first cluster group meeting. The data is not detailed enough to show the extent to which partner-pairs attend cluster group meetings together. Table 9 further details cluster group meeting attendance.

“The lack of participation [in cluster group meetings] appears to break the cluster camaraderie and momentum.”

-- Year Two Final Progress Report, 10/8/08

Table 9: Attendance at Cluster Group Events

	YEAR ONE N = 236		YEAR TWO N = 218		YEAR THREE N = 166		YEAR FOUR N = 80	
	# Attended	% Attendance	# Attended	% Attendance	# Attended	% Attendance	# Attended	% Attendance
Cluster 1	148	62%	163	71%	134	71%	59	73%
Cluster 2	135	54%	148	59%	83	47%	47	59%
Cluster 3	126	49%	119	50%	14	8%	48	60%
Cluster 4	100	34%	121	34%	100	48%	35	44%
Cluster 5	90	35%	107	36%	90	50%	44	55%
Cluster 6	85	20%	100	40%	56	20%	37	46%
Cluster 7	NA	NA	93	43%	NA	NA	35	44%
TOTAL		42%		47%		41%		54%

Source: ICS Cluster Group Evaluations

Partner-pair Retention. Partner-pair retention was an important process measure for Milwaukee Mosaic. The program set a goal of no more than 10-15% drop/fade outs annually (there is no definition of the difference between a drop out and a fade out). Table 10 below shows program retention estimates which would indicate the program met its retention goals, however, there are caveats to these estimates which are detailed after the table.

Table 10: Mosaic Participant Retention

OBJECTIVE	Year 1	Year 2	Year 3	Year 4
Actual Participants Enrolled	236	218	166	80
Estimate of Participants Completing	228	206	151	72
Percent of Participants Completing	97%	95%	91%	90%

Source: Enrollment from ICS Annual Reports; completion rates as estimated in Mosaic consultant's yearly final reports

- The program director’s annual reports estimate the annual drop out rates as being between 3% and 9%, indicating success in retaining participants for the duration of the 9-month core program.
- However, the method of measuring this percentage is unclear and there are many indications that the true drop out rate is higher. For instance, the storyteller notes attrition as an issue and the program director’s Year Two Annual Report clearly states “It is extremely difficult to ascertain the exact number of drops or fades, except through participant emails, conversations and feedback from the volunteer coaches.”
- None of the exit or alumni surveys specifically ask if a partner-pair relationship ended prior to the end of the 9-month core program, however it is relevant to note that when asked in the Mosaic Exit Survey about the future of their partner-pair relationship after the end of the core program, a significant number of respondents said they do not intend to continue meeting their partners or did not discuss the future of their relationship. The ICS Alumni Survey found that more than one-quarter of respondents had not been in contact since the end of the core program. In the same survey, more than half of respondents (51%) stated that they had “drifted apart” and an additional 3% stated their “relationship has been terminated by mutual agreement.” This data is explored further in the Section VII of this report, but it points toward drop/fade out rates that are higher than those noted in the annual program director reports.

Other Important Aspects of the Milwaukee Mosaic Core Program

Participants’ Decision to Participate in Mosaic. The primary evaluation tool that attempted to capture participants’ reasons for deciding to participate in Milwaukee Mosaic was the storyboarding, which found that in general, both optimism and an opportunity to address race relations in Milwaukee were contributing factors in coaches’ and participants’ decision to participate in the program. Mosaic participants hoped that their Mosaic experience would move beyond surface-level discussion about diversity and provide them with practical skills for interacting with culturally diverse people that could be applied in their everyday lives. Some participants who were relatively new to the Milwaukee area decided to participate in Mosaic because they perceived the program as an opportunity to build networks.

“[My partner] worked at a high profile ... firm and I suspect was ‘highly encouraged’ to participate in the program - done more as a career move than anything else. It might be a good idea to better screen participants to determine their motivations for participation before considering them as a candidate - especially if the recruiting is being done through a professional environment.”

--Year Four Exit Survey

One key factor influencing the decision to participate in Mosaic

during initial recruitment involved who asked a participant to sign up for Mosaic. As noted by the storyteller, the invitation to join Mosaic was strengthened when it came from a personal/professional contact that the prospective participant valued and respected (SAL, Consulting, Inc., 2007).

“I am glad I was able to be matched with my partner, I know the two of us will continue to be friends for many years.”

--Year Four Exit Survey

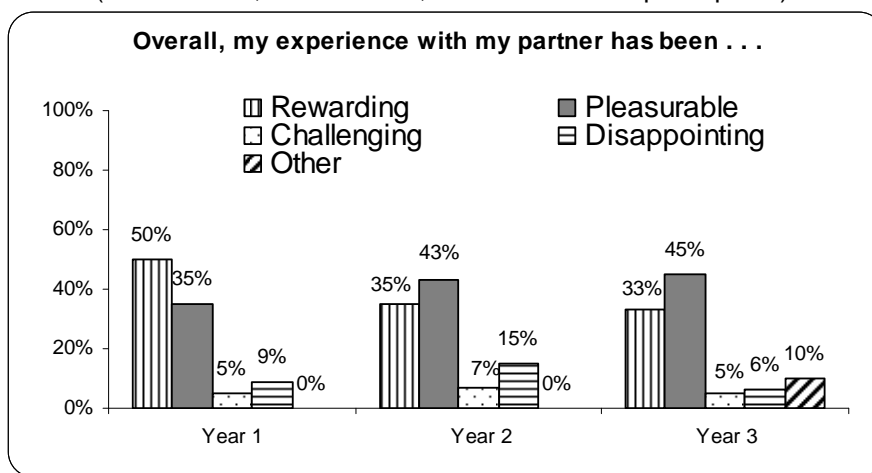
Overall, both participants and coaches noted their commitment to strengthening Milwaukee and believed that Mosaic was a meaningful project that would enrich them personally, as well as benefit the larger community.

Participants’ Expectations of Mosaic. According to the storyboards, participants joined Mosaic with varying degrees of enthusiasm and skepticism about what the program could accomplish. Some participants expected that the Mosaic program would provide them with an individual transformative experience, others expected Mosaic to broaden their networks and expand their professional reach, and still others expected that Mosaic would address race relations issues in Milwaukee.

- As noted by the storyteller, participants had the expectation that participation in Mosaic would increase their contact with people from different races and ethnicity. Other participants saw Mosaic as an opportunity to share and teach racial awareness in order to dispel misconceptions about race and ethnicity. Those persons new to the Milwaukee area expected Mosaic would help them become familiar with the city (for example, getting to know leaders, learning about current community issues, etc.) Some participants expected Mosaic to expose them to community members that could potentially benefit them professionally.
- Most participants noted a desire to address race relations in Milwaukee as contributing to their decision to participate in Milwaukee. These participants also noted that in order to address race issues, the work must be done with a team of people who are passionate and concerned. With respect to coaches, some reported participation in other race relations activities in the Milwaukee community, and of this sub-set, several coaches perceived other race relations initiatives as having very low impact. Another sub-set of coaches perceived Mosaic as being something that was different, fresh, exciting, and not another generic attempt to address race relations in Milwaukee.
- In general, participants rated their relationship with their Mosaic partners positively, and these ratings changed little over the course of Years One through Four, based on responses provided upon completing the core program. Specifically, in Year One, a total of 85% of participants who completed the exit survey (or 63 out of 74) felt that their experience with their partner was either “rewarding” or “pleasurable.” Similarly, 78% (or 64 out of 82) of Year Two participants and 78% (or 61 out of 78) of Year Three participants felt that their experience with their partner was either “rewarding” or “pleasurable.” It is interesting that very few individuals rated their partnership as “challenging,” even though creating challenging circumstances for relationship building could be considered a core purpose of the program. A slightly larger number of respondents said their partnerships were “disappointing” which could be typical of any program that attempts to match up individuals; some small percentage of the relationships are bound to be unsuccessful due to circumstances beyond the program’s control. Graph 1 summarizes the Year One - Three results.

“I met a group of amazing professionals who are passionate about making a difference.”
-- Year Four Exit Survey

Graph 1: Overall Experience of Partner-Pairs
(N=75 Year 1, N=82 Year 2, and N=79 Year 3 participants)

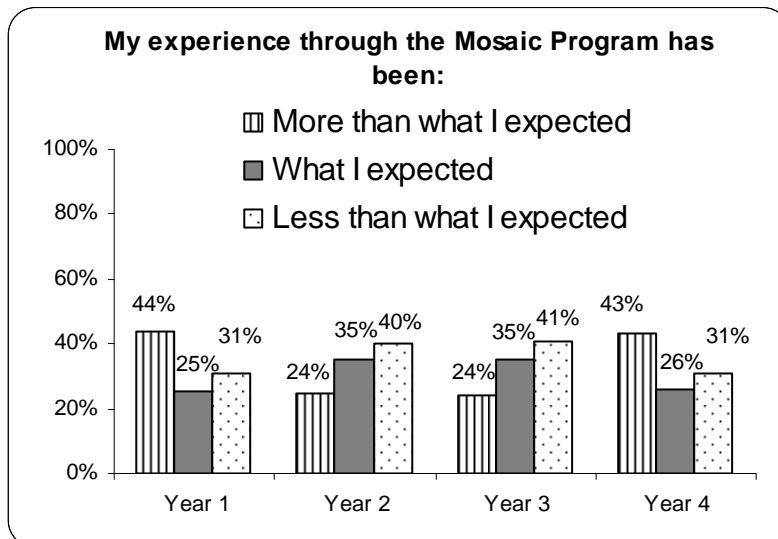


“I was blessed with a wonderful Mosaic partner whose friendship I hope to see continue and grow.”
--Year Four Exit Survey

Source: Yr 1 – 3 data from Exit Survey developed by SAL Consulting.

- In Year Four, the question on the overall partner-pair experience was asked slightly differently, and 69% (or 29 out of 42) of respondents rated their experience with their Mosaic partner as either “More than what I expected” or “What I expected.” The nature of the question leaves open many possible interpretations of the data, for instance, those entering the program with generally low expectations might be more likely to answer that their experience with their partner was “more than what I expected.” Conversely, someone with a lot of experience with diversity or very high expectations upon entering might be more likely to be disappointed in their partner relationship. Since initial expectations were not measured, there is no way to know their influence on such deliberations.
- The overall Mosaic program met or exceeded the expectations of the majority of participants, as seen in the results of program exit surveys illustrated in Graph 2. Upon completing the core program, participants reporting that Mosaic was either “More than what I expected” or “What I expected” outnumbered those who felt the program was “Less than what I expected” in every year. Again, the influence of initial expectations on these results is unknown.

Graph 2: Responses to “My experience through the Mosaic program has been…”
(N=75 Year 1, N=82 Year 2, N=79 Year 3 and N=42 Year 4)



“Overall, Mosaic was a pleasant experience, but not a life-changing one. I have a lot of contact with diverse individuals in all spheres of my life, so perhaps the gap between me and Mosaic ideals was rather small.”

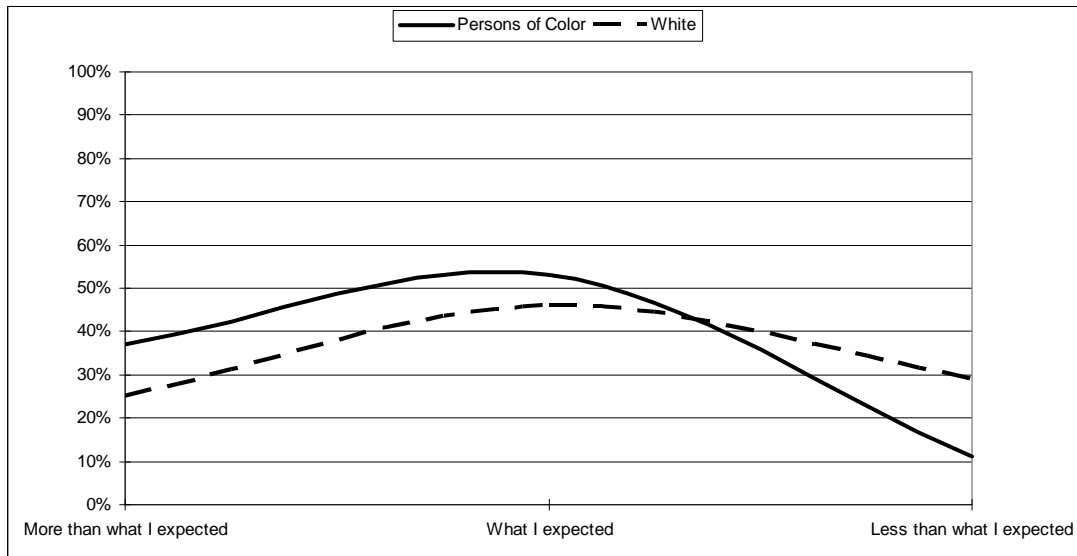
-- Year Four Exit Survey

Source: Yr 1 – 3 data from Exit Survey developed by SAL Consulting;
Yr 4 data from Exit Survey developed by Planning Council.

- A higher percentage of Year One and Year Four participants—over 40%—said the program exceeded their expectations than in the other program years, and these were the only years in which these respondents outnumbered those in each of the other response categories. In Years Two and Three, the percentage of respondents who said Mosaic exceeded their expectations decreased significantly to just one-quarter of respondents, and in each of these years, four in ten said the program did not meet their expectations.
- Evaluators were able to break down Year Four data for subsets of Mosaic participants, discovering that satisfaction differed among participants who identified themselves as people of color and those who identified themselves as white. Specifically, while close to half of both subgroups said their Mosaic experience was “about what I expected,” there were significant differences in the percentage of each group who were highly satisfied/dissatisfied with the program. As shown in Graph 3 on the following page, white respondents were nearly evenly

spread between those rating the program as “more than what I expected” (25%) and those rating it as “less than what I expected” (29%). This is quite different from the responses of the people of color, 37% of whom reported that their experience was *more than* what they had expected, and just 11% of whom reported that their Mosaic experience was *less than* what they had expected.

Graph 3: Year Four Responses by race/ethnicity to “My experience through the Mosaic program has been...” (N=19 people of color, N=24 white)



Source: Yr 4 data from Exit Survey developed by Planning Council

Partner-Pair Matching and Relationship Development. Upon entering the program, Milwaukee Mosaic participants completed two questionnaires; one asking about the expectations from their Mosaic experience and a second asking about interactions with people from different races. The questionnaires were used to match participants into partner-pairs. Some Mosaic participants had doubts about the matching process, mainly about the authenticity of the match.

- According to the storyboards, while some participants appreciated the richness of being paired with a partner across racial/ethnic, gender, and age lines, others noted that some differences between themselves and their partner were so stark that they perceived it to be more difficult to relate to their partner. After the initial matching process and meeting their partners, some participants were able to nurture their relationship and others had difficulty committing the appropriate time to nurture their new relationship.

“I just naturally assumed that my partner would be an African American female. I was totally surprised that my partner was a Mexican male. This was a good introduction to how my assumptions were wrong, and a good introduction to how even though I thought that I was liberal I still harbored stereotypes, and could still be enlightened.”

--Year Four Exit Survey

- Also according to the storyboards, many participants found that their relationship with their partner continued to grow the longer they were in the program and if they made time to stay connected to their partner. These partner-pairs were able to demonstrate intimate knowledge about and comfort with their partner (for example, family dynamics, exchanging items, etc.) and some partners had begun to see themselves as friends. Still, other participants noted that the process of building a relationship with their partner required a time commitment that they could

not make given their other life demands. This was compounded by Mosaic's efforts to engage high-level people, who were often unavailable. Partner-pairs did have the opportunity to come together at cluster group meetings, but this was described as having little effect on the development of their relationship.

- The storyteller noted some concern regarding the intimacy of the partner-pair relationships. While some partner-pairs were able to develop more friend-like relationships, the relationships of some partner-pairs did not evolve into this type of connection and were described as being very business-like with conversations kept at a professional level.
- Although program organizers report a very low attrition rate for Mosaic (3% – 10% annually), the storyteller noted attrition as an issue. The storyboards highlight the dilemma of partner-pairs when the match was not working out, when a partner had to leave the program temporarily, or left Mosaic entirely. On a related note, in her Year Two Final Report, the program director states "The Mosaic staff attempts to track and follow up with individuals who decide not to stick with the program, but it is difficult to gauge how well partnerships are going or how poorly."
- During the program, partner-pairs (and even coach-pairs) had little discussion about the future of their relationships. As noted by the storyteller, participants and coaches alike talked very little about continuing their relationship beyond their formal participation in Mosaic. The storyteller attributed this to the busy life demands of some Mosaic participants. More Year Two Mosaic participants indicated a desire to continue their relationship or had already made plans to continue their partner-pair relationship beyond Mosaic compared to Year One participants. Reasons cited for not continuing the partner-pair relationship included: lack of commitment by partner, disappointment in partner, insufficient time, and lack of community interests between partners. Over the course of the Mosaic program, the storyteller noted that participants were more likely to have discussions and communicate their intentions to stay connected with their partner-pair and other Mosaic participants.

Activities of Partner-Pairs. Partner-pairs participated in a range of activities from informal gatherings and leisure activities to being involved with professional membership groups together. As noted by the storyteller, initial interaction between partner pairs was usually over a meal with conversation. These types of interactions generally involved a level of intent, such as partner-pairs making an effort to dine at restaurants in specific neighborhoods and restaurants that served ethnic foods. As partner-pairs became more familiar with each other, they invited members of their family and friends to participate in these interactions. Some partner-pairs even extended invitations to their partner to visit their place of worship.

"The discussions my partner and I had over meals . . . corroborated in my heart what I knew to be true in my head. We're all just people going through life the best we can. We all have to deal with whatever rises in our lives with as much love and wisdom as we can muster."

--Year Four Exit Survey

As partner-pairs became more acquainted with each other and identified similar areas of professional or volunteer interests, these passions led to discussions and actions where the partners worked together to plan activities that would benefit the larger community.

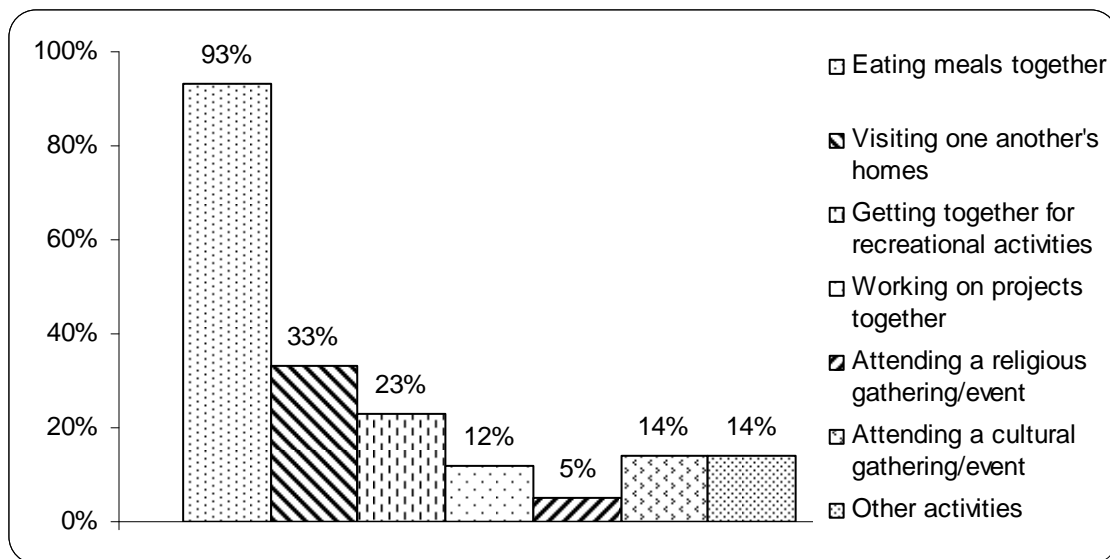
The storyteller noted a number of activities through which partner-pairs interacted with each other:

- Dining at the home of a partner;
- Dining at a restaurant;
- Attending a sporting event;
- Attending a worship ceremony;

- Going on trips through various neighborhoods;
- Having personal meetings and visits;
- Attending Mosaic cluster meeting and social gathering;
- Working on projects together (for example, resource development, event planning); and
- Participating in the same professional groups.

To further explore partner-pair interactions, the Year Four exit survey included an item which integrated several of the partner activities that were identified by the storyteller in Years One through Three. Upon exiting the program, Year Four participants were asked to specify which activities they and their partner had engaged in over the course of their Mosaic experience. As is illustrated in Graph 4, over 90% of Year Four participants who completed the survey had gotten together with their Mosaic partner to eat meals together, one-third had visited one another's homes, and approximately one-quarter had gotten together for recreational activities. A smaller proportion of participants had worked on a project (e.g., event planning, resource development) or had attended a religious or cultural gathering with their partner. Among the participants who had participated in at least one of the activities that was provided as a response choice, 73% (or 29 out of 40) had engaged in one or two of the activities, while 28% (or 11 out of 40) had engaged in three or four of the activities with their partner.

Graph 4: Year Four participants' responses to "I have participated in the following activities with my partner" (N=43) *



Source: Yr 4 data from Exit Survey developed by Planning Council

* Columns do not total to 100% because respondents could choose more than one activity

Mosaic Coaches' Experience with Program. Coaches acted as facilitators and delivered the Mosaic curriculum to participants at cluster group meetings. Coaches were supported by Master Coaches to provide guidance and support throughout the nine-month core program period. Coaches participated in trainings to prepare them to deliver the Mosaic curriculum. Similarly to participants, coaches were also assigned to partner-pairs with other coaches.

As noted by the storyteller, coaches appreciated the collegial environment of Mosaic and the positive experience they got from attendance at social gatherings between coaches, trainings for coaches, and the relationship with their partner-pair. Some coaches also noted that Master Coaches provided them with additional support when working with their partner-pair and their cluster group.

"I really liked my coaching experience over 2 years. I made some lasting connections with social activists in Milwaukee...and maybe contributed some to healing racism in my community. I feel good about that."

-- Year Four Exit Survey

Coaches' responses to the Coach Survey back up these storyboard findings, suggesting that the majority of Mosaic coaches had a positive experience with the Mosaic program. For example, all of Year Two coaches (or 12 out of 12) and nearly all of Year One and Year Three coaches (9 out of 10 and 8 out of 10, respectively) thought that the Mosaic coaching experience met or exceeded their expectations. However, one Year One coach and two Year Three coaches indicated that the Mosaic coaching experience fell short of their expectations.

Participants' Perceptions of Mosaic Curriculum. Coaches followed a structured curriculum but used their judgment on when and how to deviate from the curriculum to fit their cluster group. Early on in the implementation of Mosaic, this approach had little success. As noted by the storyteller, Mosaic participants were interested in relevant and current racial and ethnic issues that they could understand and work to influence change. At the same time, coaches were interested in having more autonomy and flexibility in delivering the curriculum. In general, both participants and coaches believed that the curriculum could be enhanced.

"Our last cluster meeting had an in-depth discussion of education in Milwaukee; it was an excellent dialogue, and I wish earlier sessions had been of that same depth and passion."

-- Year Four Exit Survey

- *Positive aspects of curriculum.* As noted by the storyteller, there were two parts of the curriculum that participants felt contributed the most to their Mosaic experience. The first conversation asked participants to share how their family celebrates holidays and the second conversation was about white privilege. The former was described by the storyteller as a "safe" conversation, while the latter was described as uncomfortable, needed, and enlightening.
- *Curriculum areas for improvement.* While the curriculum provided a framework, according to the storyboards, some participants hoped they would be able to talk about specific issues (i.e., racial profiling in Milwaukee, racial challenges, discrimination). At the 2009 Aspen Institute retreat, participants noted "In its present form the Mosaic program content is not well-equipped for promoting racial equity. For example, the curriculum and overall content needs to be revised and improved, and the coaches would need training to focus more directly on structural racism and racial equity issues." By Year Three, participants had fewer issues with the curriculum; the storyteller notes this could be due to the types of participants (for example, a difference in perception between higher-level executives in Year One and mid-level managers in subsequent years) and/or to revisions made to the curriculum. Also in Year Three, participants were hoping to go deeper into the Mosaic curriculum and to do that faster than the prescribed timeline.

"For those of us in our late 20s/early 30s, the discussions we had in our Mosaic group weren't anything more than the diversity/social justice/etc trainings we all did a dozen times in college. We already knew about white privilege, economic redlining, etc. I was hoping to get in deeper (my Mosaic partner is still the only acquaintance I have from a different racial background). My group had at least two or three sessions focused on "race and the elections" where the conversations weren't any different than the passionate ones my friends and I have at bars. Either aim this training at people who aren't in the self-selecting group that have already done it, or push harder."

-- Year Four Exit Survey

- *Implementation challenges.* Some participants did not appreciate being read aloud to or doing homework as part of the Mosaic experience. Some coaches hoped the curriculum would provide them with clear learning objectives and themes to guide cluster group meetings. Coaches also noted there was no need for a coach manual and a participant manual. One coach noted that lack of a budget for refreshments was problematic because some participants wanted to host but could not afford to cover costs for snacks.

Participants' Perceptions of Cluster Groups. Cluster group meetings were the component of Mosaic where the program curriculum was delivered to participants. A facilitator guided each cluster group through these discussions, which were aimed at breaking down differences across racial and ethnic lines. Cluster group meetings were held about once a month and lasted throughout the nine-month core program period. Partner-pairs were to attend cluster group meetings together, but program data available did not allow analysis of the extent to which this goal was achieved.

"The discussions in [my cluster] were very thought provoking ... [I] enjoyed the facilitators of [my cluster]. They allowed the members of [my cluster] to interact and voice opinions even when the subject areas got sensitive"

-- Year Four Exit Survey

- One aspect of cluster group meetings appreciated by Mosaic participants was strong facilitation. In general, participants preferred a facilitator who respectfully moved cluster group discussions forward, created a meeting environment conducive of sharing, and sought to bring out a deeper understanding of issues presented in the curriculum. Some participants had mixed opinions about the role of the coach, whether he or she should be a neutral convener or insert personal attitudes and beliefs into the process. As the program evolved, the storyteller noted that participants increasingly had higher approval of the coaches. Some participants also suggested that coaches could take a more central role in bringing deeper issues to the surface and by calling out racist or accusatory comments.

"As for the cluster groups, I feel they need stronger facilitation and focused discussion to support better outcomes. I witnessed several missed opportunities to challenge individual beliefs/perceptions by exploring comments made or views expressed by specific individuals. These missed opportunities could have been used as building blocks for breaking through to open and honest dialogue vs. conversations that were often dominated by the views of specific cluster members."

-- Year Four Exit Survey

- For many Mosaic participants, cluster group meetings provided an opportunity to understand the realities of race and ethnicity in Milwaukee through the experience of other Mosaic participants. Some participants viewed their cluster group experience as personally enlightening. In some cluster groups, discussions about race were raw and participants were frank about their racial experiences. The storyteller suggests that the cluster groups allowed participants to explore similarities and differences between races. As discussed in further detail later in this report, four out of five respondents to the Year Four exit survey either agreed or strongly agreed that the cluster group gatherings provided opportunities to reassess their thinking concerning racial, ethnic, and/or cultural difference.

"I also thought the conversations typically tended to be one-sided arguments against the 'white man.' Maybe I was hypersensitive to this because of my race, but I did not think that there was enough solution talk...only problem talk."

-- Year Four Exit Survey

- Still, there were some participants who did not seem to get much out of the meetings at all. As noted by the storyteller, some participants struggled with being able to express themselves without a sense of backlash and had difficulty framing their comments using non-offensive language. One strategy that was developed to address the use of insensitive language was to

say “ouch” so that the matters could be dealt with openly and immediately. Participants also were dissatisfied with the polite and fluffy conversation that avoided deeper issues concerning racial and ethnic relations. These types of conversations were described as “one-sided” and at least one participant had the sense that there was “no real in dialogue” that was not one-sided. Additionally, the storyteller noted that people of color may get less out of cluster group meetings compared to their counterparts.

“I felt that the leaders of the group appeared to steer us away from conversations that had the potential of becoming controversial. There were many times when a topic was left hanging and I felt what was needed was encouragement by one of the leaders to continue. Instead, we often moved on to another, less potentially incendiary, topic. The members of the cluster group were great--friendly, smart and interesting. I think that we could have effectively talked about more important issues.”

-- Year Four Exit Survey

- Both participants and coaches noted that cluster group meetings were not long enough to cover curriculum topics. As noted in the storyboards, cluster group meetings generally did not start on time, with up to 30 minutes being “lost at each meeting.” There was also concern that the curriculum was not progressive and that cluster groups lost traction between meetings, especially with fluctuating attendance. Some participants and coaches also thought there needed to be more time to get to know each other, as some coaches and participants did not know each other’s names.

“The most surprising experience was the willingness of the members of our cluster group to have candid conversations almost from the first meeting. We trusted each other immediately.”

-- 2010 Alumni Survey

- Some participants believed they could get more out of their Mosaic experience if there was greater attendance at cluster group meetings. As noted by the storyteller, the irregular attendance was frustrating for participants and coaches alike. Despite these challenges, the storyteller notes that some cluster groups had “higher level of interpersonal relationships between cluster members” than did participants in other cluster groups. These more social and active cluster groups were described as having more interaction with a broader group of people.

These storyboard findings coincide with responses provided by participants in the Exit Surveys. In those surveys, although the mean ratings for each cluster group over all program years remained relatively static (ranging from a 6.8 to a 7.8 on a 10-point scale), responses suggest that participants’ perceptions were mixed with respect to whether or not the cluster group added value to their Mosaic partnership. Specifically, 53% (or 39 out of 74) of Year One participants, 54% (or 44 out of 82) of Year Two participants, and 46% (or 36 out of 79) of Year Three participants felt that the cluster groups “had little effect” on their relationship with their partner.

Social Events for Clusters. In addition to belonging to a cluster group, some participants were interested in expanding their Mosaic sphere through exposure to participants in other cluster groups. For participants and cluster groups desiring more interaction with other Mosaic participants, the opportunity to connect through social events was appreciated. These social events provided an outlet for networking, discussion, and entertainment.

“My cluster experience has developed into a relaxed gathering of smart, open and concerned individuals, who enjoy one another’s company.”

-- Year Four Exit Survey

Participants' intention to continue after the core experience. Based on responses provided upon exiting the program, about three-quarters intended to continue meeting with their cluster groups and slightly fewer intended to continue a relationship with their partners. Specifically:

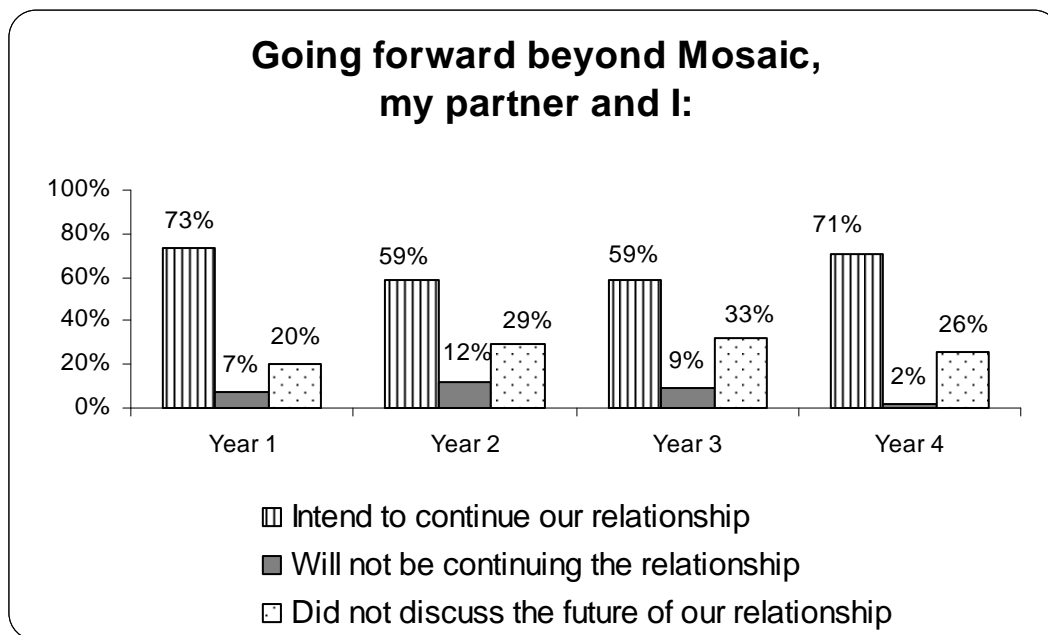
- 84% (or 69 out of 82) of Year Two participants; 66% (or 51 out of 77) of Year Three participants; and 71% (or 30 out of 42) of Year Four participants indicated that their cluster groups intended to continue meeting beyond the end of the Mosaic program.

"I think things have gotten better with our group discussions and I do intend to continue to meet with my group so that we can actively engage in a meaningful social issue."

-- Year Four Exit Survey

- Participants in Years One and Four were more likely than those in Years Two and Three to respond that they intended to continue a relationship with their Mosaic partner, as illustrated in Graph 5 below.

Graph 5: Responses to "Going forward, beyond Mosaic, my partner and I..."
(N=74 Year 1, N=83 Year 2, N=80 Year 3 and N=42 Year 3)



Source: Yr 1 – 3 data from Exit Survey developed by SAL Consulting; Yr 4 data from Exit Survey developed by Planning Council.

- Among Year Four participants, plans for continuing the partner relationship differed among participants who identified themselves as people of color and those who identified themselves as white. Specifically, 83% of participants who identified as people of color (or 15 out of 18) indicated that they intended to continue their relationship, while 63% of white participants (or 15 out of 24) indicated that they intended to continue their relationship beyond the end of the formal Mosaic program.

"I look forward to the continued discussions, interactions, development of our friendship, and taking on issues of relevance and importance together in Milwaukee."

-- Year Four Exit Survey

- Similarly, plans to continue meeting with their cluster group also differed among Year Four participants who identified themselves as people of color and those who identified themselves as white, with 79% of participants who identified as people of color (or 15 out of 19) indicating that they intended to continue meeting, and 65% of white participants (or 15 out of 23) indicating that they intended to continue meeting with their cluster group beyond the end of the formal Mosaic program.

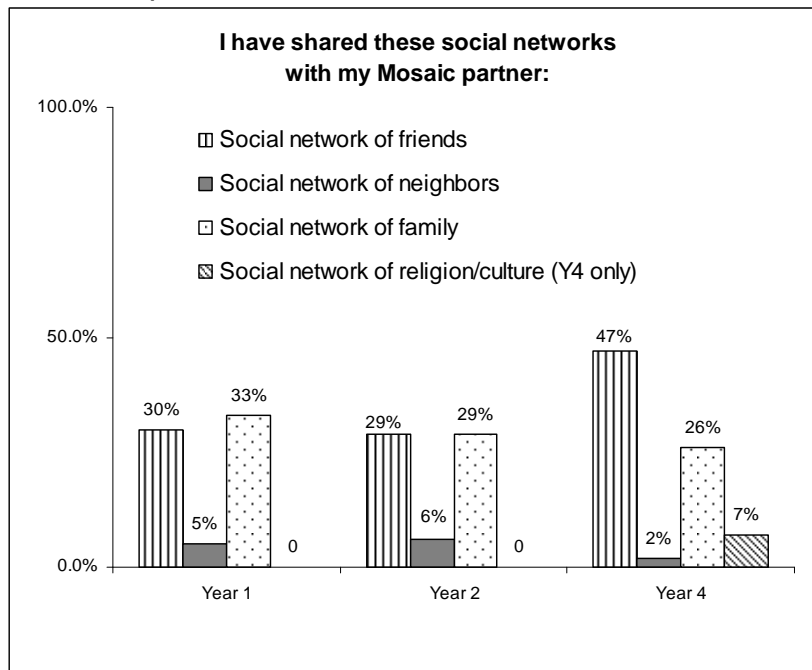
Core Program Outcome Objectives

Outcome objectives measure the changes individuals are expected to experience as a result of program participation. Outcomes answer the questions “What difference does this program make?” and “what has changed because of this program?” Milwaukee Mosaic identified a few specific desired outcome objectives for the program during the pilot years. In addition to those outcomes identified by the program, the Planning Council has identified a few other outcomes of interest by looking through existing program surveys and reports. Finally, outcomes have been incorporated from the new Milwaukee Mosaic Logic Model (page 20).

Individual-Level Outcome Objectives (IND)

IND 1. Participants will open their social networks to their partners. The percentage of participants who said they had shared a personal network with their partner is shown in Graph 6 below.

Graph 6: Types of Social Network Sharing Among Partner-Pairs
(Year One, sample size unknown; Year Two, N = 72; Year Four, N = 43)



“Clearly the highpoint is my meeting and interaction with my partner, but a close second has been exposure to others in the community with whom I share common interests and passions.”

-- Year Four Exit Survey

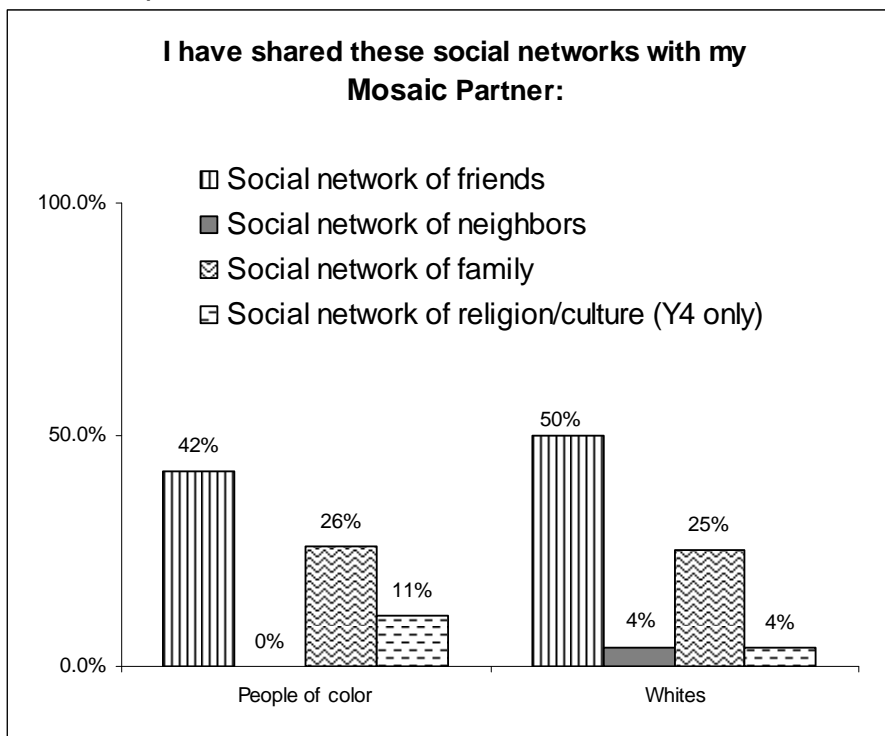
Source: Years 1 & 2, ICS Pathway to Partnering surveys; Year 4, Planning Council Exit Survey

These results show that:

- Partners are most likely to share their friend and family social networks with each other;
- The percentage of participants stating they shared friend networks rose markedly in Year Four while the percentage sharing family declined slightly;
- Sharing at the “neighbor” level is very low, perhaps a reflection of the continued segregated nature of residential neighborhoods in Milwaukee, an overall decrease in the connections any city dweller has with their neighbors (regardless of what part of the city), or other unknown factors; and
- Both within Year Four and also when compared with prior years, the percentage of participants stating they shared a “religious/cultural” network with their partner outnumbered those sharing “neighbors” (based on the work of the storyteller, a fourth category was added to the Year Four surveys asking if the partners had shared “religious/cultural” networks).

The Year Four answers to this question are further broken down to compare the answers of participants of color to those of white participants in Graph 7.

Graph 7: Types of Social Network Sharing Among Partner-Pairs by Race
(Year Four, N = 43)



“[What I will most remember is] Meeting people whom I would have never met and developing relationships with them, by race and age. It’s amazing.”

-- 2010 Alumni Survey

Source: Year 4, Planning Council Exit Survey

This graph clarifies the previously reported information in several ways:

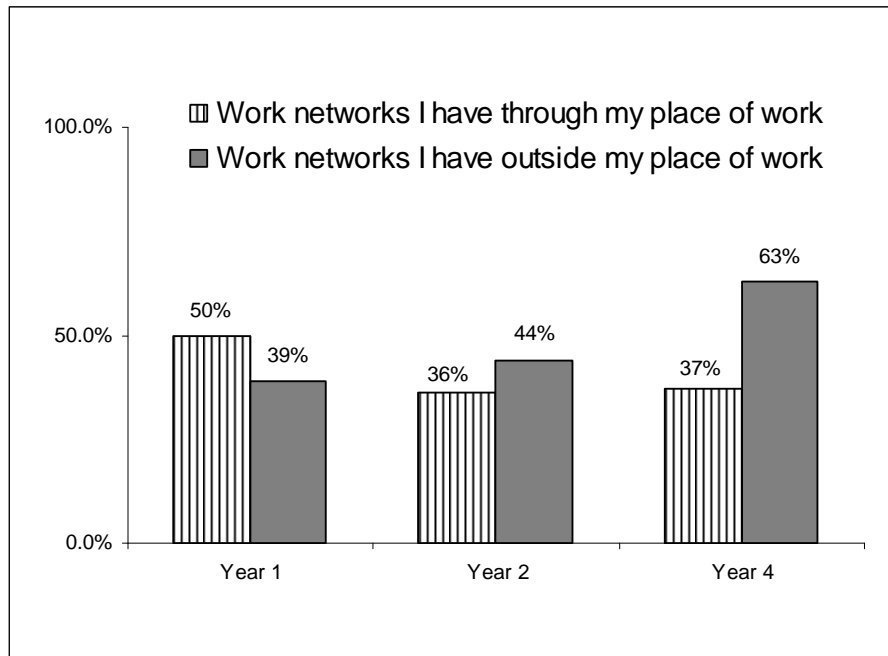
- Whites were slightly more likely than people of color to say they had shared networks of friends with their Mosaic partner;
- People of color were more likely to share a religious/cultural network; and
- While based on only one year of data, this breakdown seems to indicate that the sharing of a network of neighbors is exclusively one-sided; partners of color are visiting the neighbors of their white partners, but white participants are not visiting the neighbors of their partners of color.

[The things I will remember most about Mosaic are] Participating in a group of people more diverse than I have ever experienced. Having intimate conversations on sensitive topics related to race and ethnicity. Gathering socially to get to know all members better. It is great to see these individuals at different places and events throughout the community and be able to call them friends. ”

-- 2010 Alumni Survey

IND 2. Participants will open their professional networks to their partners. The percentage of participants who indicated they had shared a work-related network is seen in Graph 8.

Graph 8: Percent of participants who say they shared their work networks with their partner
(Year One, sample size unknown; Year Two, N = 72; Year Four, N=43)



“What has been great for me is that there are those from whom I have already benefited professionally and some whom I can help.”

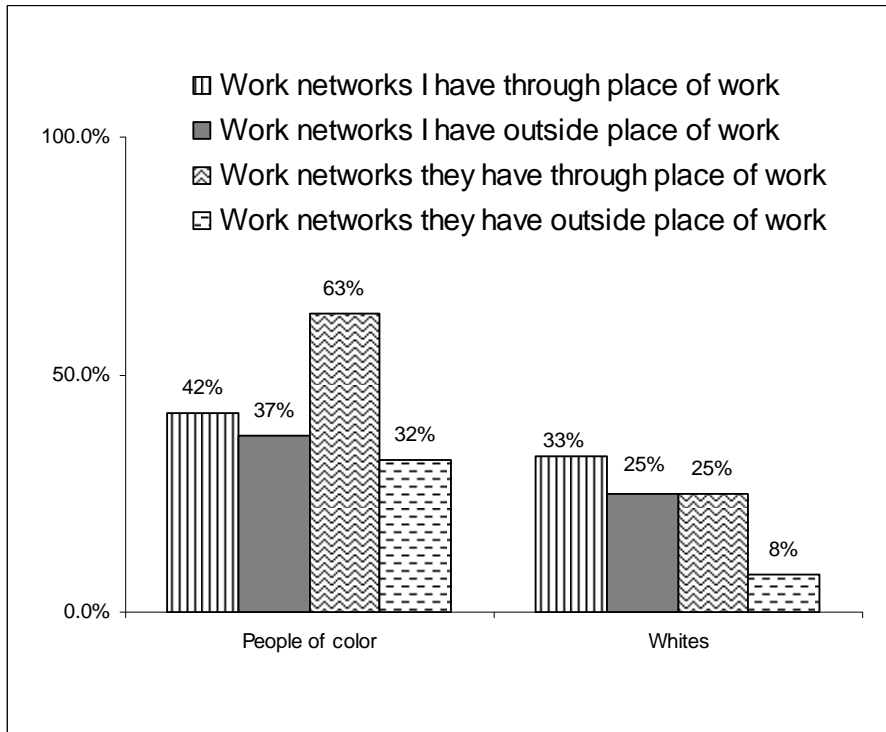
-- Year Four Exit Survey

Source: Years 1 & 2, ICS Pathway to Partnering surveys; Year 4, Planning Council Exit Survey question 4

The answers to these Year Four exit survey questions can be broken down to compare the answers given by participants of color with those of white participants (see Graph 9 on the next page). These results show that participants of color perceive a higher amount of work-related network sharing in Mosaic than do white participants. Of particular note:

- Participants of color were more than twice as likely as white participants to say their partners have shared professional networks they have outside of work.
- White participants were less likely than participants of color to say they had shared professional networks they have outside of work with their partners
- These results seem contradictory. Since survey responses did not come from matched partner-pairs, it could simply be that the participants of color who responded to the survey happened to have partners who shared more than did the whites who responded to the survey. But the survey sample, while not large, represents over half of the overall program enrollment, and the differential between the answers of the two groups is substantial. It therefore seems reasonable to look for another explanation for the contradiction. Having lower initial expectations of Mosaic upon program entry, could explain why some people perceive the program as more beneficial on this and other measures.

Graph 9: Year Four: Percent of participants by race who say they shared their work networks with their partner and perception of sharing done by partner
(Year One, sample size unknown; Year Two, N = 72; Year Three, N=43)



"What has been great for me is that there are those from whom I have already benefited professionally and some whom I can help."

-- Year Four Exit Survey

"[I most remember] The opportunity to network with professionals from diverse backgrounds - economic, ethnic, profession, etc."

-- 2010 Alumni Survey

Source: Year 4, Planning Council Exit Survey questions 4 & 5

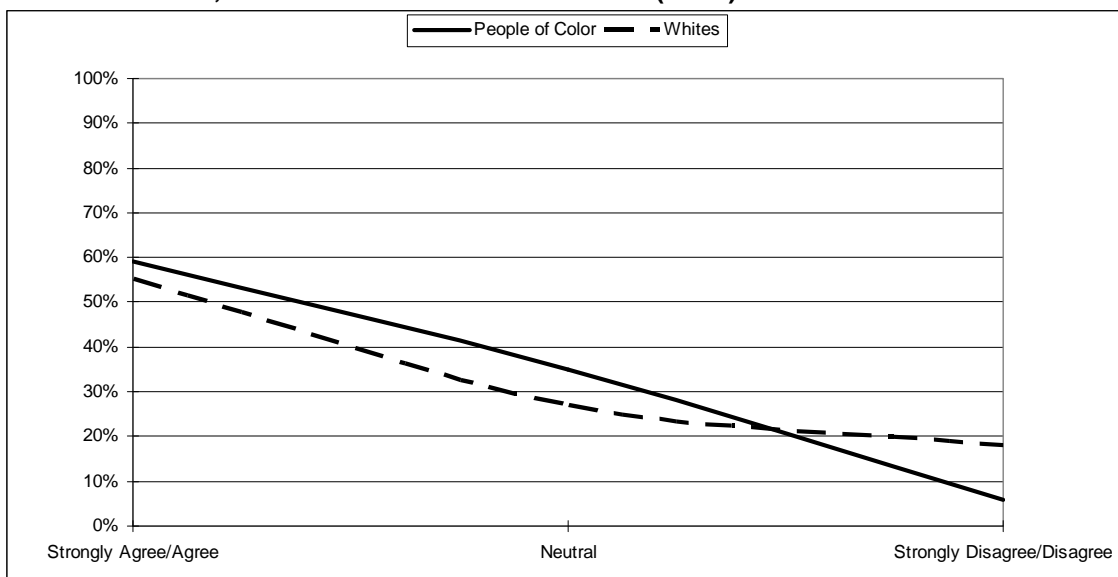
IND 3. Experience cognitive dissonance at the individual level. Many behavior change theories postulate that after a subject has been exposed to a new idea, belief system, or concept but before that concept can be fully integrated and cause a transformation of behavior, there must come a moment of recognition that one’s behavior is not congruent with this new idea. The Mosaic program purposely attempts to bring participants to such a moment by putting them in situations that are beyond their normal comfort zone, in the hope that they will experience this “cognitive dissonance” and that it will eventually result in personal development.

This moment, while clearly critical to the program’s long-term goal to build social capital across race and ethnicity in Milwaukee, was not evaluated in Years One - Three. After developing the new logic model in Year Four, an item was added to the exit survey to assess the degree to which cognitive dissonance was being experienced by participants at the individual level.

The Year Four survey item asked participants if their interactions with their Mosaic partner provided opportunities to reassess their thinking concerning racial, ethnic, and/or cultural difference. Among all participants who provided a response, slightly over half (56% or 22 out of 39) strongly agreed or agreed that interactions with their Mosaic partner provided opportunities to reassess their thinking, while 13% (or 5 out of 39) disagreed or strongly disagreed with the statement. Nearly one-third (31%, or 12 out of 39) neither agreed nor disagreed that their interactions with their Mosaic partner provided opportunities to reassess their thinking.

Comparing the responses of participants who identified themselves as people of color to those who identified as white, only one participant of color disagreed or strongly disagreed that their interactions with their Mosaic partner provided opportunities to reassess their thinking, while 18% (or 4 out of 22) of white participants disagreed or strongly disagreed with the statement, as shown in Graph 10.

Graph 10: Year Four participants’ responses by race/ethnicity to “My interactions with my Mosaic partner provided opportunities to reassess my thinking concerning racial, ethnic and/or cultural difference” (N=39)



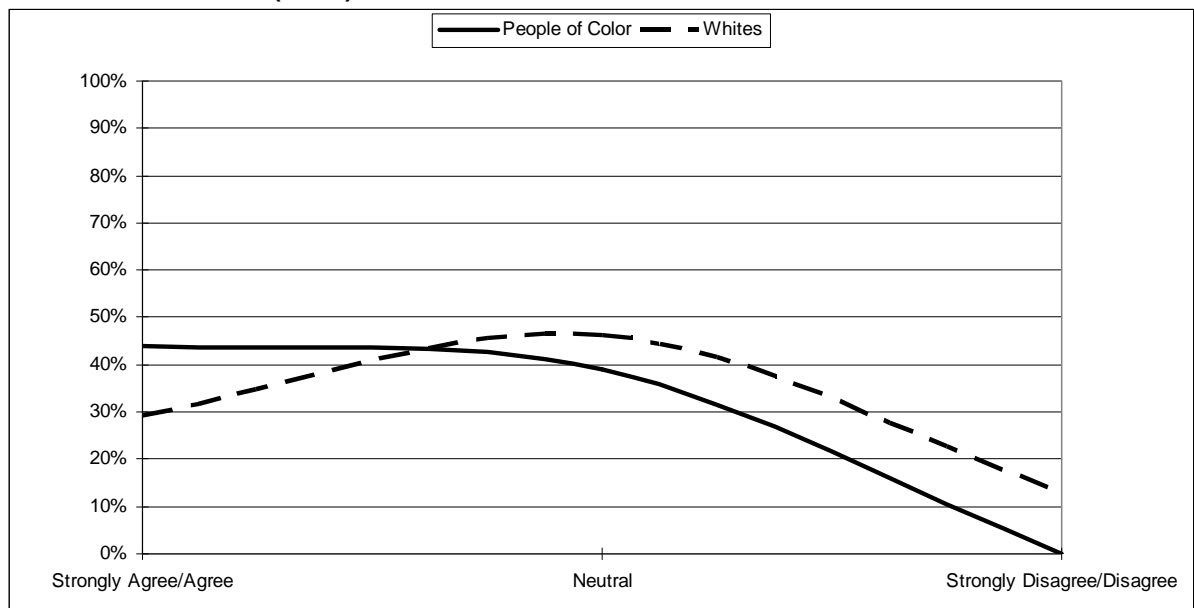
Source: Yr 4 data from Exit Survey developed by Planning Council, question 6

IND 4. Experience personal transformation. Another new measure in Year Four related to the development of the logic model was the degree to which participants experienced personal transformation regarding their beliefs about diversity. An item was added to the Year Four exit survey to assess the degree to which this dissonance was being experienced by participants.

The survey asked participants whether their relationship with their Mosaic partner had led them to think in another way about people who are different from them. Among all participants who provided a response, approximately half (48%, or 20 out of 42) strongly agreed or agreed that their relationship with their Mosaic partner had led them to think differently, while 10% (or 4 out of 42) disagreed or strongly disagreed with the statement. More than 40% (43%, or 18 out of 42) neither agreed nor disagreed that their relationship with their Mosaic partner had led them to think in another way about people who are different from them.

On this item, participants of color were more likely than white participants to strongly agree or agree that their relationship with their Mosaic partner had led them to think in another way about people who are different from them, as seen in Graph 11.

Graph 11: Year Four participants' responses by race/ethnicity to "My relationship with my Mosaic partner has led me to think another way about people who are different from me" (N=42)



Source: Yr 4 data from Exit Survey developed by Planning Council, question 7

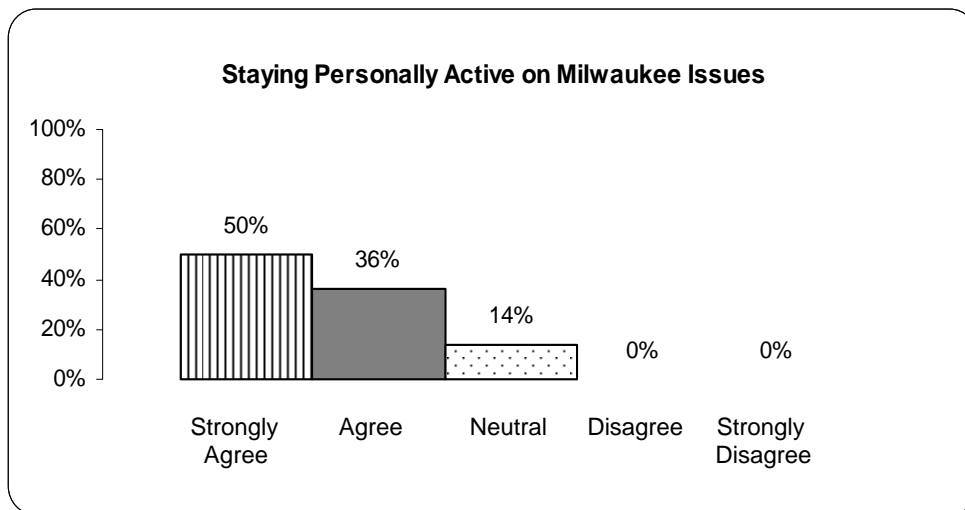
"I've spent my career in a very diverse environment so I wouldn't characterize the experience as a revelation but it did allow me to pursue a deeper level of discussion."

-- Year Four Exit Survey

IND 5. Take a personal leadership role. For the first time in Year Four, Mosaic attempted to objectively measure the degree to which participants were applying what they had learned in the program. This concept was operationalized as any action participants took to increase social capital in Milwaukee, and measured by two survey items.

One item asked participants if they planned to be active on an issue of importance to Milwaukee beyond the end of the core program. The great majority of respondents, 86% (or 36 out of 42) strongly agreed or agreed that they planned to stay personally active on an issue of importance. The responses to this item were similar when comparing participants who identified themselves as people of color to those who identified themselves as white.

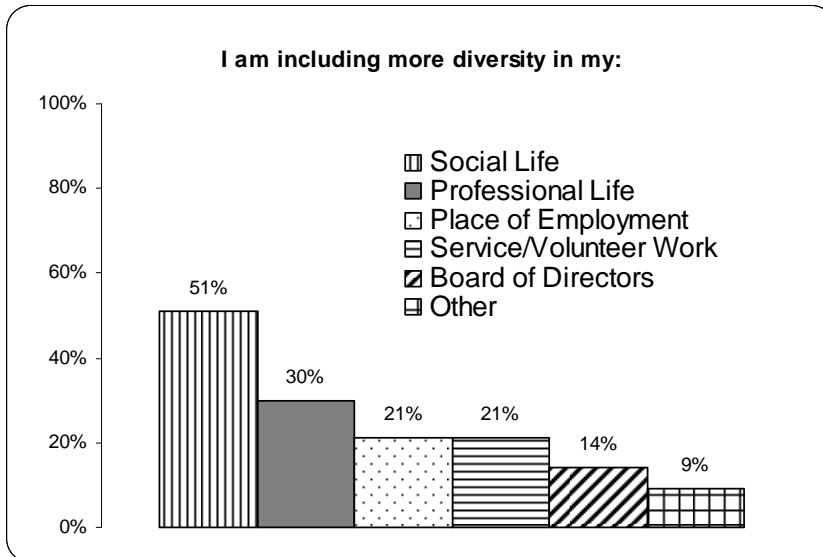
Graph 12: Responses to “I plan to stay personally active on an issue of importance in Milwaukee” (N=42)



Source: Yr 4 data from Exit Survey developed by Planning Council, question 22

Another item asked participants whether they had begun to include people from other racial/ethnic groups in various realms of their lives because of Mosaic. The area in which participants were most likely to have become more inclusive was reported to be their social lives, followed by their professional lives, as shown in Graph 13 below.

Graph 13: Responses to “The Mosaic Program has led me to take steps to include more people from different racial/ethnic groups in my . . .” (N=43)*



Source: Yr 4 data from Exit Survey developed by Planning Council, question 18

* Percents do not total 100 as respondents could choose more than one category

Those who responded “other” were given an opportunity to further explain, here are their answers:

- Faith/spiritual connections
- Buddhist community
- My professional and personal lives are already very racially/ethnically diverse
- None - have done this on my own

Interpersonal-Level Outcome Objectives (INT)

INT 1. Build trusting relationship with partner. Building trusting relationships between people of differing backgrounds forms the backbone of the Mosaic program, and in this respect, the program is lauded by a large number of participants. Both anecdotally and through various survey results, many participants rate their relationship with their partner as the most effective part of Mosaic.

The answers provided to the final question on the Year Four Exit Survey, “Share your lasting impressions of Milwaukee Mosaic. What experience will you most remember from your involvement with the Mosaic program?” are very encouraging in relation to this outcome. Of survey respondents who chose to provide an answer to the question, a large number say that meeting and getting to know their partner was the highlight of Mosaic for them.

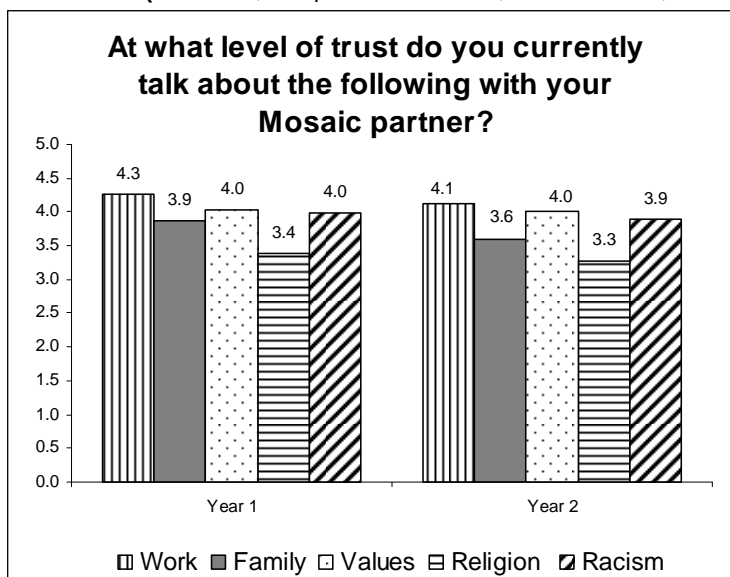
“[The experience I will most remember from my involvement with the Mosaic program is] Making a great new friend in my partner. I think we are the perfect match.”

-- Year Four Exit Survey

Other survey items touch partially on the concept of partner trust, however since the items were not assessed pre/post, it is not possible to measure the degree to which trust increased over the course of the core program. Graph 14 shows a snapshot of participants’ ratings of the level of trust they had in discussing a variety of subjects with their partner, near the end of the core program in Years One and Two of the program. The numeric scale used in these early surveys is subjective and therefore difficult to interpret, however, the results show a tendency for partners to feel most comfortable talking at the professional level, a finding that is corroborated by the storyboards. The fact that participants also reported high “trust” levels for “values” and “racism”—subjects typically considered difficult and only discussed amongst close friends—would seem to indicate that the program succeeded in creating a safe space for people of different races to talk about controversial and sometimes divisive subjects.

Graph 14: Level of Partner Trust

(Year One, sample size unknown, and Year Two, N = 72)



Source: ICS Pathway to Partnering surveys

“My most lasting impression/ experience is that I met someone who I now consider a friend and hope to spend a lot of time with in the future.”

-- Year Four Exit Survey

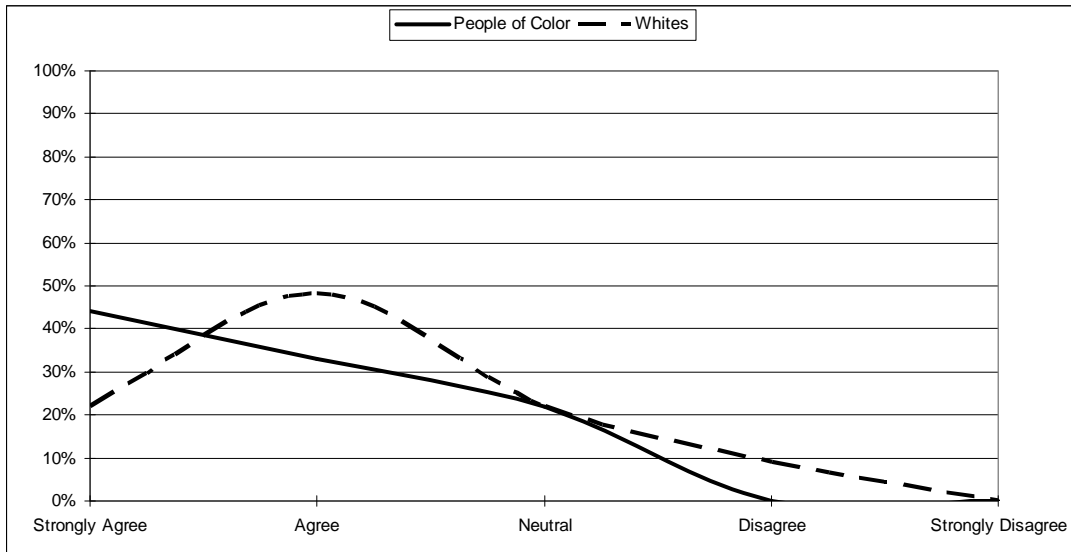
In Year Four, the survey gathered data for this outcome in a different way, asking participants whether they could confide in their partner about things going on in their personal and professional lives and whether they could trust their partner. Respondents were nearly twice as likely to say they trust their partners on professional matters than on personal ones.

"My partner is an incredible person who beyond all odds has become successful in her field. It has been an honor to get to know her."

-- Year Four Exit Survey

For those participants who provided a response to “my Mosaic partner is someone in whom I can confide about things going on in my professional life,” nearly three-quarters (73%, or 30 out of 41) strongly agreed or agreed with the statement, slightly more than 20% (22%, or 9 out of 41) neither agreed nor disagreed, and just 5% (or 2 out of 41) disagreed or strongly disagreed with the statement. When broken down, participants of color were slightly more likely than white participants—77% versus 70%--to trust their partner on these professional issues, as shown in Graph 15.

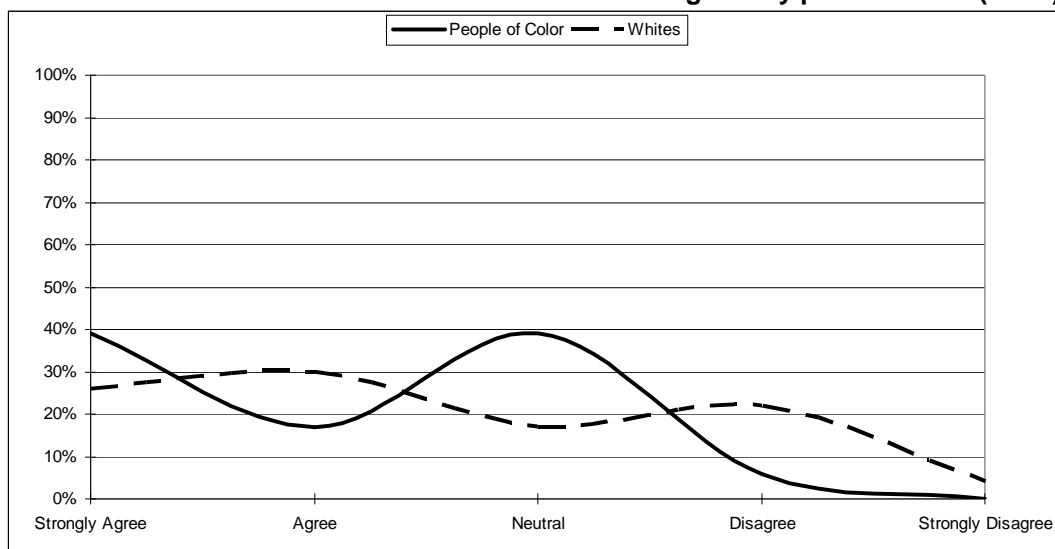
Graph 15: Year Four participants’ responses by race/ethnicity to “My Mosaic partner is someone in whom I can confide about things in my professional life” (N=42)



Source: Planning Council exit surveys, question 8

Among all participants who provided a response to “my Mosaic partner is someone in whom I can confide about things going on in my personal life,” over half (56%, or 23 out of 41) strongly agreed or agreed with the statement, while approximately 20% (17%, or 7 out of 41) disagreed or strongly disagreed with the statement. Roughly one-quarter (27%, or 11 out of 41) neither agreed nor disagreed that they could confide in their partner about their personal life. Comparing the responses of participants who identified themselves as people of color to those who identified themselves as white, only one participant who was a person of color disagreed or strongly disagreed that they could confide in their partner about their personal life, while 26% (or 6 out of 23) of white participants disagreed or strongly disagreed with the statement. Participants of color were also much more likely than white participants—39% versus 17%--to feel “neutral” about sharing their personal lives with their partners, as shown in Graph 16.

Graph 16: Year Four participants’ responses by race/ethnicity to “My Mosaic partner is someone in whom I can confide about things in my personal life” (N=42)



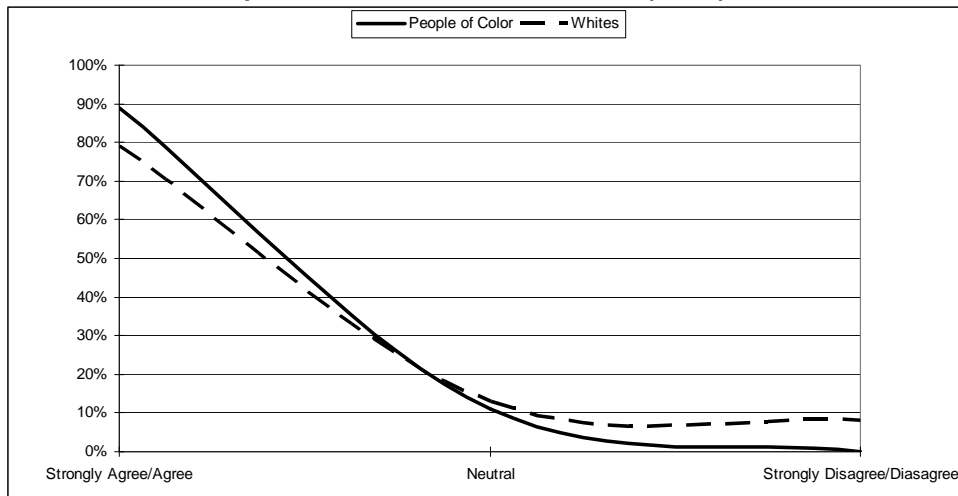
Source: *Planning Council exit surveys, question 9*

“My partner and I were well matched and comfortable from the start. We have enjoyed one another's company and our conversations have been broad and deep.”

-- Year Four Exit Survey

A new question in the Year Four Exit Survey measured interpersonal trust overall between the partner-pairs. Four out of five respondents (83%, or 35 out of 42) strongly agreed/agreed with the statement, one in five (12%, or 5 out of 42) neither agreed nor disagreed and just 5% (or 2 out of 42) disagreed/strongly disagreed. Comparing the responses of participants of color to white participants, participants of color were slightly more likely—89% versus 79%-- than white participants to say they could trust their partner, as shown in Graph 17.

Graph 17: Year Four participants’ responses by race/ethnicity to “My Mosaic partner is someone I can trust” (N=42)



Source: Planning Council exit surveys, question 10

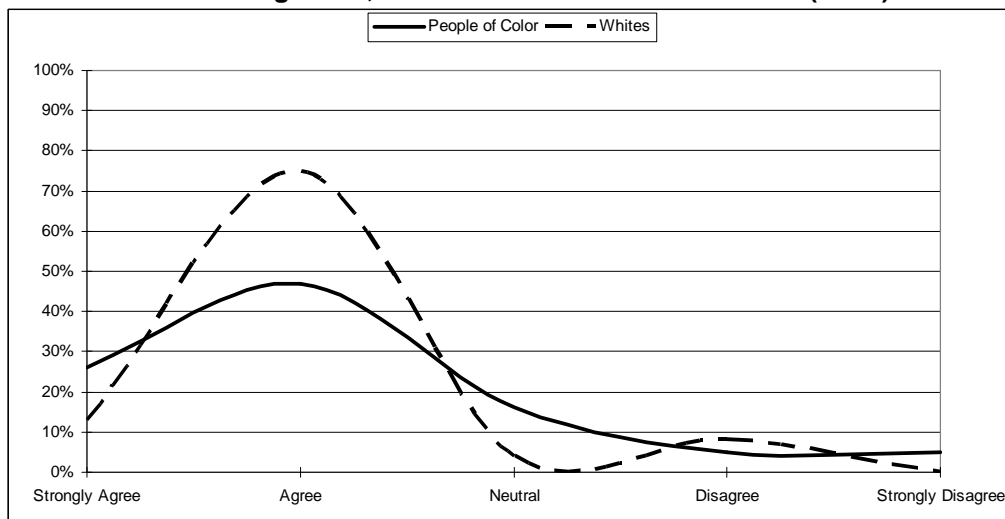
“[The experience I will most remember is] My Mosaic partnership. Whatever strategy was used to assign partners, please know that the connection made for me with my partner was amazing. I was surprised at how quickly we have been able to grow and develop a lasting friendship and be able to have intense, emotional dialogue with a strong sense of trust, honesty and respect.”

-- Year Four Exit Survey

INT 2. Experience social dissonance. As mentioned under the individual-level outcomes section, creating cognitive dissonance is a critical part of the theory underlying the Mosaic program. In their logic model, the program organizers postulate that such dissonance can be experienced not only at the individual level, but also at the interpersonal level.

The Year Four exit survey contained several items designed to assess whether participants felt the program offered opportunities for cognitive dissonance to develop at the interpersonal level. When asked whether the cluster group gatherings provided opportunities to reassess their thinking concerning differences, participants' perceptions were mixed. Participants of color were *less likely* than their white counterparts--73% versus 88%--to be at the top end of the scale (strongly agree or agree). But participants of color were *more likely* to strongly agree—26% versus 13% for whites--and also were more likely to be neutral—16% versus 4% for whites. This complex effect is summarized in Graph 18 and Table 11 below.

Graph 18: Year Four participants' responses by race/ethnicity to "My cluster group gatherings provided opportunities to reassess my thinking concerning racial, ethnic and/or cultural difference" (N=43)



Source: Yr 4 data from Exit Survey developed by Planning Council, question 13

Table 11: Year Four participants' responses by race/ethnicity to "My cluster group gatherings provided opportunities to reassess my thinking concerning racial, ethnic and/or cultural difference" (N=43)

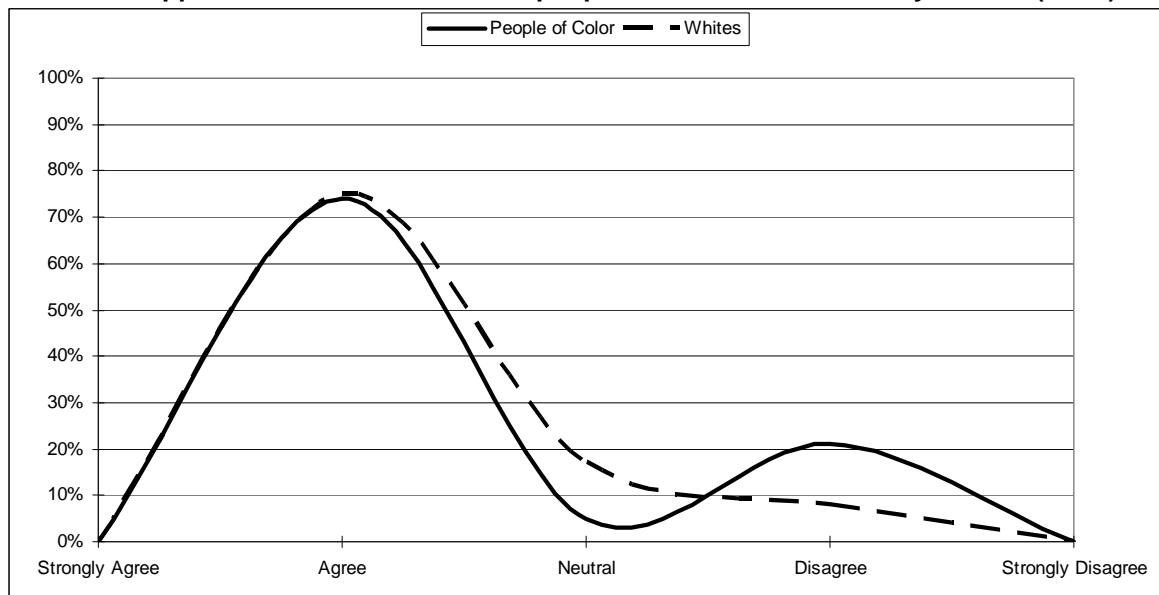
	People of Color N=19	Whites N=24
Strongly Agree	26%	13%
Agree	47%	75%
Neutral	16%	4%
Disagree	5%	8%
Strongly Disagree	5%	0%

Source: Yr 4 data from Exit Survey developed by Planning Council, question 13

To gather participants' perceptions of whether the program offered opportunities to experience cognitive dissonance in social interactions, Year Four participants were asked if Mosaic had provided them with opportunities to socialize with people that they wouldn't normally talk to. Among all participants who provided a response to the item, nearly three-quarters (74%, or 32 out of 43) strongly agreed or agreed that the Mosaic program had provided them with opportunities to socialize with people that they wouldn't normally talk to, while 14% (or 6 out of 43) disagreed or strongly disagreed with the statement. The remaining 12% (or 5 out of 43) neither agreed nor disagreed with the statement.

Comparing the responses of participants who identified themselves as people of color to those who identified themselves as white, 21% (or 4 out of 19) of participants who were people of color disagreed or strongly disagreed that the Mosaic program had provided them with opportunities to socialize with people that they wouldn't normally talk to, while just 8% (or 2 out of 24) of white participants disagreed or strongly disagreed with the statement, as seen in Graph 19.

Graph 19: Year Four participants' responses by race/ethnicity to "Mosaic provided me with opportunities to socialize with people that I wouldn't normally talk to" (N=43)



Source: Yr 4 data from Exit Survey developed by Planning Council, question 14

"I also appreciated being able to get to know individuals from other cultures that I otherwise would not have such candid/social interactions with."
--Year Four Exit Survey

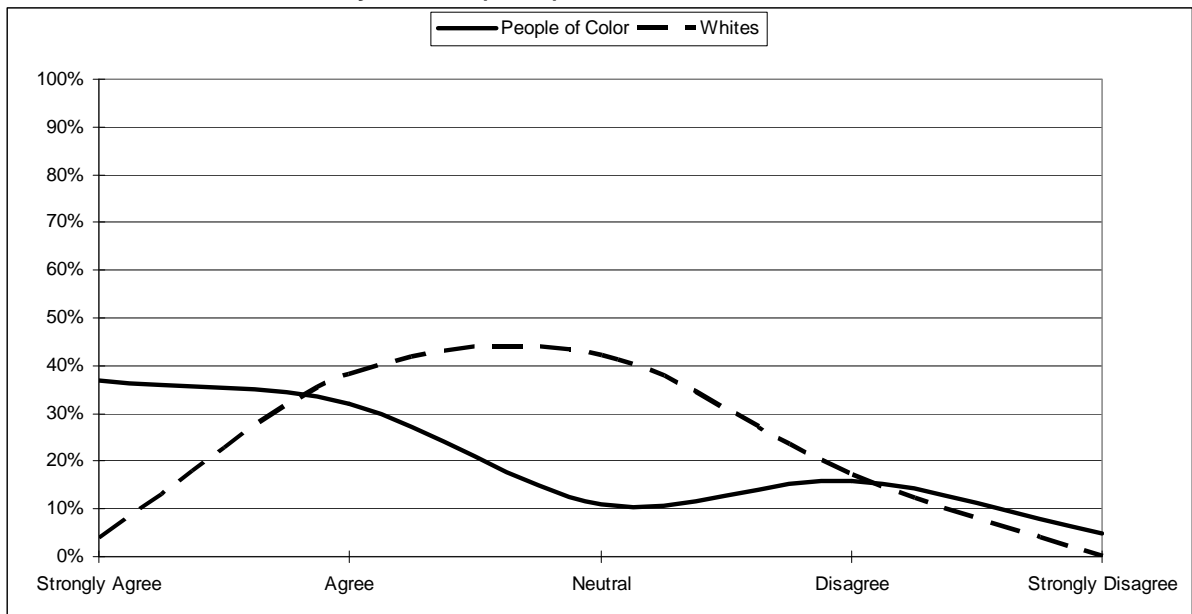
"[The experience I will most remember from my involvement with Mosaic is] Meeting folks that are typically outside of my orbit."
--Year Four Exit Survey

"I listened to a cluster group debate on whether then candidate Obama was "black enough" to represent African Americans. It was an interesting insight to a conversation I would never have been a part of before Mosaic."
--2010 Alumni Survey

INT 3. Experience professional dissonance. Realizing that cognitive dissonance could occur in different spheres of participants' lives, the Year Four survey included an item that asked whether the Mosaic program had provided participants with opportunities to have professional interactions with people that they wouldn't normally talk to. Among all participants who provided a response to the item, just over half (54%, or 23 out of 43) strongly agreed or agreed that the Mosaic program had provided them with opportunities to have professional interactions with people that they wouldn't normally talk to, while 19% (or 8 out of 43) disagreed or strongly disagreed with the statement. The remaining 28% (or 12 out of 43) neither agreed nor disagreed with the statement.

Comparing the responses of participants who identified themselves as people of color to those who identified themselves as white, participants of color were much more likely than white participants--68% versus 42%--to strongly agree or agree that the Mosaic program had provided them with opportunities to have professional interactions with people that they wouldn't normally talk to, as depicted below in Graph 20.

Graph 20: Year Four participants' responses by race/ethnicity to "Mosaic provided me with opportunities to have professional interactions with people that I wouldn't normally talk to" (N=43)



Source: Yr 4 data from Exit Survey developed by Planning Council, question 16

"I have met educated, involved people from other races perhaps for the first time in depth."

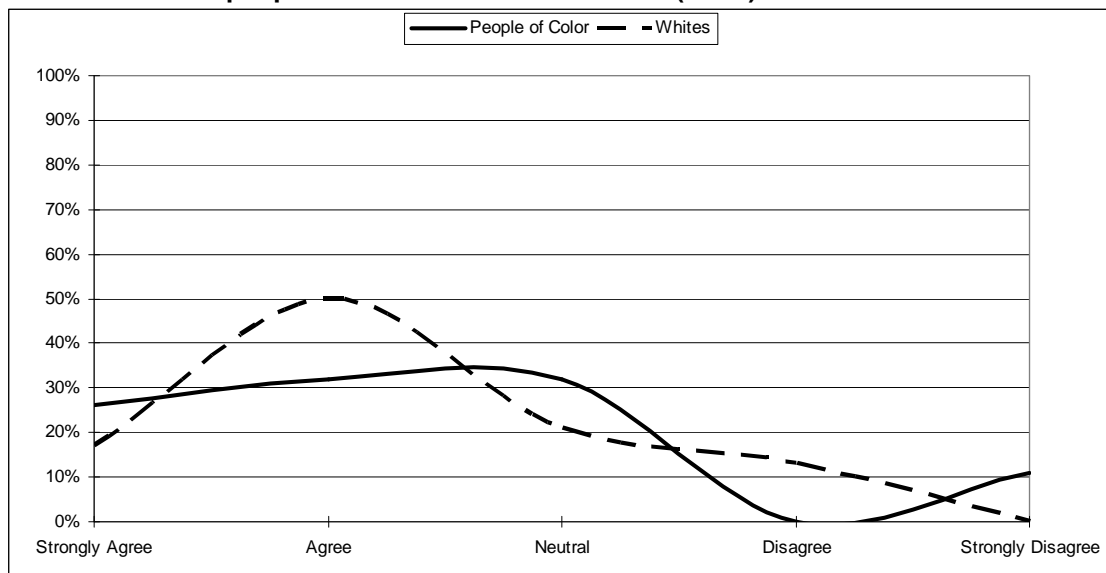
--Year Four Exit Survey

INT 4. Undergo a transformation in social beliefs. Theoretically and practically speaking, it is the hope of those involved in implementing Milwaukee Mosaic that their efforts will result in real change in people’s beliefs about “the other.” At the interpersonal level, this was operationalized as participants beginning to think differently about perceived social differences as a result of being in Mosaic.

To measure this transformation in social beliefs, the Year Four survey included an item that asked whether the Mosaic program had offered opportunities to socialize that led participants to think in another way about people who are different from themselves. Among all participants who provided a response to the item, 63% (or 27 out of 43) strongly agreed or agreed that the Mosaic program had provided them with opportunities to socialize which led them to think differently, while 12% (or 5 out of 43) disagreed or strongly disagreed with the statement. The remaining 26% (or 11 out of 43) neither agreed nor disagreed with the statement.

Participants of color were somewhat less likely than their white counterparts--58% versus 67%--to be at the top end of the scale (strongly agree or agree). But participants of color were more likely to strongly agree—26% versus 17% for whites. This complex effect is summarized in Graph 21 and Table 12 below.

Graph 21: Year Four participants’ responses by race/ethnicity to “Mosaic provided opportunities to socialize which have led me to think in another way about people who are different from me.” (N=43)



Source: Yr 4 data from Exit Survey developed by Planning Council, question 15

Table 12:

	People of Color	Whites
Strongly Agree	26%	17%
Agree	32%	50%
Neutral	32%	21%
Disagree	0%	13%
Strongly Disagree	11%	0%

“I will remember fondly the open dialog and heart felt conversations about our experiences and views of the world. I learned about myself and had an opportunity to view the world through other’s eyes.”

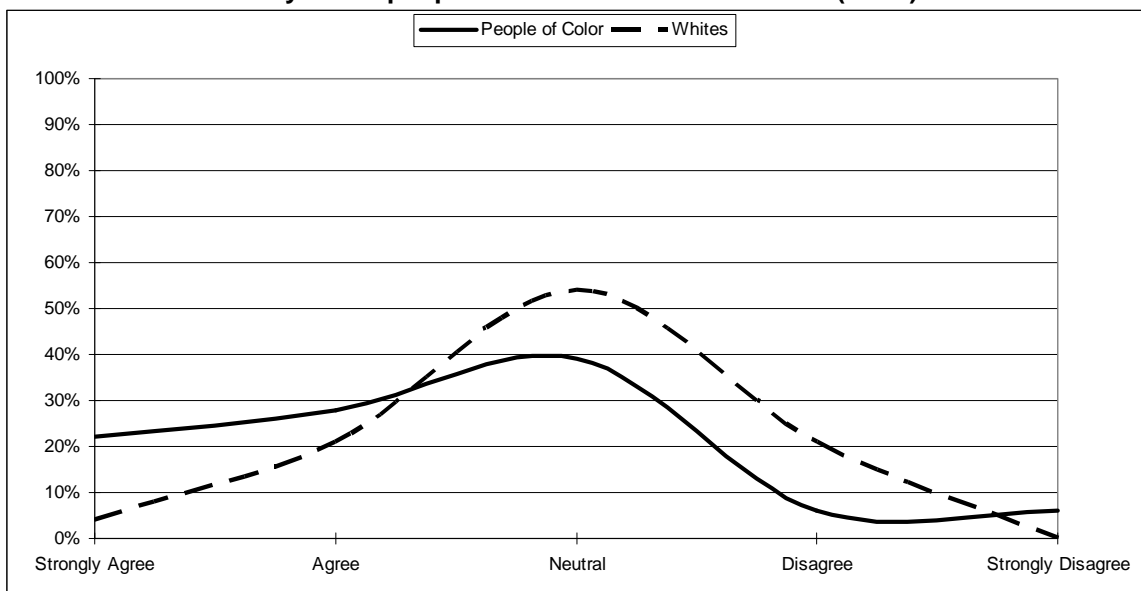
--Year Four Exit Survey

INT 5. Undergo a transformation in professional beliefs. Another sphere in which participants' thinking about the "other" could conceivably be transformed is in the professional arena. To learn more about whether the Mosaic program led participants to undergo a transformation regarding perceived professional differences, the Year Four survey asked participants whether the program had provided them with opportunities to have professional interactions which led them to think in another way about people who are different from them.

Among all participants who provided a response to the item, 36% (or 15 out of 42) strongly agreed or agreed that the Mosaic program had provided them with opportunities to have professional interactions which led them to think differently, while 17% (or 7 out of 42) disagreed or strongly disagreed with the statement. Approximately half (48%, or 20 out of 42) neither agreed nor disagreed with the statement.

For this item, participants of color were twice as likely as their white counterparts--50% versus 25%--to be at the top end of the scale (strongly agree or agree) and also were much more likely to strongly agree—22% versus 4% for whites.

Graph 22: Year Four participants' responses by race/ethnicity to "Mosaic provided opportunities to have professional interactions which have led me to think in another way about people who are different from me." (N=43)



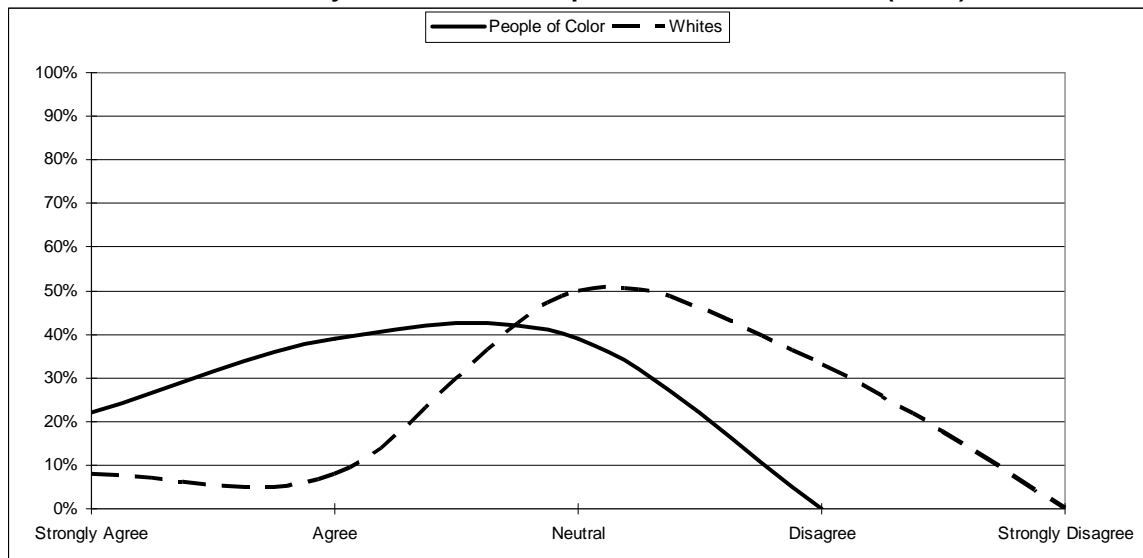
Source: Yr 4 data from Exit Survey developed by Planning Council, question 17

INT 6. Take action together with others to increase social capital. The final interpersonal measure of the effectiveness of Milwaukee Mosaic is whether participants act on their new beliefs, in concert with others, to effect change and increase social capital in Milwaukee. Several survey items were designed into the Year Four exit survey to gather information about this outcome objective.

The first item asked participants whether they planned to work together with their partner on an issue of importance to Milwaukee. Among all participants who provided a response to the item, 36% (or 15 out of 42) strongly agreed or agreed that they planned to work together with their partner on an issue of importance to Milwaukee, while 19% (or 8 out of 42) disagreed or strongly disagreed with the statement. The remaining 45% (or 19 out of 42) neither agreed nor disagreed with the statement.

Comparing the responses of participants who identified themselves as people of color to those who identified themselves as white, over 60% (61%, or 11 out of 18) of participants who identified as people of color strongly agreed or agreed that they planned to work together with their partner on an important issue, while just 17% (or 4 out of 24) of white participants strongly agreed or agreed that they planned to work with their partner. This represents a significant mismatch of expectations between people who would need to agree in order to take action together as a partner-pair.

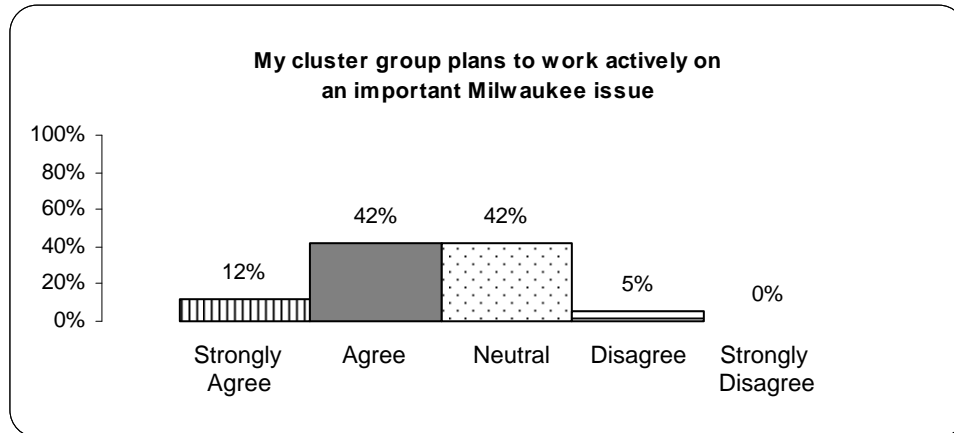
Graph 23: Year Four participants’ responses by race/ethnicity to “My partner and I plan to work actively on an issue of importance to Milwaukee.” (N=42)



Source: Yr 4 data from Exit Survey developed by Planning Council, question 23

Participants were asked if they planned to work together with their cluster group on an issue of importance to Milwaukee. Among all participants who provided a response to the item, over half (54%, or 22 out of 41) strongly agreed or agreed that their cluster group planned to work on an issue of importance to Milwaukee, while just 5% (or 2 out of 41) disagreed or strongly disagreed with the statement. Approximately 40% (42%, or 17 out of 41) neither agreed nor disagreed with the statement, as seen in Graph 24 on the next page.

Graph 24: Year Four participants’ responses to “My cluster group plans to work actively on an issue of importance to Milwaukee.” (N=41)



Source: Yr 4 data from Exit Survey developed by Planning Council, question 24

Early in its development, Milwaukee Mosaic set a benchmark of 20 to 30 Mosaic partners working together on community improvement projects each year. The data was to be collected by the coaches at the final cluster group meeting and reported in the program director’s year-end reports. Possibly because the reporting mechanism for this outcome was not well defined, it is difficult to assess whether the benchmark number of partners working on community involvement projects was ever met. The program director’s year-end reports document a short list of activities that were being contemplated by clusters or individuals, but had not yet been implemented at the time the reports were written. Still, the list provides a view of the types of action projects that Milwaukee Mosaic could reasonably expect participants to create or get involved in to increase social capital.

Year One – The Year One program director’s report mentions the following collaborative projects that were developed by Mosaic partner-pairs:

- African-American Women’s Project – activity completed by a partner-pair;
- Hospital-Foundation collaboration on Earned Income Tax Credit – activity completed by a partner-pair;
- One partner invited the other to teach a class at their university;
- Youth groups connection – a partner-pair was discussing ways to collaborate
- Religious tolerance – a partner-pair was brainstorming educational programs on this topic
- Fundraising for peace group – a partner-pair was discussing this activity

Year Three – The Year Three director’s report focused on plans for community involvement on the part of each cluster as follows:

- Alleged discrimination incident at Bar Louie (involving a Mosaic participant) reported as having “galvanized” the cluster; cluster considering potential responses as a group.

- One cluster interested in action had created a networking inventory showing the community involvement of all members of the cluster. There was no mention of whether any of the community involvement activities on the inventory were new activities inspired by Mosaic.
- Another cluster had not begun any community involvement activities, but had chosen three areas to focus on in the coming year (education, health care, job skills). This same cluster expressed a goal that every meeting room in the city would look like a Mosaic cluster gathering.
- One cluster reported interest in mentoring.
- A cluster was considering supporting the efforts of the Fair Housing Council.

"It is my desire that I can develop a greater level of relationship with members in my cluster and work towards the goals of the Mosaic program."

--Year Four Exit Survey

Long-Term Outcome Objectives (LT)

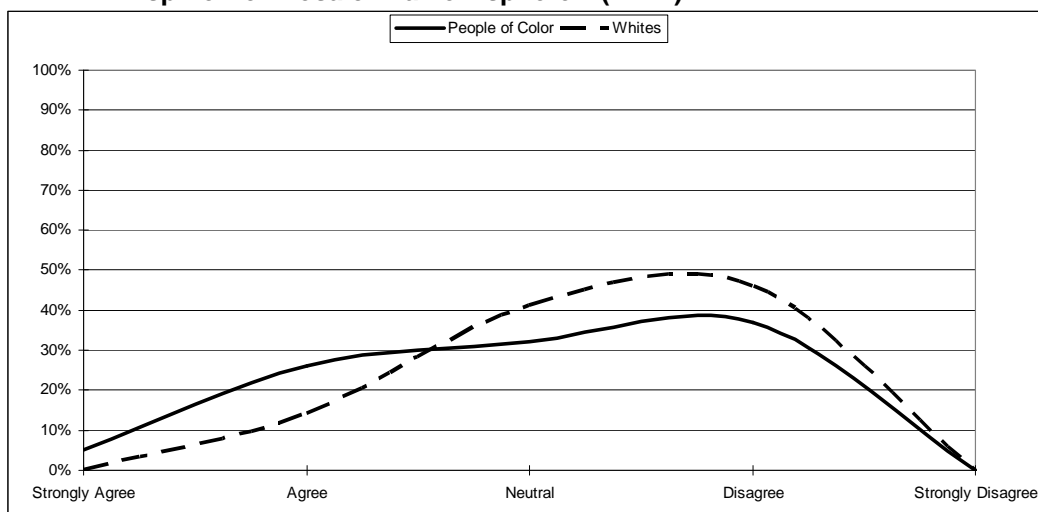
Progressing across the Milwaukee Mosaic logic model, at this point the program's architects surmise that if the project's individual- and interpersonal-level outcome objectives are being met successfully, the result should be increased social capital in Milwaukee. This increased social capital has the potential to have a more long-term impact on the city's organizations, communities, and policies. Program evaluation efforts to date have not focused on these longer-term outcomes, but some preliminary evidence has been gathered on one long-term outcome, and there are other indications that program participants intend to use what they learned in the program to continue to build social capital after graduating from Mosaic.

LT 1. Spinoffs. One of the long-term outcomes that the program director has attempted to track is the number of Mosaic spinoffs created for new audiences. Specifically, the Year Two director's report mentions several organizations interested in Mosaic spinoffs: Mt Mary College, the Milwaukee Police Department, Wisconsin Foundation of Independent Colleges and Manpower.

As one indication of how long it may take for such spinoffs to develop, two full years went by before the Mount Mary spinoff project, named "Students Building Bridges" became reality with the support of a grant from the Greater Milwaukee Foundation. The project held a kickoff meeting in May 2010 and a position description was being developed but the number of Mosaic graduates working on the project was unknown.

To determine whether participants are even considering starting a spinoff, the Year Four exit survey asked if respondents plan to start a spinoff of Mosaic in a new sphere (e.g., at their workplace or at their school). Among all participants who provided a response, approximately one-fifth (22%, or 9 out of 41) strongly agreed or agreed that they planned to start a Mosaic spinoff, while approximately 40% (42%, or 17 out of 41) disagreed or strongly disagreed with the statement. Roughly 40% (37%, or 15 out of 41) neither agreed nor disagreed that they planned to start a Mosaic spinoff. Participants of color were twice as likely as white participants--32% versus 14%--to strongly agree or agree that they would start a Mosaic spinoff, as shown in Graph 25.

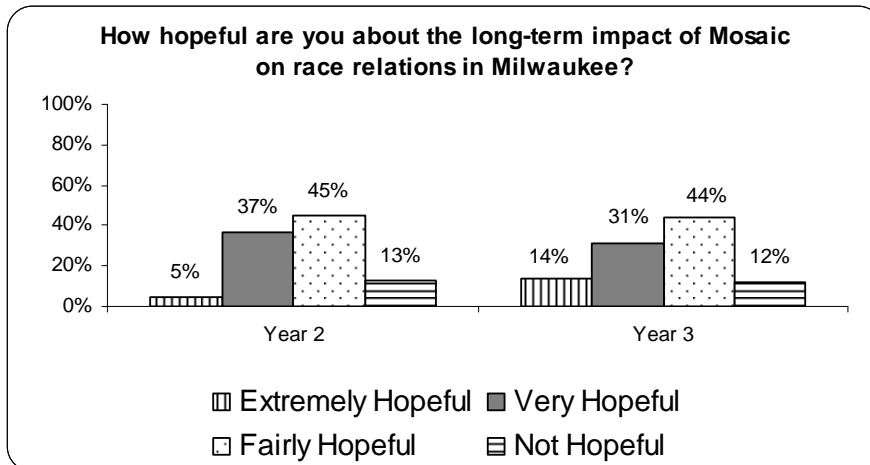
Graph 25: Year Four participants' responses by race/ethnicity to "I plan to start a spinoff of Mosaic in a new sphere." (N=41)



Source: Yr 4 data from Exit Survey developed by Planning Council, question 27

LT 2. Long-term hopes for the impact of the project. The Year Two and Year Three Exit Surveys asked participants to gauge their level of hope that the program would have a long-term impact on race relations in Milwaukee. Because the question was not asked pre/post, it is not a measure of the change in participant’s feelings over the course of the program but is rather a snap shot of how they were feeling at the end of the core program. The largest percentage of respondents said they were feeling “fairly hopeful” (Y2 45%; Y3 44%)—toward the lower end of the scale provided for the question, as can be seen in Graph 26 below.

Graph 26: Impact on Milwaukee Race Relations
(Year Two, N = 83, and Year Three, N = 79)



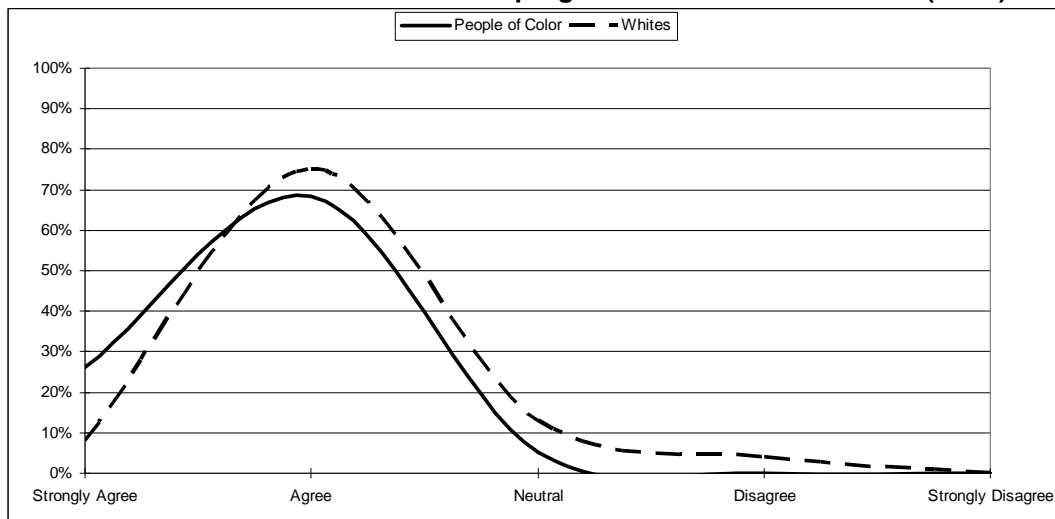
Source: Exit Survey developed by SAL Consulting (question not asked in year 1)

“[My most lasting impression of Milwaukee Mosaic is] the level of goodwill shared to improve the image of Milwaukee and building a better community where diversity [is] celebrated not feared”

--Year Four Exit Survey

LT 3. Intentions upon program graduation. Year Four participants were asked if they planned to continue their involvement with the Mosaic program as a Mosaic alumnus. Among all participants who provided a response to the item, 88% (or 38 out of 43) strongly agreed or agreed that they planned to continue their involvement with the Mosaic program as an alumnus, while just one participant disagreed or strongly disagreed with the statement. Less than 10% (9%, or 2 out of 43) neither agreed nor disagreed with the statement. Participants of color were somewhat more likely to strongly agree/agree than were white participants, as seen in Graph 27.

Graph 27: Year Four participants' responses by race/ethnicity to "I plan to continue my involvement with the Mosaic program as a Mosaic alumnus." (N=43)



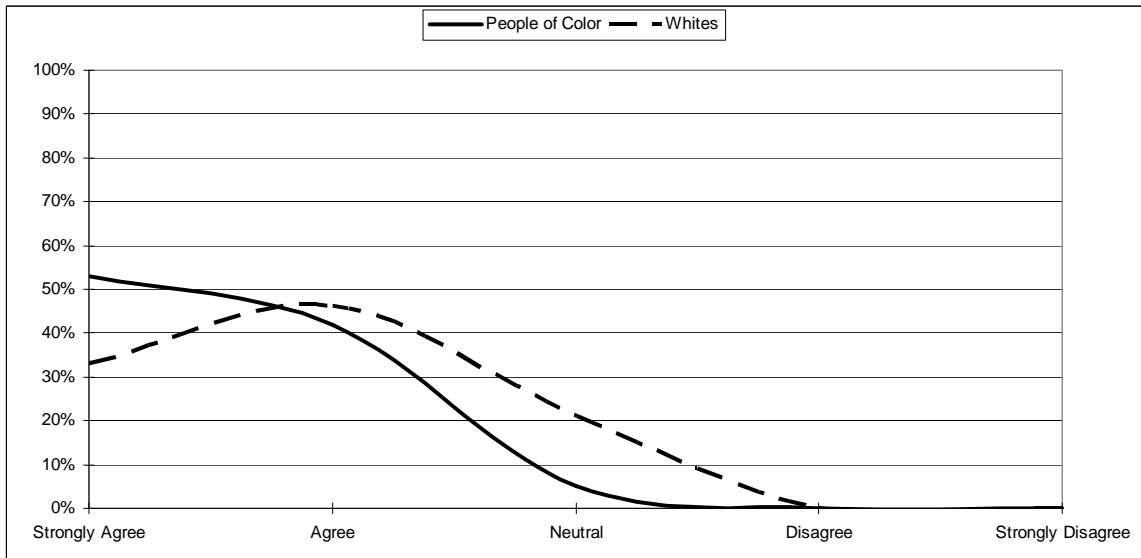
Source: Yr 4 data from Exit Survey developed by Planning Council, question 25

"My partner experience has been an incredible journey. I look forward to us continuing our relationship."

--Year Four Exit Survey

Participants were also asked if they planned to encourage others to be involved with the Mosaic program. Among all participants who provided a response, 86% (or 37 out of 43) strongly agreed or agreed that they planned to encourage others to participate in Mosaic, while the other 14% (or 6 out of 43) neither agreed nor disagreed with the statement. Comparing the responses of participants who identified themselves as people of color to those who identified themselves as white, 95% (or 18 out of 19) of participants who were people of color strongly agreed or agreed with that they would encourage others to participate in Mosaic, while approximately 80% (79%, or 19 out of 24) of white participants strongly agreed or agreed with the statement.

Graph 28: Year Four participants' responses by race/ethnicity to "I plan to encourage others to be involved with the Mosaic program." (N=43)



Source: Yr 4 data from Exit Survey developed by Planning Council, question 26

"The experience was very worthwhile and I intend to recommend it to others. "

-- Year Four Exit Survey

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VI. Core Program Recommendations

Although Milwaukee Mosaic is based on a program model that has reportedly been successful elsewhere, the community leaders who brought the program to Milwaukee wisely understood that any model needs to be adapted to a new location, tested in place, evaluated and retooled to fit its new home. By providing four years of funding for a pilot program, securing the long-term commitment of important community volunteers and knowledgeable staff, and including a variety of evaluation techniques, Milwaukee Mosaic laid the groundwork for a thorough assessment of the program's challenges and successes. Having examined the available evidence in Section III of this report, it is now possible to make several recommendations regarding the Milwaukee Mosaic core program that will enhance its effectiveness going forward.

- **Recommendation 1:** Build social capital across race and ethnicity in the Milwaukee community by continuing the Milwaukee Mosaic core program.

The Milwaukee Mosaic core program is effective and should continue its work building social capital for many reasons, including:

- People's views on race and ethnicity are not easily changed;
- Racism is institutionalized and cannot be erased in just nine months;
- While it is certainly important to work on attitudes "at the top," the beliefs of people throughout different organizational levels and in many different sectors of the community are no less in need of transformation; and
- Leadership is in constant flux and turnover exists even at the best organizations; there will always be new people who have not been exposed to the Mosaic message.

- **Recommendation 2:** Help build trusting relationships across race and ethnicity by continuing to use the current successful system for matching Milwaukee Mosaic partner-pairs.

The matching mechanism being used to match Milwaukee Mosaic partner-pairs should be retained. While matching will never be an exact science and there will always be a certain number of unsuccessful matches, nearly half of participants say their experience with their partner has been more than they expected, and in alumni surveys 77% of respondents say they are still in touch with their partners, successful results that support the matching methods currently in use.

- **Recommendation 3:** Increase the number of participants from the business sector and top managers and improve the professional networking opportunities presented to participants by revising the cluster group structure and recruitment targets.

Milwaukee Mosaic should consider reorganizing the cluster groups to increase attendance at cluster meetings and make the overall program experience more attractive to people in the for-profit sector. Evaluation results show that there is room to improve the professional networking aspects of the program. One way to do this could be to make one cluster group for CEOs/business owners, another for middle management and a third for entry-level professionals. At first this separation might seem counterintuitive, but it could provide several benefits. Individuals in top management are very busy people. Knowing they will be in a group with other CEOs/leaders, getting to network with others at their same level, may be just the hook that will get them in the program and keep them there. The same can be said of people at other management levels. Or clusters could be organized around specific business fields, such as a cluster for people in banking or a cluster for people in real estate.

- **Recommendation 4:** Create more opportunities for individuals to undergo personal transformation in their beliefs about “the other” by revising the cluster group curriculum.

Milwaukee Mosaic should retain the cluster group meetings but the curriculum needs to be revamped or replaced. No other part of the program received as many complaints as the cluster meetings. Much depends on the quality of the coaches, who need to be individuals who can allow—or even push toward—uncomfortable subjects and discussions without alienating participants completely. Attendance at the meetings averaged less than 50%, and many participants (and coaches, too) criticized the curriculum for not dealing with the really hard issues. Most people involved in Milwaukee Mosaic seem to agree that if true transformation in thinking about race and ethnicity is to occur, then a more provocative and impactful curriculum and approach needs to be implemented.

- **Recommendation 5:** Help participants build their relationship with their partner and have opportunities to socialize/network with people they normally wouldn’t get a chance to meet by continuing to host social events.

Milwaukee Mosaic should continue to host several social events throughout the year. These events are important opportunities for participants to network across clusters and would increase in importance if the clusters were organized around more exclusive groupings.

- **Recommendation 6:** Fully integrate the logic model into program oversight and planning.

The Milwaukee Mosaic Advisory committee should review, revise and approve the Milwaukee Mosaic logic model on an annual basis to ensure that the outcomes articulated continue to reflect programmatic changes, evaluation findings and current theories about building social capital.

- **Recommendation 7:** Enhance the volunteer infrastructure supporting the program.

Milwaukee Mosaic should develop volunteer subcommittees for curriculum development and evaluation. Members could include current core program participants, alumni, advisory committee members, and coaches. Under the direction of the advisory committee, these committees would work to review and revise the Milwaukee Mosaic curriculum and ongoing evaluation efforts. They would also be charged with ensuring that the program’s logic model, theory of change and proposed outcomes be incorporated into all aspects of the program and clearly communicated to participants.

- **Recommendation 8:** Reduce the complexity of the evaluation design and produce more useful results by following template surveys created in Year Four, discontinuing the storyboards in favor of a simpler targeted interview technique and ensuring that the views of participants who drop out of the program are included.

Milwaukee Mosaic should continue to implement the annual online exit and alumni surveys as piloted in Year Four, but the storyboard evaluation should be eliminated in favor of a more focused and less time-consuming qualitative evaluation technique like participant interviews. Whatever qualitative evaluation process is used, care should be taken to ensure that people who may have left the program partway through the year are represented in the final result.

- **Recommendation 9:** Increase the community's understanding of the benefits of Milwaukee Mosaic.

Milwaukee Mosaic should develop ways to increase the profile of the program in the community by communicating program achievements. The possibilities abound and should not be limited to electronic newsletters. Milwaukee Mosaic coaches, alumni and participants should be blogging about the program, making themselves available through a Speakers Bureau, and leading electronic discussion boards on topics related to racism and diversity, to name just a few possibilities.

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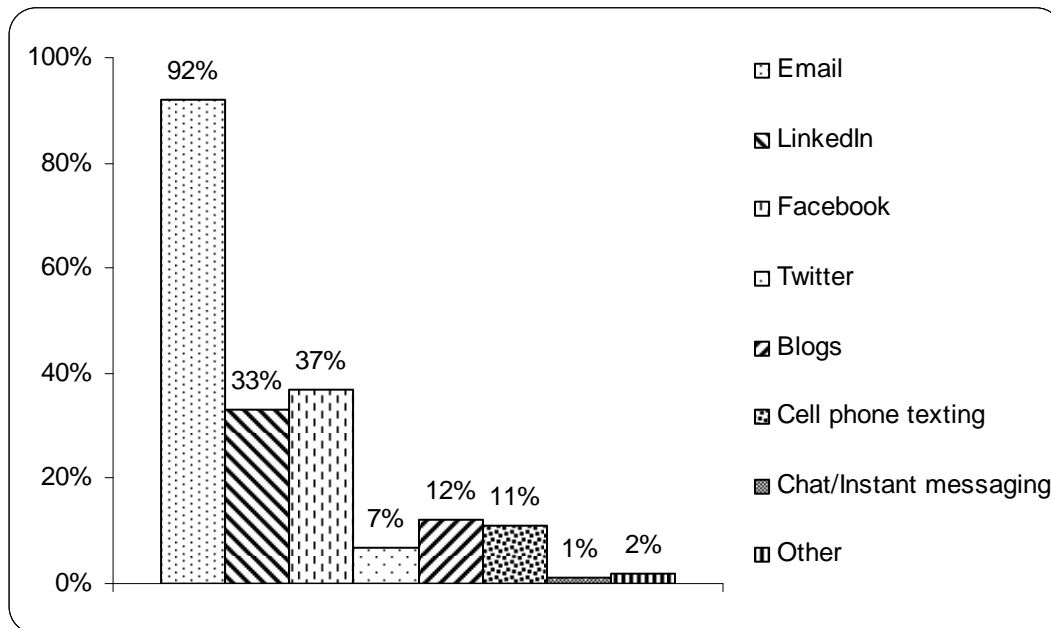
VII. Summary of Alumni Data and Analysis of Long-Term Outcomes

Milwaukee Mosaic’s four pilot years have produced approximately 650 alumni, a critical mass of people who could theoretically extend the lessons they learned in the program throughout Milwaukee. To discover the extent to which this is happening, Milwaukee Mosaic alumni have been surveyed several times over the course of the program.⁷ The results of these multiple surveys are summarized below.

Alumni preferred methods of communicating with Milwaukee Mosaic

To gather information on ways to engage alumni as Mosaic goes forward, the 2010 Alumni Survey asked alumni to specify their preferred modes of communicating with Milwaukee Mosaic. Alumni were able to select as many modes as they wished from the list that was provided. As Graph 29 illustrates, participants generally preferred standard email communications to other electronic communications tools, with 92% of participants indicating that it was a preferred mode of communication.

Graph 29: Mosaic Alumni responses to “Which of the following electronic communication tools would you prefer for communications with Milwaukee Mosaic?” (N=92)



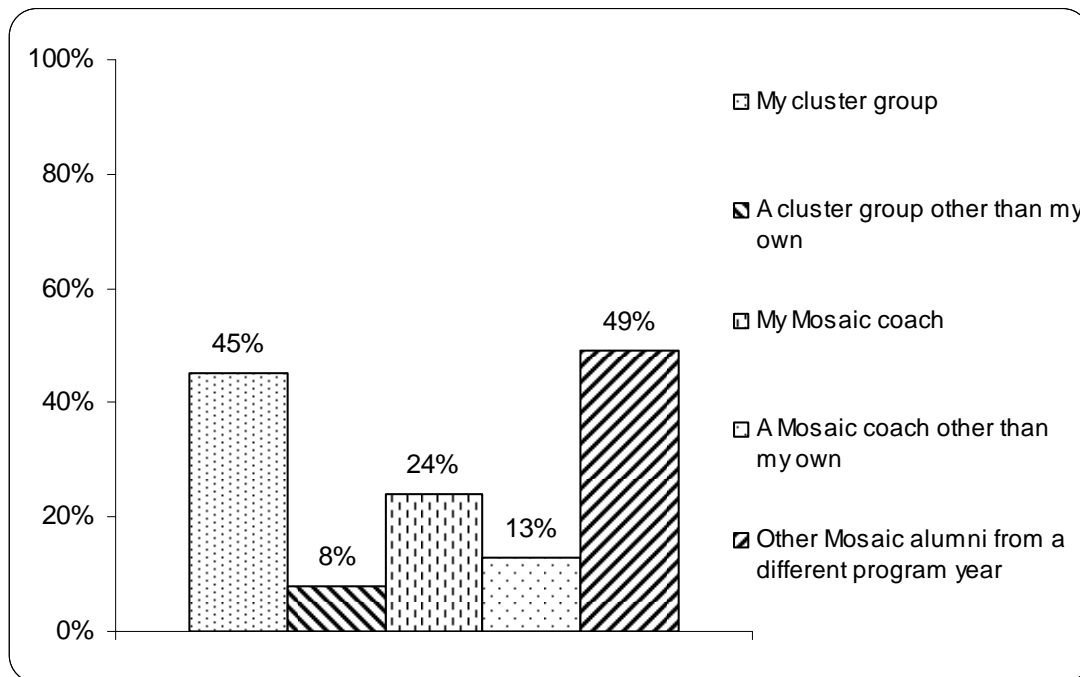
Source: 2010 Alumni Survey, question 23

⁷ Detailed information about the methodologies of these surveys and limitations of the data can be found in Section III of this report.

Alumni Interactions with Milwaukee Mosaic Since the End of the Core Program

In the 2010 Alumni Survey, Mosaic alumni were asked if they were in contact with anyone from Mosaic since completing the program, aside from their Mosaic partner. As is shown in Graph 30, nearly half (49%) of the alumni who completed the survey reported that they were still in contact with other Mosaic alumni from another program year; 45% reported that they were still in contact with their own cluster group; and approximately one-quarter reported that they were still in contact with their Mosaic coach. Over 15% (17%, or 16 out of 92) of alumni who completed the survey reported that they had not been in contact with anyone from Mosaic since completing the formal program.

Graph 30: Mosaic Alumni responses to “Are you still in contact with anyone other than your Mosaic partner since the end of the formal Mosaic program?” (N=92)

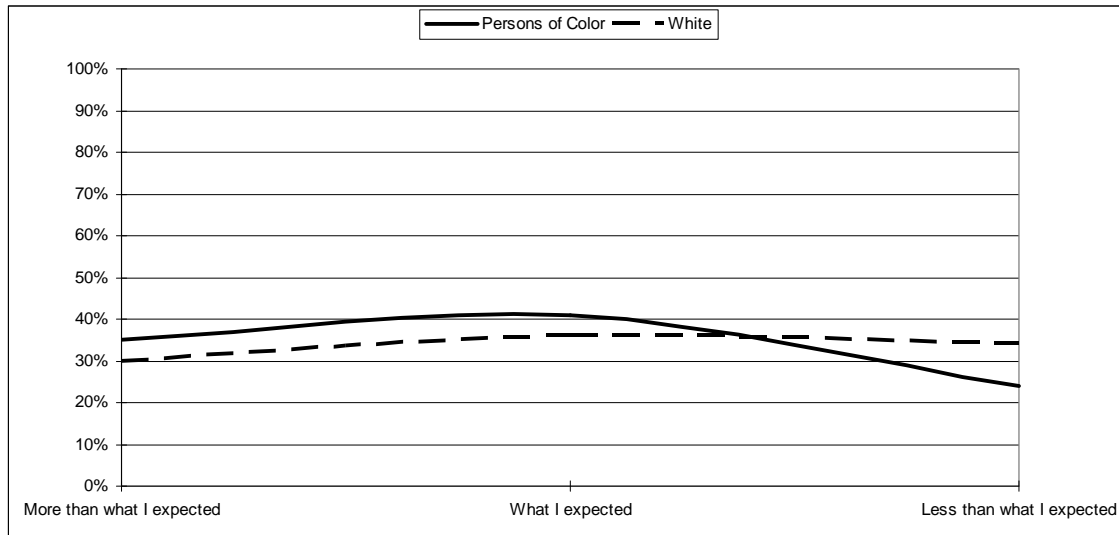


Source: 2010 Alumni Survey, question 1

The survey also asked alumni to rate the degree to which their experience with the Mosaic community after the end of the formal program met their expectations. Among those alumni who provided a response, 32% (or 29 out of 90) reported that their experience with the Mosaic community since the end of the formal program was more than what they expected, 38% (or 34 out of 90) reported that it was about what they expected, and 30% (or 27 out of 90) reported that it was less than what they had expected.

However, alumni who identified themselves as white were more likely to report that their experience with the Mosaic community since the end of the program fell short of their expectations. Specifically, while 24% (or 9 out of 37) of alumni who identified as people of color reported that their experience was less than what they had expected, 34% (or 18 out of 53) of white alumni reported that their post-program experience with the Mosaic community was less than what they had expected, as seen in Graph 31 on the next page.

Graph 31: Mosaic Alumni responses by race/ethnicity to “Overall, my experience with the Mosaic community since the end of the formal Mosaic program has been:” (N=90)



Source: 2010 Alumni Survey, question 13

- Interactions with Mosaic Partner Since the End of the Core Program

In general, participants in the longitudinal study by the storyteller noted ongoing partner-pair interaction after completing the core program, albeit at a decreased frequency. Interactions were described as being formal and informal. Formal interactions generally involved working together on a project that benefitted the larger community, while informal interactions involved the partner pair sharing and discussing recent things happening in their lives.

A more detailed measure of partner-pair interaction between Mosaic alumni is contained in the ICS Alumni Survey. In this survey, when asked how often they had been in contact with their partner since the end of the formal program, 28% of respondents said they had not been in contact. In a related question from the same survey, when asked “Since the end of the program, which of these statements best describes your current relationship with your partner?” over half of respondents (51%) stated that they had “drifted apart” and an additional 3% stated their “relationship has been terminated by mutual agreement.”

In the 2010 Alumni Survey, a similar pattern emerges, with just over two-thirds (70%, or 64 out of 92) of alumni who completed the survey indicating that they had some contact with their partner, while the remaining 30% (or 28 out of 92) report that no contact with their partner since completing Milwaukee Mosaic.

Reasons mentioned by alumni for lack of contact with partner

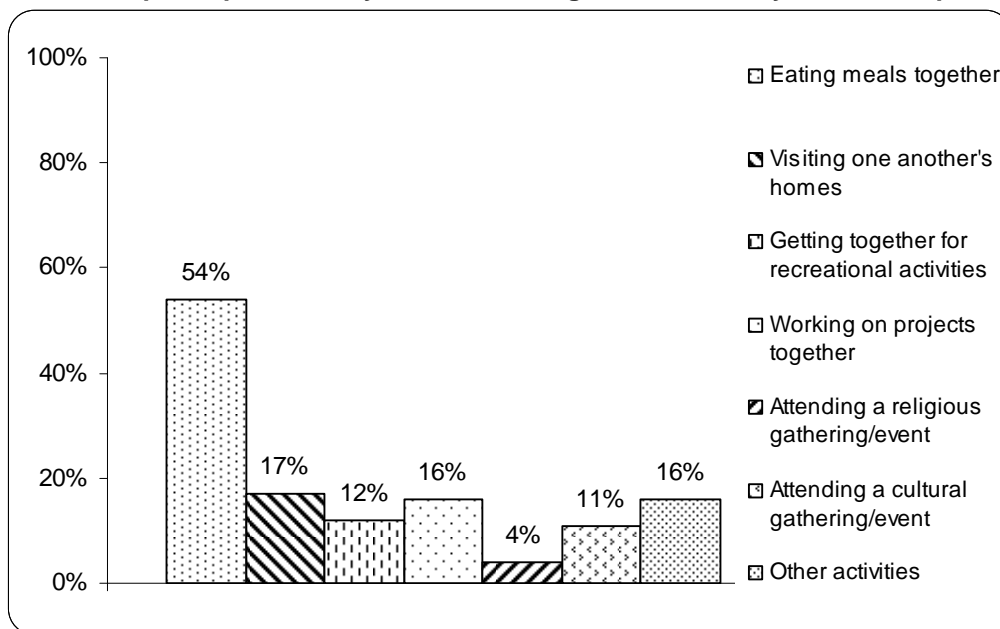
- We tried to connect, but found schedules and geography to be a challenge
- My partner disappeared and did not respond to repeated phone calls and emails
- My partner moved

-- 2010 Alumni Survey

For alumni who maintained contact with their partner after the end of the core Mosaic program, graph 32 illustrates the types of activities that brought the partners together. Just over half of all alumni who completed the 2010 Alumni Survey said they had gotten together with their Mosaic partner to eat meals together while just under 20% had visited one another's homes, worked on a project together (e.g., event planning, resource development), or had participated in some other activity.

- "Other" ways alumni say they are interacting with their partners*
- Emails (mentioned most by alumni)
 - Short conversations on the phone
 - Attended business development activities together
 - Coffee
 - Traveling to visit partner out-of-state
 - Seeing each other at Mosaic, networking & community events
 - At family funerals and weddings
- 2010 Alumni Survey

Graph 32: Mosaic Alumni responses to "Since completing the formal Mosaic program have you participated in any of the following activities with your Mosaic partner?" (N=92)



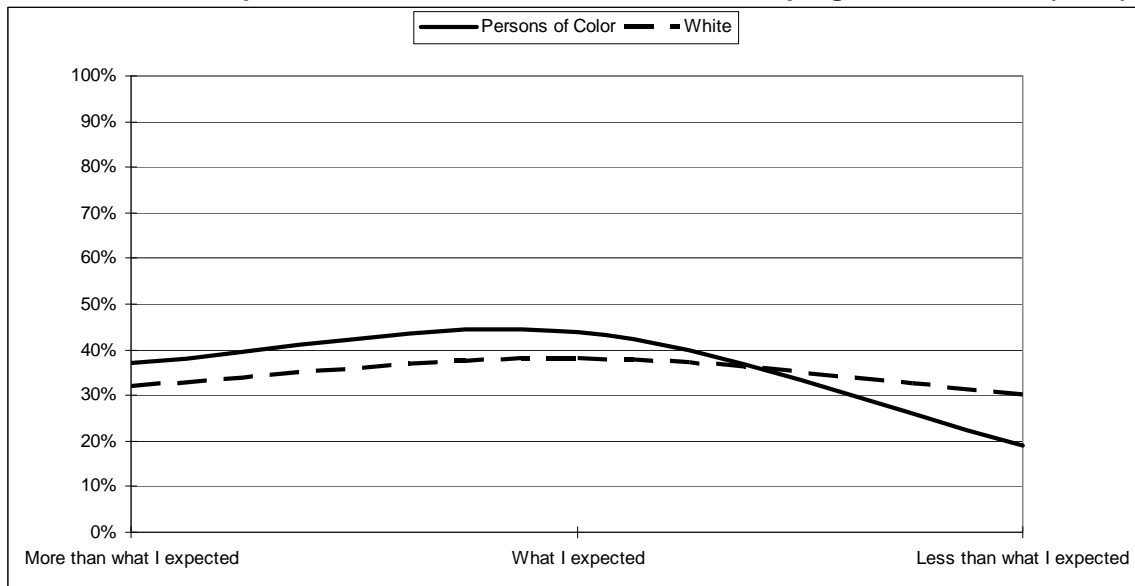
Source: 2010 Alumni Survey, question 2

The 2010 Alumni Survey followed up by asking how often alumni had been in contact with their Mosaic partner since the end of the formal program. Among alumni indicating some contact with their partner and who specified the frequency with which they had been in contact, nearly three-quarters (74%, or 48 out of 65) indicated that they were in contact at least every few months, while the remaining 26% (17 out of 65) reported that they were in contact about once a year since completing the Mosaic program. Notably, there were no significant differences in the frequency of contact with respect to the program years in which the alumni had completed the formal Mosaic program.

Alumni who had continued a relationship with their partner were asked to rate the degree to which their experience with their Mosaic partner since the end of the program had met their expectations. Approximately one-third (34%, or 22 out of 64) of the alumni who had continued their relationship reported that their experience was more than what they expected, approximately 40% (41%, or 26 out of 64) reported that it was about what they expected, and one-quarter (25%, or 16 out of 64) reported that it was less than what they had expected.

Alumni who identified themselves as white were more likely to report that their experience with their partner since the end of the program fell short of their expectations. Specifically, while 19% of alumni who identified as people of color (or 5 out of 27) reported that their experience was less than what they had expected, 30% of white alumni (or 11 out of 37) reported that their post-program experience with their partner was less than what they had expected, as indicated in Graph 33 below.

Graph 33: Mosaic Alumni responses by race/ethnicity to “Overall, my experience with my Mosaic partner since the end of the formal Mosaic program has been:” (N=64)



Source: 2010 Alumni Survey, question 9

- Involvement with Cluster Groups Since the End of the Core Program

The majority of alumni who responded to the fall 2009 Alumni Exit Survey indicated that their cluster group had met after the formal program had ended, with 63% (or 54 out of 86) indicating that their cluster group met within twelve months of the end of the program. However, while most of the respondents indicated that their cluster group had met, 48% (or 41 out of 86) indicated that they had not participated in the gatherings with their cluster group. For those who did not participate in the gatherings, scheduling conflicts were the most common reason given for not participating.

“The people I have met in my cluster are a wealth of knowledge and experience that I will continue to stay in contact with.”
--2010 Alumni Survey

“We did meet, several times over two years, but without any structure, the meetings fell apart.”
--2010 Alumni Survey

“My Mosaic group (specifically our co-leaders) have made no efforts to keep our group in contact. They didn't even show up to the final event.”
--2010 Alumni Survey

Mosaic Alumni Interest in Continuing Engagement with the Program

The fall 2009 Alumni Interest Survey specifically asked Mosaic alumni about their level of interest as well as their personal preferences for how they would like to engage with other alumni and the Mosaic program going forward. A total of 77 out of the 88 survey respondents provided responses to the items regarding future engagement. Results from these items are listed below:

- Alumni who responded to the items on future engagement preferred connecting with other alumni through educational events (79% or 61 out of 77), social events (71.4% or 55 out of 77), or strategy sessions to determine how Mosaic graduates can make a difference in the community (71.4% or 55 out of 77).
 - The topic that alumni were most interested in addressing with fellow alumni were racial equity (70% or 54 out of 77), educational reform (68% or 52 out of 77), and poverty (57% or 44 out of 77).
 - Over half of respondents (59% or 45 out of 76) expressed a preference for face-to-face rather than virtual meetings, and nearly the same percentage indicated that they would be willing to get together quarterly (58% or 44 out of 76).
 - When asked about ways of engaging with fellow alumni out and about in the community, many participants expressed an interest in recruiting new participants for the Mosaic program (66% or 41 out of 62) or communicating the Mosaic program and its values to youth (50% or 31 out of 62).

Individual- and interpersonal-level Long-Term program outcomes (LT)

LT1 Alumni will continue to experience personal transformation regarding diversity.

To explore whether or not Milwaukee Mosaic participants continued to experience personal transformation after completing the core program, the 2010 Alumni Survey asked alumni if, since the end of the formal program, their relationship with their Mosaic partner has led them to think in another way about people who are different from them.

"The quality of the people I met and still stay in touch with from many walks of life and of different ethnicities has added so much richness to my life. It really has been a life-changing experience for me. I am not sure exactly how to explain it, but I am different as a result of this experience."

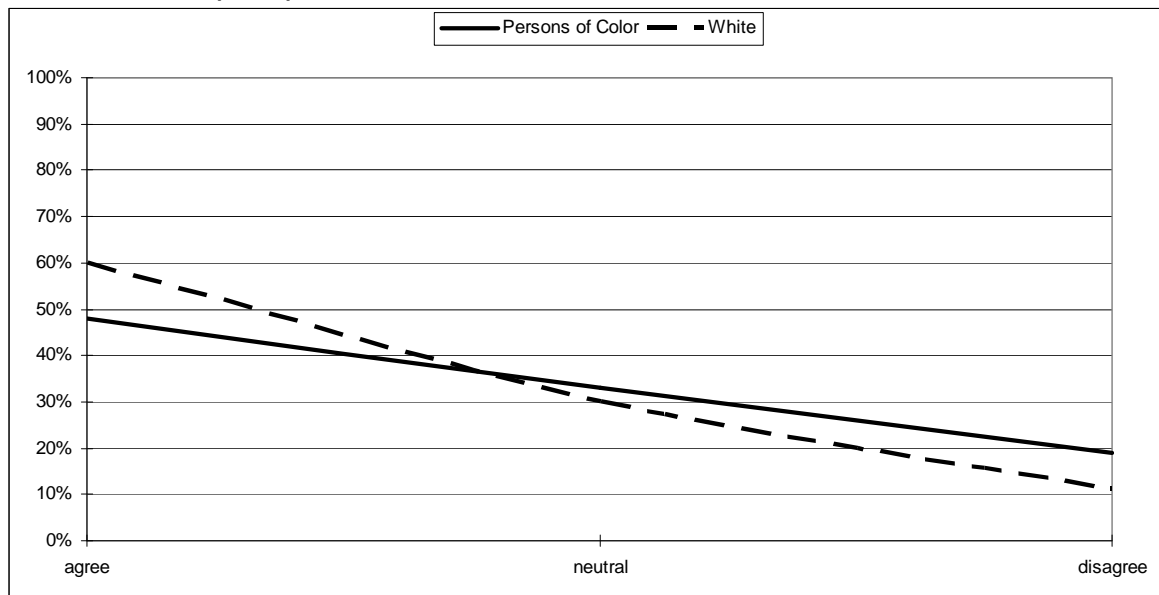
--2010 Alumni Survey

Among the alumni who reported that they continued a relationship with their partner, over half (55%, or 35 out of 64) strongly agreed or agreed that their relationship with their Mosaic partner since the end of the formal program has led them to think differently, while 14% (or 9 out of 64) disagreed or strongly disagreed with the statement. Nearly one-third (31%, or 20 out of 64) neither agreed nor disagreed that their relationship with their Mosaic partner since completing the program has led them to think in another way about people who are different from them.

Comparing the responses of alumni who identified themselves as people of color to those who identified as white, white participants were more likely than were participants of color to strongly agree or agree that their relationship with their Mosaic partner since the end of the

formal program has led them to think in another way about people who are different from them. Nearly half (48%, or 13 out of 27) of alumni who were people of color strongly agreed or agreed with the statement, while 60% (or 22 out of 37) of white alumni strongly agreed or agreed with the statement, as shown in Graph 34. These results are similar to those found in the Year Four Exit Survey.

Graph 34: Mosaic Alumni responses by race/ethnicity to “My relationship with my Mosaic partner has led me to think in another way about people who are different from me.” (N=64)



Source: 2010 Alumni Survey, question 5

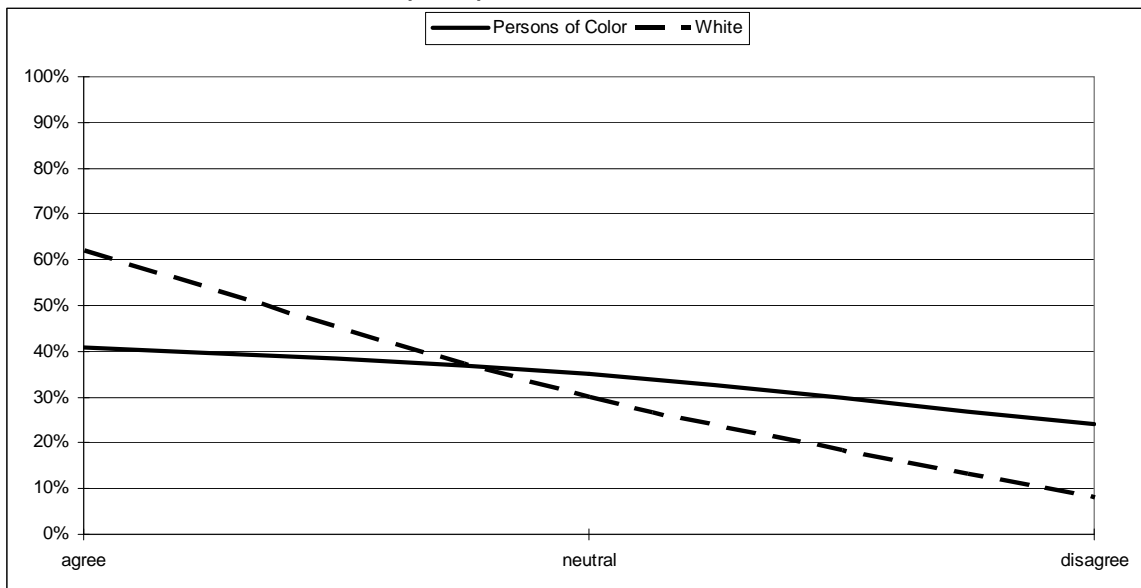
Participants were also asked if their interactions with the larger Mosaic community after completing the program have led them to think differently about racial, ethnic, and cultural difference. Among all of the alumni who completed the survey, over half (53%, or 48 out of 90) strongly agreed or agreed that their interactions with the larger Mosaic community since the end of the formal program have led them to think differently, while 14% (or 13 out of 90) disagreed or strongly disagreed with the statement. Nearly one-third (32%, or 29 out of 90) neither agreed nor disagreed that their post-program interactions with the Mosaic community have led them to think differently about interpersonal difference.

“I incorporate cultural competency into staff trainings more meaningfully now”

--2010 Alumni Survey

Comparing the responses of alumni who identified themselves as people of color to those who identified as white, while 41% (or 15 out of 37) of alumni who were people of color strongly agreed or agreed that their interactions with the larger Mosaic community since the end of the formal program have led them to think differently, 62% (or 33 out of 53) of white alumni strongly agreed or agreed with that statement. See Graph 35 below for details.

Graph 35: Mosaic Alumni responses by race/ethnicity to “Because of my interactions with the larger Mosaic community, I now think differently about racial, ethnic, and/or cultural difference.” (N=90)



Source: 2010 Alumni Survey, question 10

LT 2 Alumni will continue to increase the level of trust they have in their partner.

To ascertain whether alumni continued to build a trusting relationship with their Mosaic partner beyond the end of the formal program, alumni were asked in the 2010 Alumni Survey whether they could confide in their partner about things going on in their personal and professional lives and whether they could trust their partner.

Among the alumni who reported that they continued a relationship with their partner, two-thirds (66%, or 42 out of 64) strongly agreed or agreed with the statement, “my Mosaic partner is someone in whom I can confide about things going on in my personal life,” while approximately one in ten (8%, or 5 out of 64) disagreed or strongly disagreed with the statement. Roughly one-quarter (27%, or 17 out of 64) neither agreed nor disagreed that they could confide in their partner about their personal life. The responses to this item on the survey were similar when comparing alumni who identified themselves as people of color to those who identified themselves as white.

Further, among the alumni who reported that they continued a relationship with their partner, three-quarters (75%, or 48 out of 64) strongly agreed or agreed with the statement, “my Mosaic partner is someone in whom I can confide about things going on in my professional life,” while just 5% (or 3 out of 64) disagreed or strongly disagreed with the statement. The remaining 20% (or 13 out of 64) neither agreed nor disagreed that they could confide in their

partner about their professional life. As above, the responses to this item were also similar when comparing alumni who identified themselves as people of color to those who identified themselves as white.

Finally, when asked to respond to the statement, “my Mosaic partner is someone I can trust,” 87% (or 55 out of 63) of the alumni who had continued a relationship with their partner strongly agreed or agreed with the statement, and nearly 15% (13%, or 8 out of 63) neither agreed nor disagreed that they could trust their partner. None of the alumni who had continued a relationship with their partner either disagreed or strongly disagreed with the statement. In addition, the responses to this item were similar with respect to whether alumni identified as people of color or whether they identified as white.

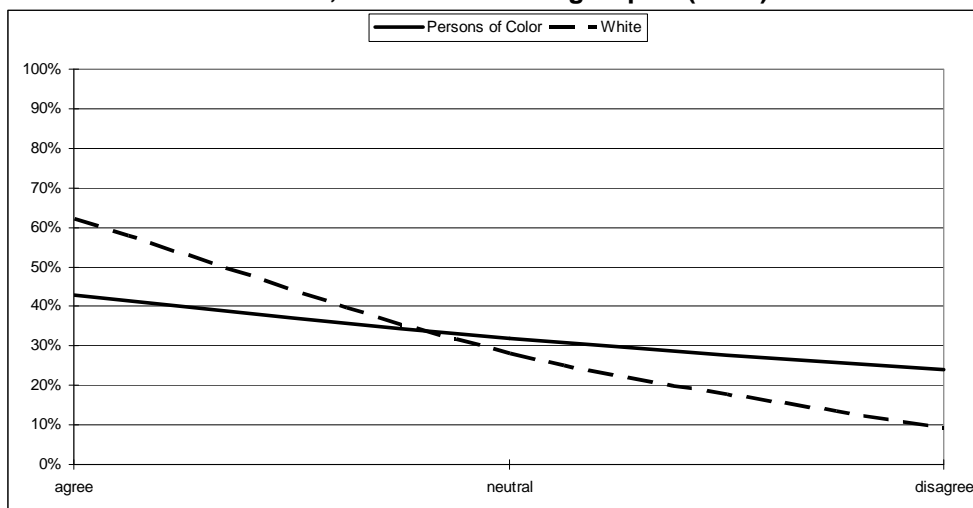
Organizational- and community-level Long-Term program outcomes (LT)

LT 3 Diverse professional & social networks are increasingly connected.

Mosaic alumni were asked in the 2010 Alumni Survey if their interactions with the larger Mosaic community since the end of the formal program have led to their social networks being more diverse. Among all of the alumni who completed the survey, over half (54%, or 49 out of 90) strongly agreed or agreed that their interactions with the larger Mosaic community since the end of the formal program have led to their social networks becoming more diverse, while 16% (or 14 out of 90) disagreed or strongly disagreed with the statement. Nearly one-third (30%, or 27 out of 90) neither agreed nor disagreed that their post-program interactions with the larger Mosaic community have helped them to diversify their social networks.

Comparing the responses of alumni who identified themselves as people of color to those who identified as white, while 43% (or 16 out of 37) of alumni who were people of color strongly agreed or agreed that their interactions with the larger Mosaic community since the end of the formal program have led to their social networks being more diverse, 62% (or 33 out of 53) of white alumni strongly agreed or agreed with that statement, as shown in Graph 36 below.

Graph 36: Mosaic Alumni responses by race/ethnicity to “Because of my interactions with the larger Mosaic community, my social network now includes more people from different racial, ethnic or cultural groups.” (N=90)

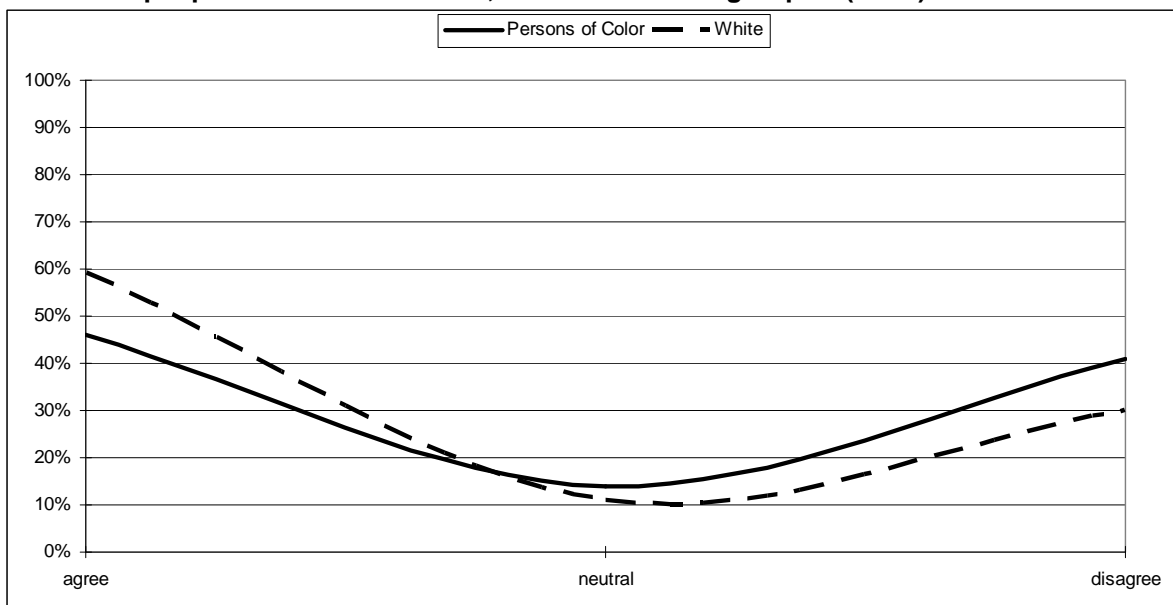


Source: 2010 Alumni Survey, question 11

The 2010 Alumni Survey also asked whether alumni interactions with the larger Mosaic community since the end of the formal program have helped them to diversify their professional networks. Of alumni completing the survey, approximately half (53%, or 48 out of 90) strongly agreed or agreed that their interactions with the larger Mosaic community since the end of the formal program have led to their professional networks becoming more diverse, while 12% (or 11 out of 90) disagreed or strongly disagreed with the statement. Over one-third (34%, or 31 out of 90) neither agreed nor disagreed that their post-program interactions with the larger Mosaic community have helped them to diversify their professional networks.

Comparing the responses of alumni of color to those who identified as white, alumni of color were less likely than white alumni (46% versus 59%) to strongly agree or agree that their interactions with the larger Mosaic community since the end of the formal program have led to their professional networks being more diverse, as seen in Graph 37.

Graph 37: Mosaic Alumni responses by race/ethnicity to “Because of my interactions with the larger Mosaic community, my professional network now includes more people from different racial, ethnic or cultural groups.” (N=90)



Source: 2010 Alumni Survey, question 12

LT 4 Mosaic spinoffs are created for new audiences

Mosaic alumni were asked whether they had started or participated in a spinoff of Mosaic in a new sphere (e.g., at their workplace or at their school). Among all alumni who provided a response, just 8% (or 7 out of 90) reported that they had started or participated in a spinoff, while the remaining 92% (or 83 out of 90) reported that they had not.

Comparing the responses of alumni who identified themselves as people of color to those who identified themselves as white, the responses to this item were relatively similar. Those alumni who answered “yes” to the survey item were then asked to briefly explain the activity in which they had participated. Among the seven participants who indicated that they had started or participated in a Mosaic spinoff, several said they were involved in replicating the Mosaic experience, while others were involved in projects aimed at diversifying organizations and other systems.

LT 5 Community leaders take action on critical community issues

"Participating in Mosaic has helped me realize the importance of being active in the community."

--2010 Alumni Survey

Alumni were asked in the 2010 Alumni Survey if they had become personally active on an issue of importance to Milwaukee, separately from other Mosaic participants, since the end of the formal program. Among all alumni who provided a response, over half (55%, or 48 out of 87) reported that they had had become personally active on an issue of importance, while the remaining 45% (or 83 out of 90) reported that they had not. There was no significant difference on this item when comparing the responses of alumni who were people of color and those who were white.

Alumni who answered "yes" to the survey item were then asked to briefly explain their response. Among the 48 participants who indicated that they had become personally active on an issue of importance, alumni cited a range of issues. One alumni simply stated "I'm involved in the same important issues now as I was before," a reply that was echoed several times throughout the survey by different individuals. Another individual was not currently involved, but is "Still trying to figure in what realm or how I will be doing so."

Issues in which Mosaic alumni report being personally active

- Education reform
- Public health
- Homelessness
- Youth violence
- Race relations
- HIV/AIDS
- Politics
- Intergenerational issues
- Women's issues

--2010 Alumni Survey

The survey also asked alumni if they were working with their partner on an issue of importance to Milwaukee since the end of the formal program. Among all alumni who provided a response, just over 10% (12%, or 11 out of 89) reported that they had been working with their partner on an issue of importance, while the remaining 88% (or 78 out of 89) reported that they had not.

Actions taken by Mosaic alumni together with their partners

- Serving on nonprofit boards of directors together
- Working on education initiatives
- Working on projects to address racial disparities
- Working on events for youth

--2010 Alumni Survey

In addition, the 2010 Alumni Survey asked whether the cluster groups were working on an issue of importance to Milwaukee since the end of the formal program. Among all alumni who provided a response, just 3% (or 3 out of 88) reported that their cluster group was working on an issue of importance, while 97% (or 85 out of 88) reported that it was not.

Activities that Mosaic alumni report working on with their clusters

- Joined a Board of a nonprofit because of contact in cluster
- Worked with a member of my cluster group on a student winterim experience between our two universities

--2010 Alumni Survey

"I loved my experience with my group. We met regularly for a year after the formal program. But then I think people just got busy. If we could have found a project that individuals and our group could have committed to, I think the group would have remained working together. We got along great and learned so much from one another. It's a shame."

--2010 Alumni Survey

Milwaukee Mosaic Overall Alumni Impressions

Of those program graduates participating in the longitudinal study, the storyteller notes that many continue to be pleased with their Mosaic experience and keep in contact with their partner-pair after completing the core program. For some participants, Mosaic provided the opportunity to “break traditional boundaries,” and supported their personal efforts to make connections with people.

As noted the by the storyteller, participants developed more realistic expectations about what Mosaic could accomplish after completing the program. While participants were optimistic about specific projects and activities that Mosaic participants might be involved with, it was noted that a different approach would be necessary to have an impact on racial and ethnic relations at the community level.

“The exposure to an outstanding group of people that personally left me with a confident sense of hope for the future of our community.”

--2010 Alumni Survey

“I will always treasure the experience with my cluster during which we were out dining; while we discussed our cultural experiences as children, on-lookers appeared to be amazed that our discussion was so open and liberating”

--2010 Alumni Survey

“I would love to see the program have a second program for those who are ready to get into more sensitive issues surrounding diversity in Milwaukee.”

--2010 Alumni Survey

“While the issue of race was addressed during cluster meetings, I'm not sure people were honest enough with themselves to create change within society as a whole.”

--2010 Alumni Survey

“I really didn't have a positive experience with Mosaic. I don't question that Milwaukee has deep racial tensions and issues to overcome, but this program is too superficial to fix what's really going on. Had all the participants spent an equivalent amount of time volunteering for local nonprofits, significantly more progress fixing the many ills of Milwaukee would have been made.”

--2010 Alumni Survey

“My most memorable experience is the exciting and genuine impressions I feel and receive when I am with other Mosaic-Knights, ‘Yes we can change Milwaukee’ a sense of hope.”

--2010 Alumni Survey

“I think [I will most remember] the experience of not just connecting with people of different ethnic backgrounds than myself, but also connecting with an intergenerational network. I didn't even realize how "important" some of the folks in my cluster were until well after we'd bonded. Mosaic really is a great opportunity to forge deep relationships across many lines, not just ethnic”

--2010 Alumni Survey

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VIII. Alumni Engagement Recommendations

When reflecting upon their Milwaukee Mosaic experience with hindsight, a few alumni express that Mosaic had little lasting effect on their lives. Others feel the program confirmed and strengthened previously-held beliefs. But for the majority of alumni responding to program surveys, Milwaukee Mosaic was an important, even life-changing experience that they cherish.

In the parlance of Mosaic, the program has created “social capital”—hundreds of like-minded, enthusiastic supporters sprinkled throughout Milwaukee, an entire network that should be able to affect the way that people relate to one another across race and ethnicity in the city. The question now becomes how to harness this social capital and direct it to create real change in race relations in Milwaukee. The Milwaukee Mosaic logic model identified a host of long-term outcomes that could conceivably be achieved by program alumni with a desire to influence local organizations, communities, and policies; below are several recommendations for Milwaukee Mosaic alumni activities that will help achieve the program’s long-term outcomes.

- **Recommendation 1:** Help alumni continue to experience personal transformation regarding diversity and increase the diversity of community boards of directors through a volunteer opportunity matching service.

Milwaukee Mosaic should start a service that can match alumni with volunteer opportunities. There are Mosaic alumni who wish to continue their transformational journey of diversity but who do not know how to do so. At the same time, there are many Milwaukee causes, coalitions and committees that are desperately in need of new volunteers, particularly people of color. To serve both these groups, alumni could be linked with an existing volunteer placement service, such as the Volunteer Center at the Nonprofit Center, or, as was suggested at a May 2010 alumni event, Milwaukee Mosaic could establish its own online clearinghouse.

- **Recommendation 2:** Help alumni build their relationship with their partner and have opportunities to socialize/network with people they normally wouldn’t get a chance to meet by continuing to host social events.

Milwaukee Mosaic should continue to host social events throughout the year. Alumni say these events help them stay in touch with their partners and with the overall program.

- **Recommendation 3:** Help alumni take leadership action on critical community issues through the creation of an online clearinghouse, wiki or other online resource and support site.

Milwaukee Mosaic should consider the creation of an online clearinghouse or wiki, possibly in conjunction with an established entity such as the Helen Bader Institute for Nonprofit Management. More than half of alumni report that they have become personally active on an issue of importance to Milwaukee, 10% say they are working with their partner on an issue of importance to the city, and 3% say their cluster is doing so. Without a formal structure, such efforts will be disjointed and difficult to sustain. Also, there may be alumni who wish to get involved but who don’t know how. An online clearinghouse could include best practices in community engagement and activism, successful models of communities that have improved their race relations, policy issues related to diversity, and other related topics. Also, the

clearinghouse could create an online space for ongoing discussions amongst alumni via bulletin boards or listserves dealing with different topics.

- **Recommendation 4:** Create Mosaic spinoffs and new collaborations to address racial disparities by identifying one special nonprofit partner agency each year as the focus of alumni activity.

Milwaukee Mosaic should select one nonprofit each year as a special partner. In much the same way that Professional Dimensions selects one nonprofit as the beneficiary of its charitable efforts every two years, Milwaukee Mosaic could select one nonprofit annually and focus all alumni volunteer efforts there. Such efforts could include fundraising for the organization, but should not be limited to such assistance. Rather, the partnership between Milwaukee Mosaic and the nonprofit should be based on assisting the nonprofit to become more diverse, perhaps in terms of staffing, board of directors, clientele, or policies.

- **Recommendation 5:** Work to achieve the Community- and Policy-Level Outcomes of Milwaukee Mosaic by creating a volunteer alumni committee.

Milwaukee Mosaic should create a volunteer Alumni Committee to support the above recommendations and provide an ongoing source accountability for the alumni engagement program. The committee should consist of dedicated alumni responsible for overseeing the implementation of the alumni program and evaluating its success. This group could support the above recommendations and investigate other strategies that will help achieve the other community- and policy-level outcomes expressed in the Milwaukee Mosaic logic model.

IX. References

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APPENDIX A

**Mosaic Advisory Committee
As of 1/12/09**

Rafael Acevedo, Jr.
Greater Milwaukee Foundation

Mary McCormick
Milwaukee Rotary

Cassandra Alston
Johnson Controls, Inc.

Jeanette Mitchell
Cardinal Stritch University

Mayor Tom Barrett
Office of the Mayor

Janan Najeeb
Milwaukee Muslim Women's Coalition

Tina Chang
Syslogic, Inc.

Paula Penebaker
YWCA of Milwaukee

Gwen Dansby
JPMorgan Chase Foundation

Joan Prince
UW-Milwaukee

Jeannie Fenceroy
Greater Milwaukee Foundation

Kip Richie
Potawatomi Development Corp.

Christy Garcia-Thomas
United Performing Arts Fund

Mark Sablijak
Business Journal

Jeff Gauvin
Wells Fargo

Dionne Shaw
Greater Milwaukee Foundation

Ralph Hollmon
Milwaukee Urban League

Leslie Silletti
Office of Mayor Tom Barrett

Doug Holton
City of Milwaukee

Paula Simon
Milwaukee Jewish Council for Community
Relations

Doug Jansson
Greater Milwaukee Foundation

Marcus White
Greater Milwaukee Foundation

Rhonda Kelsey
City of Milwaukee-Department of Administration

Tracy Williams-Maclin
Greater Milwaukee Foundation

APPENDIX B

Milwaukee Mosaic Program Coordinator (Director) Job Description

The Program Coordinator will be responsible for all matters relating to the implementation of the program and ensuring that the program's quality and integrity are maintained. The individual or organization should be passionate about the issue of race relations and community development and should have experience interacting professionally at high levels. Additionally, the Program Coordinator will be responsible for sub-contracting with and supervising 2 Master Coaches and 10 Coaches who will facilitate cluster group gatherings and, if necessary, provide support for the participants in the development of their relationships. In total, the responsibilities of the Program Coordinator equate to 1 FTE.

The individual or organization will be paid by the Greater Milwaukee Foundation, but will be accountable to an Advisory Committee comprised of 12-15 community leaders.

The Program Coordinator's responsibilities cover the following areas:

Program Oversight and Management:

- Ensure that the program's quality and integrity are maintained
- Oversee timeline and budget
- Deliver progress reports and budget status to Advisory Committee
- Develop the agenda for and conduct stewardship meetings with the Advisory Committee
- Oversee Master Coaches and Coaches
- Oversee distribution and administration of measurement instruments and evaluation surveys

Communication

- Communicate with program champions, coaches, advisors, and stakeholders in the community, as needed
- Notify participants of their acceptance/deferment
- Send reminders/updates to partners throughout the process
- Support program champions in their roles as the communication link to the community and media
- Act as the point of contact for the Idea Connection Systems Mosaic Director

Data Collection and Reporting

- Collect data from coaches, and process, summarize and report results from all measurement tools distributed in the cluster group gatherings
- Track attendance, collect, and process evaluations, and tabulate data

Inventory Management

- Maintain a database of contact information for program participants
- Collect, compile, format, print and collate all program bios and contact information
- Maintain a supply of all handouts

Logistics Coordination

- Schedule Advisory Committee meetings,
- Coordinate coach trainings, and all cluster group gatherings
- Plan and coordinate the large group gatherings
- Arrange locations, food, beverages, equipment, set-up, etc. for all meetings
- Prepare meeting materials

APPENDIX C

Milwaukee Mosaic Program Master Coach Job Description

The role of a Master Coach is critical to the success of the Mosaic Partnership Program. The partners are participating in a process which has potential for deepening interracial understanding, respect, and friendship. The key component of this transformational process is the interpersonal dialogue between the partners. The Master Coach's primary role is to foster that dialogue between the partners and ensure the integrity of the Program content. In total, the responsibilities of each Master Coach equates to .50 FTE.

Master Coach responsibilities include:

- Interviewing, selecting, training, coaching, and overseeing coaches
- Co-facilitating Cluster Group Gatherings
- Compiling all the measurement data of the Program
- Presenting information about the status of the Program to the local Mosaic Program Coordinator (e.g., participant attendance, interest of participants, performance of the coaches)
- Ensuring the quality and integrity of all Cluster Group Gatherings
- Trouble shooting between partners, when necessary
- Coordinating Cluster Group Gathering content modification efforts (if needed)
- Being available between Cluster Group Gatherings to answer partners' questions
- Participating in the Cluster Group Gathering portions of the Orientation and the Final Celebration

Master Coaches are expected to:

- Behave in a trustworthy, respectful, non-partisan manner
- Make time for the participants, as needed
- Keep strictly confidential any information shared among the participants during discussions and between the coaches and any participant
- Maintain a consistent coaching manner throughout the Program in accordance with the Program standards
- Ensure that coaches employ a consistent coaching manner in accordance with the Program standards

Master Coach Qualifications and Selection Criteria:

- Superior facilitation and coaching skills and experience
- Demonstrated commitment to race relations and community development
- Personal orientation toward embracing difference
- Demonstrated ability to manage volunteer staff
- Demonstrated understanding and passion for the underlying principles of the Program
- Ability, maturity, and high level of comfortability interacting with senior leadership of the community
- Successful work or volunteer experience in some area of human development
- Collaborative work style
- Attentive to the needs of others
- Flexible style to meet the needs of others

APPENDIX D

Milwaukee Mosaic Consultants & Coaches 2006-2010

Program Director: Genyne Edwards

Master Coaches: June Perry, John Fitzgerald

2006-2007

Dominique Beck
Dr. Rita Burns (Drop)
George Ann Casper
Barbara Faucett
Bobby Green
Ossie Kendrix
Lacey LaPointe
Eric LaPointe
Sharon Lerman
Rachel McGraw
Denise Patton
Frances Pitt
Vicki Turner
Nichole Yunk

2007-2008

Martha Barry
Rick Broniec
George Ann Casper
Beth Conradson Cleary
Ginny Finn
Janet Fitch
Ylonda Glover
Tracy Johnson
Ossie Kendrix
Dan Lococo
Kathy Munson
Shawn Perrin
Bob Pietrykowski
Frances Pitt
Charisse Sekyi
Avera Sinclair
Rodney Spencer
LaCrecia Thomson
Barbara E. White
David Wolfson

2008-2009

Eloiza Altoro Acevedo
Rick Broniec
Nicole Carver
Constance Clark
Ginny Finn
Sheila Heitzig
Azeeza Islam
Ossie Kendrix
Dan Lococo
Kathy Munson
Evie Perry
Frances Pitt
Shelly Schnupp
Willie Smith
Steven Tipton
Jackie Valent
Jill Wallace
Jacqueline Ward
David Wolfson

2009-2010

Ossie Kendrix
Evie Perry

Representative of the Greater Milwaukee Foundation: Tracy Williams-Maclin

APPENDIX E

Year Four Exit Survey

Milwaukee Mosaic Year Four Cohort Exit Survey

May 2010

1. Introduction

Now that you are completing your journey with Milwaukee Mosaic, we would like to get your feedback on the program and learn more about your Mosaic experience. The following survey asks you to provide some information about the relationship that has developed between you and your Mosaic partner, your experience with the larger Mosaic program, and your future plans beyond Mosaic. It also asks some basic questions about you, so that we can better describe the Milwaukee Mosaic community. Please be assured that your responses will remain anonymous; when we report on the information you provide, your responses will be grouped together with those of other participants.

This survey will take approximately 15 minutes to complete. Please click the "Next" button to continue through the survey and the "Prev" button to go back to a previous page.

We appreciate you taking the time to complete this survey. Your participation is important to us!

2. Partnership Experience

Please read the following items and select the responses that most appropriately fit with your Mosaic partnership experience. When responding, reflect back on the relationship that you have developed with your Mosaic partner.

1. I have participated in the following activities with my partner: (check all that apply)

- Eating meals together
- Visiting one another's homes
- Getting together for recreational activities (sporting events, movies, etc.)
- Working on projects together (event planning, resource development, etc.)
- Attending a religious gathering/event
- Attending a cultural gathering/event
- Other activities (please specify)

2. I have introduced my partner to my: (check all that apply)

- Friends
- Family
- Neighbors
- Religious/cultural community

3. My partner has introduced me to his/her: (check all that apply)

- Friends
- Family
- Neighbors
- Religious/cultural community

4. I have shared these work-related networks with my partner: (check all that apply)

- Networks I have through my place of work
- Networks I have outside my place of work

5. My partner has shared these work-related networks with me: (check all that apply)

- Networks they have through their place of work
- Networks they have outside their place of work

3. Partnership Experience (cont.)

Thinking again about your relationship with your Mosaic partner, please rate the level to which you agree or disagree with the following statements.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
6. My interactions with my Mosaic partner provided opportunities to reassess my thinking concerning racial, ethnic, and/or cultural difference.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. My relationship with my Mosaic partner has led me to think in another way about people who are different from me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. My Mosaic partner is someone in whom I can confide about things that are going on in my professional life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. My Mosaic partner is someone in whom I can confide about things that are going on in my personal life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. My Mosaic partner is someone I can trust.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Overall, my experience with my Mosaic partner has been:

- More than what I expected
- About what I expected
- Less than what I expected

12. Going forward, beyond Mosaic, my Mosaic partner and I:

- Intend to continue our relationship
- Will not be continuing our relationship
- My partner and I did not discuss the future of our relationship

4. Mosaic Experience

Next, think back over your experience with the larger Milwaukee Mosaic program, including your cluster group gatherings and other Mosaic events you may have attended. Then rate the level to which you agree or disagree with the following statements.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
13. My cluster group gatherings provided opportunities to reassess my thinking concerning racial, ethnic, and/or cultural difference.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. The Mosaic program provided me with opportunities to socialize with people that I wouldn't normally talk to.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. The Mosaic program provided me with opportunities to socialize which have led me to think in another way about people who are different from me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. The Mosaic program provided me with opportunities to have professional interactions with people that I wouldn't normally talk to.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. The Mosaic program provided me with opportunities to have professional interactions which have led me to think in another way about people who are different from me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Mosaic Experience (cont.)

Still thinking about your experience with the larger Mosaic program, please read the following items and select the responses that most appropriately fit with your Mosaic experience.

18. The Mosaic program has led me to take steps to include more people from different racial/ethnic groups in my: (check all that apply)

- Social life
- Professional life
- Place of employment
- Board of directors
- Service/volunteer work
- Other (please specify)

19. Through the Mosaic program, I have been able to make personal connections with: (check all that apply)

- Other members of my cluster group
- Other Mosaic members, from other cluster groups
- Mosaic alumni from previous program cycles

20. Overall, my experience through the Mosaic program has been:

- More than what I expected
- About what I expected
- Less than what I expected

21. Going forward, beyond Mosaic, my cluster group:

- Intends to continue meeting
- Does not intend to continue meeting
- My cluster group did not discuss meeting in the future

6. Beyond Mosaic

Now please consider your future plans, beyond Milwaukee Mosaic, and rate the level to which you agree or disagree with the following statements.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
22. I plan to stay personally active on an issue of importance to Milwaukee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. My partner and I plan to work actively on an issue of importance to Milwaukee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. My cluster group plans to work actively on an issue of importance to Milwaukee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. I plan to continue my involvement with the Mosaic program as a Mosaic alumnus.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. I plan to encourage others to be involved with the Mosaic program.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. I plan to start a spinoff of Mosaic in a new sphere (i.e., to replicate the Mosaic experience at your workplace, at your school, etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Demographics

Next, we would like to know a little more about you. Please provide a response to the following questions, and remember that your responses will remain anonymous.

28. In which employment sector do you work?

- Religious/Ministry
- Education
- Health
- Financial Services
- Nonprofit/Social Service
- Legal
- Government/Civic/Political
- Media/Communications
- Other (please specify)

29. What is your professional role?

- Administrative Support Staff
- Independent Consultant
- Executive Management
- Entry-Level Professional / Junior Professional
- Business Owner
- Middle Management
- Other (please specify)

30. What is the highest level of education you have completed?

- Less than high school
- High school diploma
- Vocational/technical school
- Associates degree
- Some college
- Bachelor's degree
- Some graduate school
- Graduate or professional degree

8. Demographics (cont.)

31. What is your gender?

- female
- male

32. What is your age?

- 21 to 30
- 31 to 40
- 41 to 50
- 51 to 60
- 61 to 70
- 70 or over

33. What is your race/ethnicity?

- African American/Black
- American Indian
- Asian/Pacific Islander
- Hispanic/Latino or Latina
- Middle Eastern
- White/Caucasian
- Other (please specify)

34. What is your home ZIP Code?

9. Conclusion

Finally, we would like to provide you with an opportunity to share your lasting impressions of Milwaukee Mosaic. What experience will you most remember from your involvement with the Mosaic program?

Thank you for your taking the time to complete this survey. Your input will help us learn more about participants' experiences and will help us make Milwaukee Mosaic even better for future participants.

Please be sure to click the "Done" button before navigating away from this page. We appreciate your participation!

APPENDIX F

2010 Alumni Survey

Milwaukee Mosaic Partnerships Alumni Survey 2010

Thank you for taking a few minutes to help Milwaukee Mosaic better understand the long-term impact of the Mosaic program. The following survey asks you to provide some information about the relationship that has developed between you and your Mosaic partner, your experience with the larger Mosaic program, and your activities after completing the formal Mosaic program. The survey also asks some basic questions about you, so that we can better describe the Milwaukee Mosaic alumni community.

Please be assured that your responses will remain anonymous; when we report on the information you provide, your responses will be grouped together with those of other participants. This survey will take approximately 10 minutes to complete. Please click the "Next" button to continue through the survey and the "Prev" button to go back to a previous page.

We appreciate you taking the time to complete this survey. Your participation is important to us!

The following questions ask you about your contact with your Mosaic partner after the end of the formal Mosaic program. Please read each item and select a response.

1. Are you still in contact with anyone other than your Mosaic partner since the end of the formal Mosaic program? (check all that apply)

- My Cluster Group
- A Cluster Group other than my own
- My Mosaic Coach
- A Mosaic Coach other than my own
- Other Mosaic alumni from a different program year
- Not Applicable - I have not been in contact with anyone from Milwaukee Mosaic

2. Since completing the formal Mosaic program, have you participated in any of the following activities with your Mosaic partner? (check all that apply)

- Eating meals together
- Visiting one another's homes
- Getting together for recreational activities (sporting events, movies, etc.)
- Working on projects together (event planning, resource development, etc.)
- Attending a religious gathering/event
- Attending a cultural gathering/event
- Not Applicable - I have not been in contact with my Mosaic partner since the end of the formal Mosaic program
- Other activities (please specify)

Milwaukee Mosaic Partnerships Alumni Survey 2010

3. How often have you been in contact with your Mosaic partner since the end of the formal program?

- More than once a month
- About once a month
- Every few months
- About every year
- Not Applicable - I have not been in contact with my Mosaic partner since the end of the formal Mosaic program

Thinking about your relationship with your Mosaic partner since the end of the formal program, please rate the level to which you agree or disagree with the following statements.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
4. My relationship with my Mosaic partner has provided opportunities to reassess my thinking concerning racial, ethnic, and/or cultural difference.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. My relationship with my Mosaic partner has led me to think in another way about people who are different from me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. My Mosaic partner is someone in whom I can confide about things that are going on in my personal life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. My Mosaic partner is someone in whom I can confide about things that are going on in my professional life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. My Mosaic partner is someone I can trust.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Overall, my experience with my Mosaic partner since the end of the formal Mosaic program has been:

- More than what I expected
- About what I expected
- Less than what I expected

Milwaukee Mosaic Partnerships Alumni Survey 2010

Next, think about your engagement with the larger Milwaukee Mosaic program after the end of the formal program, including interactions with your cluster group, other Mosaic participants, and any Mosaic events you may have attended. Then rate the level to which you agree or disagree with the following statements.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
10. Because of my interactions with the larger Mosaic community, I now think differently about racial, ethnic, and/or cultural difference.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Because of my interactions with the larger Mosaic community, my social network includes more people from different racial, ethnic, or cultural groups.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Because of my interactions with the larger Mosaic community, my professional network includes more people from different racial, ethnic, and cultural groups.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Overall, my experience with the Mosaic community since the end of the formal Mosaic program has been:

- More than what I expected
- About what I expected
- Less than what I expected

Now please consider your personal and professional activities since the end of the formal Mosaic program and respond to the following statements.

14. My Mosaic partner and I are working together on an issue of importance to Milwaukee.

- Yes
- No

If yes, please explain in 100 words or less.

Milwaukee Mosaic Partnerships Alumni Survey 2010

15. My cluster group is working together on an issue of importance to Milwaukee.

Yes

No

If yes, please explain in 100 words or less.

16. I have become personally active on an issue of importance to Milwaukee, separately from any other Mosaic participants.

Yes

No

If yes, please explain in 100 words or less.

17. I have started or participate in a spinoff of Mosaic in a new sphere (i.e., replicating the Mosaic experience at your workplace, at your school, etc.).

Yes

No

If yes, please explain in 100 words or less.

Next, we would like to know a little more about you. Please provide a response to the following questions, and remember that your responses will remain anonymous.

18. What is your gender?

female

male

Milwaukee Mosaic Partnerships Alumni Survey 2010

19. What is your age?

- 21 to 30
- 31 to 40
- 41 to 50
- 51 to 60
- 61 to 70
- 70 or over

20. What is your race/ethnicity?

- African American/Black
- American Indian
- Asian/Pacific Islander
- Hispanic/Latino or Latina
- Middle Eastern
- White/Caucasian
- Other (please specify)

21. What is your home ZIP Code?

22. In which year did you participate in Milwaukee Mosaic?

- Year I (2006-2007)
- Year II (2007-2008)
- Year III (2008-2009)

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23. Which of the following electronic communication tools would you prefer for communications with Milwaukee Mosaic? (check all that apply)

- Blogs
- Cell phone texting
- Chat/instant messaging (e.g., BlackBerry Messenger)
- Email
- Facebook
- LinkedIn
- Twitter
- Other (please specify)

24. Finally, we would like to provide you with an opportunity to share your lasting impressions of Milwaukee Mosaic. What experience will you most remember from your involvement with the Mosaic program?

Thank you for your taking the time to complete this survey. Your input will help us learn more about the experiences of Mosaic alumni and help us make Milwaukee Mosaic even better for future participants.

Please be sure to click the "Done" button before navigating away from this page. We appreciate your participation!

Appendix G

Questions for the Longitudinal Study

1. How do you feel about going through the Mosaic Program? What kind of experience was it for you?
2. Do you still interact with your partner? If so, how? If not why not? Who typically takes the initiative in the partnership?
3. Do you interact with any other Mosaic participants? If so, how?
4. Do you think Mosaic experience made a difference on you and the way you live your life and conduct your affairs?
5. Could the program be improved to achieve a higher impact?
6. Do you think Mosaic will make a difference on Milwaukee?
7. As a Mosaic graduate, were you expecting some kind of follow-up activities? Would you like some kind of follow-up – If so what?

Appendix H

Pilot Years Process Objective Results, Condensed

OBJECTIVE	Year 1	Year 2	Year 3	Year 4
Program enrollment goals: Y1=200; Y2=200; Y3=150; Y4=80 (core program)	236 participants enrolled	218 participants enrolled	166 participants enrolled	80 participants enrolled
The program will enroll a high percentage of Milwaukee leaders, particularly in Y1 (core program)	69% of participants worked in executive management or ownership positions	45% of participants worked in executive management or ownership positions	35% of participants worked in executive management or ownership positions	49% of participants worked in executive management or ownership positions
The program will enroll a high percentage of persons in the business sector (core program)	Nonprofit 28% Education 17% Business 14% Government 14%	Nonprofit 13% Education 15% Business 23% Government 7%	Nonprofit 6% Education 19% Business 16% Government 10%	Nonprofit 36% Education 14% Business 13% Government 6%
Diversity of people of color enrolled is expanded after Y1 (core program)	Af-Am 55% BI Af/Carib 21% Hisp/Lat 22% As/Pac Isl 8% Nat Am 0% Mid East 2%	Af-Am 70% BI Af/Carib 12% Hisp/Lat 10% As/Pac Isl 7% Nat Am 0% Mid East 1%	Af-Am 58% BI Af/Carib 17% Hisp/Lat 13% As/Pac Isl 6% Nat Am 1% Mid East 5%	Af-Am 46% BI Af/Carib 23% Hisp/Lat 18% As/Pac Isl 10% Nat Am 3% Mid East 0%
Partner-pairs have good attendance at regularly scheduled cluster group meetings* (core program)	42%	47%	41%	54%
The majority of partner-pairs will complete the 9-month core program** (core program)	3% drop rate	5% drop rate	9% drop rate	10% drop rate
Alumni will continue contact with partners	77% of alumni from Years One – Three report having some contact with their partner after the end of the core program			NA
Clusters will continue to meet after core program	63% of alumni said their clusters had met since the end of the core program			NA
Alumni will continue contact with clusters	Of alumni who said their clusters continued to meet after the end of the core program, 52% report participating at least once			NA
Alumni will continue contact with fellow alumni ***	<ul style="list-style-type: none"> 49% of alumni still in contact with other Mosaic alumni 25% of alumni still in contact with their Mosaic coach 15% of alumni had not contact with Mosaic since end of core program 			NA

* Attendance is percent of all participants enrolled in program, does not show whether pairs attended together

** Numbers are estimates provided by program staff

*** Numbers do not add up to 100% because they represent answers to separate questions

Appendix I

Pilot Years Outcome Objective Results, Condensed

Individual-Level Indicators		Year 1	Year 2	Year 3	Year 4
IND 1	60-70% of participants will open their social networks to their partners	Of respondents: % stating they shared personal networks w/ their partner: <ul style="list-style-type: none"> • My friends: 30% • My neighbors: 5% • My family: 33% 	<ul style="list-style-type: none"> • 29% • 6% • 29% 	No data available	<ul style="list-style-type: none"> • 47% • 2% • 26%
IND 2	50-60% of participants will open professional networks to partners	Of respondents: % stating they shared work-related networks w/ their partners: <ul style="list-style-type: none"> • Through workplace: 50% • Outside workplace: 39% 	<ul style="list-style-type: none"> • 36% • 44% 	No data available	<ul style="list-style-type: none"> • 37% • 30%
IND 3	Participants will experience cognitive dissonance re: perceived diff w partner	Question not asked	Question not asked	Question not asked	<ul style="list-style-type: none"> • 56% SA/A • 31% neutral • 13% SD/D
IND 4	Participants will experience personal transformation	Question not asked	Question not asked	Question not asked	<ul style="list-style-type: none"> • 48% SA/A • 43% neutral • 10% SD/D
IND 5	Participants will take a personal leadership role to increase social capital in Milwaukee	<ul style="list-style-type: none"> • Af-Am Womens Project • Hospital-Fdn collab • Poss yth grps connex • Poss ed prog on religious tolerance • Poss fndrsng for peace grp 	No data available	No data available	I plan to stay personally active on an issue of importance in Milw: <ul style="list-style-type: none"> • 86% SA/A • 14% neutral • 0% SD/D
IND 6	Participants will be hopeful about race relations in Milwaukee	No data available	<ul style="list-style-type: none"> • Extrmly hopefl 5% • Very hopeful 37% • Fairly hopeful 45% • Not hopeful 0% 	<ul style="list-style-type: none"> • 14% • 31% • 44% • 12% 	Question not asked

* Note: Because participants had the option to select more than one category, the totals do not necessarily add up to 100%.

Interpersonal-Level Indicators		Year 1	Year 2	Year 3	Year 4
INT 1	Participants will build trusting and accepting relationships with their partners	Level of trust by conversation category (1 = low; 5 = high): <ul style="list-style-type: none"> • Work 4.3 • Family 3.9 • Values 4.0 • Religion 3.4 • Racism 4.0 	<ul style="list-style-type: none"> • 4.1 • 3.6 • 4.0 • 3.3 • 3.9 	No data available	I can confide in my partner about: <ul style="list-style-type: none"> • My professional life = 73% • My personal life = 56% • My partner is someone I can trust = 83%
		My experience with my partner has been <ul style="list-style-type: none"> • Rewarding 50% • Pleasurable 35% • Challenging 5% • Disappointing 9% • Other 0% 	<ul style="list-style-type: none"> • 35% • 43% • 7% • 15% • 0% 	No data available	<ul style="list-style-type: none"> • More than I expected=43% • About what I expected=26% • Less than I expected=31%
INT 2	Participants will experience cognitive dissonance in a social setting	Question not asked	Question not asked	Question not asked	Mosaic allowed me to socialize w people I normally wouldn't: <ul style="list-style-type: none"> • 74% SA/A • 12% neutral • 14% SD/D
INT 3	Participants will experience cognitive dissonance in a professional setting	Question not asked	Question not asked	Question not asked	Mosaic allowed me to interact professionally w people I normally wouldn't: <ul style="list-style-type: none"> • 54% SA/A • 28% neutral • 19% SD/D
INT 4	Participants will undergo a transformation of social beliefs	Question not asked	Question not asked	Question not asked	Mosaic social opps led me to think differently: <ul style="list-style-type: none"> • 63% SA/A • 26% neutral • 12% SD/D
INT 5	Participants will undergo a transformation of professional beliefs	Question not asked	Question not asked	Question not asked	Mosaic professional opps led me to think differently: <ul style="list-style-type: none"> • 36% SA/A • 48% neutral • 17% SD/D
INT 6	Participants will take action together with others to increase social capital in Milwaukee	Data not available	Data not available	Clusters: <ul style="list-style-type: none"> • Bar Louie • Inventory • Board Div • Mentoring • Fair Hsng 	My partner & I plan to work actively on an issue of importance to Milwaukee: <ul style="list-style-type: none"> • 36% SA/A • 45% neutral • 19% SD/D My cluster plans to work actively on an issue of importance to Milwaukee: <ul style="list-style-type: none"> • 54% SA/A • 40% neutral • 5% SD/D

Long-Term Indicators *		Year 1	Year 2	Year 3
LT 1	Alumni will continue to experience personal transformation regarding diversity	<ul style="list-style-type: none"> • 55% of alumni still in contact with their partners SA/A that their partner relationship has led them to think in another way about people who are different from them • 53% of alumni SA/A that their interactions with the larger Mosaic program have led them to think differently 		
LT 2	Alumni will continue to increase the level of trust they have in their partner	<p>Of alumni still in contact with their partners:</p> <ul style="list-style-type: none"> • 75% SA/A they can confide in partner abt professional life • 66% SA/A they can confide in partner abt personal life • 87% SA/A their partner is someone they trust 		
LT 3	Diverse social and professional networks will be increasingly connected	<ul style="list-style-type: none"> • 54% SA/A that interactions with Mosaic since end or core program have led to their social networks becoming more diverse 53% SA/A that interactions with Mosaic since end or core program have led to their professional networks becoming more diverse 		
LT 4	Spinoffs develop	<ul style="list-style-type: none"> • Organizations interested in Mosaic spinoffs reportedly include the Milwaukee Police Dpt, WFIC and Manpower; Mt Mary actually started a spinoff program with funding in May 2010 • 8% of alumni report they had started or participated in a spinoff 		
LT 5	Mosaic alumni provide leadership in addressing racial divides/inequities in Milwaukee	<ul style="list-style-type: none"> • 55% of alumni report they have become personally active on an issue of importance • 10% of alumni report they are working with their Mosaic partner on an issue of importance • 3% of alumni report their cluster is working on an issue of importance** 		

* Indicators from the logic model that were not measured are not included in this chart

** Numbers do not add up to 100% because they represent answers to separate questions

Appendix J

Donors to Milwaukee Mosaic

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