

MONARCH  
JOINT VENTURE

# MJV PARTNER NETWORK IMPACT REPORT SUMMARY

FIRST EDITION, 2025

---

*Prepared by Monarch Joint Venture Staff and  
Shannon Westlake, PhD, Connected Clarity*

partnership@monarchjointventure.org  
www.monarchjointventure.org

2233 University Ave W.  
Suite 426  
St. Paul, MN 55114

# Table of Contents

---

|  |    |
|--|----|
| Introduction.....  | 1  |
| Respondent Demographics.....                                     | 2  |
| Collaborative Culture Result Highlights.....                     | 3  |
| Resource Sharing Result Highlights.....                          | 3  |
| Connectivity and Partner Culture Awareness Result Highlights.... | 4  |
| Trust Result Highlights.....                                     | 6  |
| Collective Impact Result Highlights.....                         | 7  |
| Next Steps.....  | 9  |
| Conclusion and Thank You.....                                    | 10 |

## Abstract

---

The Monarch Joint Venture (MJV) conducted a comprehensive impact evaluation to establish a baseline understanding of our national partner network across five core areas: collaborative culture, resource sharing, connectivity and partner culture awareness, trust, and collective impact. The results confirm a deeply rooted value for collaboration within the network and highlight MJV’s vital role as the network facilitator in monarch and pollinator conservation. While the results demonstrate strong baseline levels of trust and shared vision, they also reveal opportunities for growth. As a result, MJV is committed to prioritizing increased partner visibility, structured opportunities for connection, and improved communication about partner resources. This evaluation provides a strategic foundation for long-term network facilitation, ensuring that collaborative efforts remain measurable, effective, and responsive to the needs of the diverse organizations working on monarch conservation.

# Introduction

The MJV Partner Network is a U.S. based network of over 145 federal and state agencies, non-governmental organizations, businesses, and academic programs working towards a common goal of protecting the monarch migration across the monarch range. These partners engage in a variety of activities, from habitat conservation and community engagement to education and policy advocacy, all focused on conserving monarchs and pollinators. As the leaders of this diverse network, MJV's objectives are to facilitate connections across organizations, provide tools, foster a space for shared knowledge and resources, and cultivate collaboration.

Monarch Joint Venture (MJV) conducted an impact evaluation to assess how well our network is engaging and collaborating, and to identify strategies the MJV may adopt to help facilitate improvements to the network moving forward.

Using the Partnership Impact Model™ as a framework for determining which impact areas to address, MJV conducted an impact evaluation in late spring 2025. The survey was developed by a team of MJV staff and an external social scientist, with questions focused on the partnership impact areas of: collaborative culture, resource sharing, connectivity and partner culture awareness, trust, and collective impact.<sup>1</sup>

The responses received from all partner organizations, the responses received were helpful in demonstrating areas of success, identifying areas for improvement, and providing insight into the primary drivers and needs of the partner network.

The following pages of this report provide a summary of results and recommendations for next steps, organized by respondent demographics and partnership impact areas.



Partners in breakout session at 2025 Partner Meeting, photo by Rebecca Slater

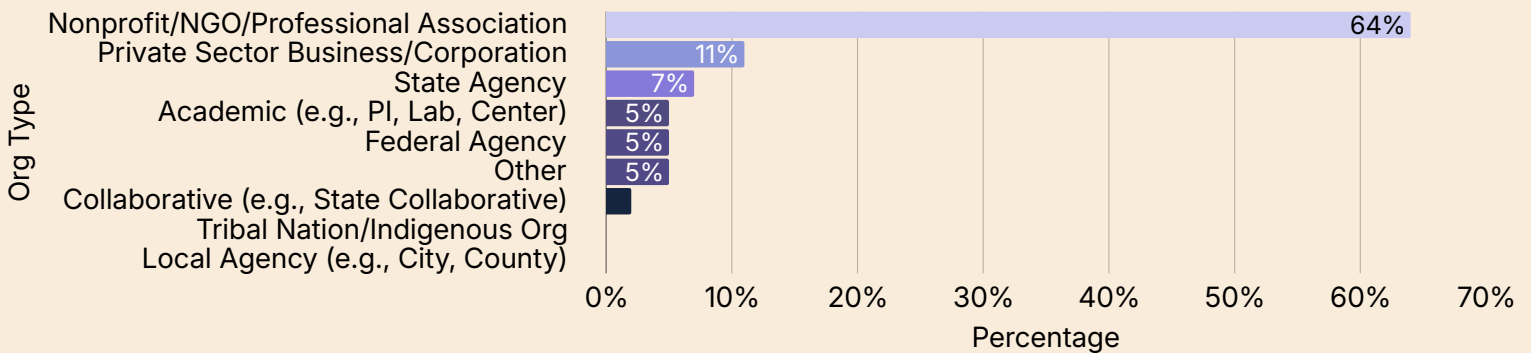
1. Mickel, A. E., & Goldberg, L. (2019). Partnership Impact Evaluation Guide. Available online: [onetam.org/PIM](https://onetam.org/PIM).

# Respondent Demographics

The survey was distributed to all MJV partner organizations, including all available contacts for each partner to ensure the broadest possible representation. The survey was left open for three months and the response rate was 21.8%, receiving 55 responses from 252 contacts reached. We intentionally oversampled organizations to maximize the likelihood of hearing from every partner. Of the 132 partner organizations at the time of the survey (April 2025), 46 unique organizations provided feedback, resulting in 34.8% of the partner network being represented.

**The majority of respondents were from non-profit organizations, which reflects the majority of organizations in the MJV Partner Network.** Respondents also were from academic, private sector, state and federal agencies, and collaboratives.

## Breakdown of Self-Reported Organization Type from Survey Respondents (n=55)



Respondents were given the opportunity to indicate where their organization focused their pollinator conservation efforts (note: they were able to select more than one area). **Primarily, efforts appear to be focused statewide** (i.e., within one state;  $n=23$ ), followed by locally (i.e., within one city/county;  $n=18$ ), nationally (i.e., across multiple regions;  $n=15$ ), regionally (i.e., across two or more states but within one region of the country;  $n=11$ ), and then internationally ( $n=6$ ).

## Additional Notable Demographics

- Almost half of the respondents' organizations have been a part of the MJV Partner Network for 5 years or less (47.3%,  $n=55$ ).
- Nearly half of respondents' organizational roles have decision-making authority over their organization's funds or strategic direction (e.g., manager, director) (43.6%;  $n=55$ ).
- The majority of respondents themselves have been engaged with the MJV Partner Network for 3 years or less (50.9%,  $n=55$ ).



Partners in breakout session at 2023 Partner Meeting, photo by Katie-Lyn Puffer

# Collaborative Culture Result Highlights

**Overall, the Collaborative Culture results reinforce that collaboration remains a central motivator and strength of the MJV Partner Network.**

Activities partners value most for engaging with the network generally align with where they report the highest satisfaction. The top three activities were:

- Learning about other partners' efforts
- Collaborating on shared goals and priorities
- Sharing their efforts and/or data with network partners



Partners in breakout session at 2025 Partner Meeting, photo by Rebecca Slater

One potential area for growth is expanding opportunities for partners to share their efforts and/or data with one another, since this ranked high in importance but slightly lower in satisfaction.

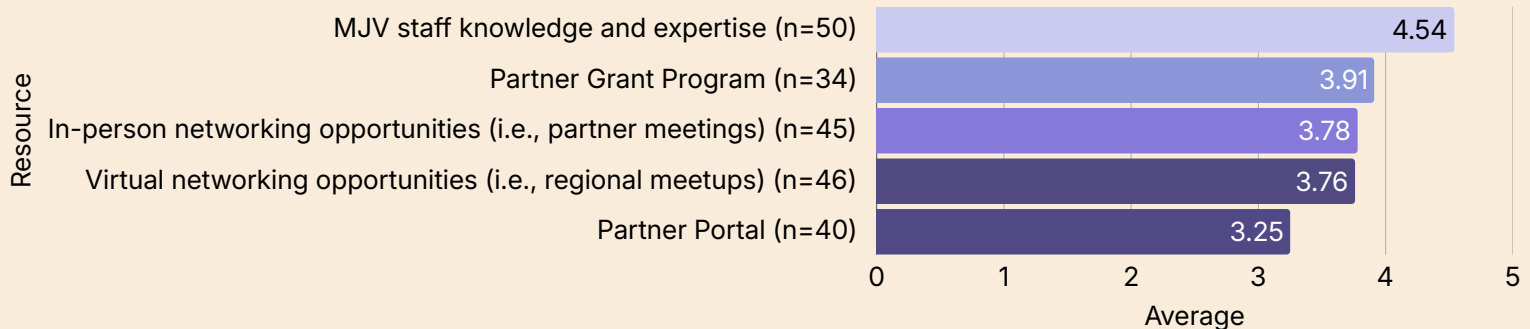
**Data also suggest that partners view the network as diverse, mission-aligned, and strengthened by the organizations that MJV as the Network Facilitator brings into the fold.** Responses also indicated that there is room to broaden representation within the network. This feedback affirms MJV's recent efforts to address this network expansion need.

## Resource Sharing Result Highlights

MJV has developed resources specifically for the partner network and partners have created many materials for the broader conservation community themselves. We asked partners to indicate the importance of certain resources (e.g., grant programs, staff knowledge and expertise, networking opportunities, etc.) and evaluate how effectively MJV shares them.

The responses suggest a near-term opportunity to make it easier for partners to discover and use existing supports (see chart below with some resource examples). This may be less about adding new resources and more about reducing barriers in how partners engage, especially through the Partner Portal.

MJV Partner Network Resource Importance to Respondent Organizations



Note: Averages are determined by responses to a 5-point Likert scale: 1 = Not Important, 2 = Slightly Important, 3 = Moderately Important, 4 = Important, 5 = Very Important. Respondents were also given a "Not Applicable" response option.

# Connectivity and Partner Culture Awareness Result Highlights

Partner organizations' connections with and awareness of one another are integral to the foundation and operation of the MJV Partner Network. To understand these impacts, we assessed the extent to which partners agreed or disagreed with statements related to partner awareness, communication, and connectivity. See table below.

When considering overall partner culture awareness, **responses suggest a strong appreciation for diversity of perspectives, roles, and approaches represented throughout the network.** There was a nearly universal agreement across these areas, **reinforcing the value of collaborative conservation.**



Partners in breakout session at 2025 Partner Meeting, photo by Rebecca Slater

However, responses did suggest less confidence in understanding the network's full level of expertise and knowledge: when asked if they know the breadth of knowledge and expertise within the MJV Partner network, many indicated they "neither disagree nor agree" (31.4%) or "disagree" (24.0%). This indicates a potential area of opportunity to increase partner awareness and visibility.

| Statement   | Average | Count (n) |
|---|---------|-----------|
| Having a variety of partner approaches (e.g., methods, viewpoints, scale, etc.) to conservation within our network is important for successful monarch conservation | 4.57    | 54        |
| It is beneficial to include partners from different conservation roles in our network   | 4.5     | 54        |
| I appreciate the different perspectives of other network partners   | 4.24    | 54        |
| I integrate other network partners' knowledge, skills, and programs into my organization's efforts  | 3.81    | 54        |
| I work through the network for the mutual benefit of other network partners   | 3.69    | 54        |
| I know where to go to learn about network partners  | 3.65    | 54        |
| I am familiar with the variety of partners within the network   | 3.44    | 54        |
| I know the breadth of knowledge and expertise within the MJV Partner Network  | 3.13    | 54        |
| I am unaware of the missions of other network partners  | 2.91    | 54        |

Note: Averages are determined by responses to a 5-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neither Disagree nor Agree, 4 = Agree, 5 = Strongly Agree. Respondents were also given a "Not Applicable" response option.

## Connectivity and Culture Awareness (cont.)

Regarding communications throughout the network, respondents agreed that both formal and informal communications occur, though they reported stronger confidence in more structured opportunities, such as scheduled meetings and working groups. **This indicates that there is value in MJV as the Network Facilitator continuing to offer formal communication opportunities, and also that there is a potential desire for more informal, organic connections, even if this is naturally more challenging to facilitate.**

When considering connectivity among the network, respondents indicate they have made connections but feel less strongly about how those have developed and how connected they feel overall. Encouragingly, with nearly half of the respondents reporting that networking opportunities have led to subsequent collaborative efforts, these results suggest that while there is room to strengthen ongoing connection, meaningful relationship-building is already happening and can be further bolstered in future planning.

Respondents shared details about collaborations formed from participating in one of the networking opportunities offered from MJV as the Network Facilitator. In their words:

*"We have worked with several partners to expand our reach with our habitat programs. We've partnered with individual groups mentioned with plantings on their campus sites."*

*"Communications with MJV staff has lead to a developing partnership for the [National Pollinator Action Plan]."*

*"Partnered with Wild Ones providing outreach training for chapters as a direct result of virtual meeting"*



Partners enjoying lunch at 2025 Partner Meeting, photo by Rebecca Slater

# Trust Result Highlights

---

Trust plays a key role in helping partners collaborate, communicate openly, and feel supported by one another and the network facilitator. While trust naturally develops at different rates across partners and over time, understanding where we are helps us identify opportunities to strengthen these relationships.

Respondents were asked to express their level of agreement with statements that were meant to help understand the perceived level of trust among partners. **Partners generally report positive experiences working with one another, though several trust-related indicators showed more neutral responses.** For example, 69.1% of respondents “agree” or “strongly agree” that they have had positive experiences working with other network partners, while 63.6% of respondents “neither disagree or agree” that other network partners follow through on their commitments.

**These results suggest that trust within the network is present but still developing - a natural dynamic in a large, diverse coalition.** Additionally, this mix of experiences likely reflects the varying levels of capacity, interaction, and collaboration opportunities across organizations. **Continuing to create more spaces for partners to connect, both formally and informally, may help strengthen these peer-to-peer relationships over time.**

**Trust in MJV as the Network Facilitator appeared evident, with respondents expressing high confidence in MJV staff’s commitment, follow-through, and collaborative approach.** For example, 96.4% of respondents “agree” or “strongly agree” that MJV staff are committed to the success of the network and 94.5% of respondents “agree” or “strongly agree” that they have had positive experiences working with MJV staff.



Partners networking at 2025 Partner Meeting, photo by Rebecca Slater

# Collective Impact Result Highlights

We asked respondents two open-ended questions related to collective impact and then reviewed the responses with thematic analysis. The first question was ***"What do you see as the most important impact of the MJV Partner Network?"*** and its counterfactual question was ***"What do you think would happen if the MJV Partner Network did not exist?"***

Responses from the first question - *"what do you see as the most important impact of the MJV Partner Network?"* - indicated the **MJV Partner Network is recognized by its members as a fundamental mechanism for enabling effective, coordinated conservation, acting as a critical resource hub, and fostering a robust, supportive community.** Partner reflections on these core impacts included the following:

*"The most important impact of the MJV Partner network is the support it provides to all levels (local, state, region, national, and international)."*

*"[MJV] provides an established community for diverse groups with common goals to "find" each other and share information."*

*"MJV does an excellent job of keeping partners informed with the latest research and conservation updates, which helps ensure we're all sharing accurate, current information with the public."*

Responses from the second question - *"what do you think would happen if the MJV Partner Network did not exist?"* - reveals a strong consensus: **the absence would directly dismantle the current benefits of efficiencies, unified direction, and robust knowledge sharing.** When considering the potential loss of these connections, respondents shared the following:

*"I think the work would continue but we wouldn't be working together. This would increase the amount of work and effort all organizations had to put forth."*

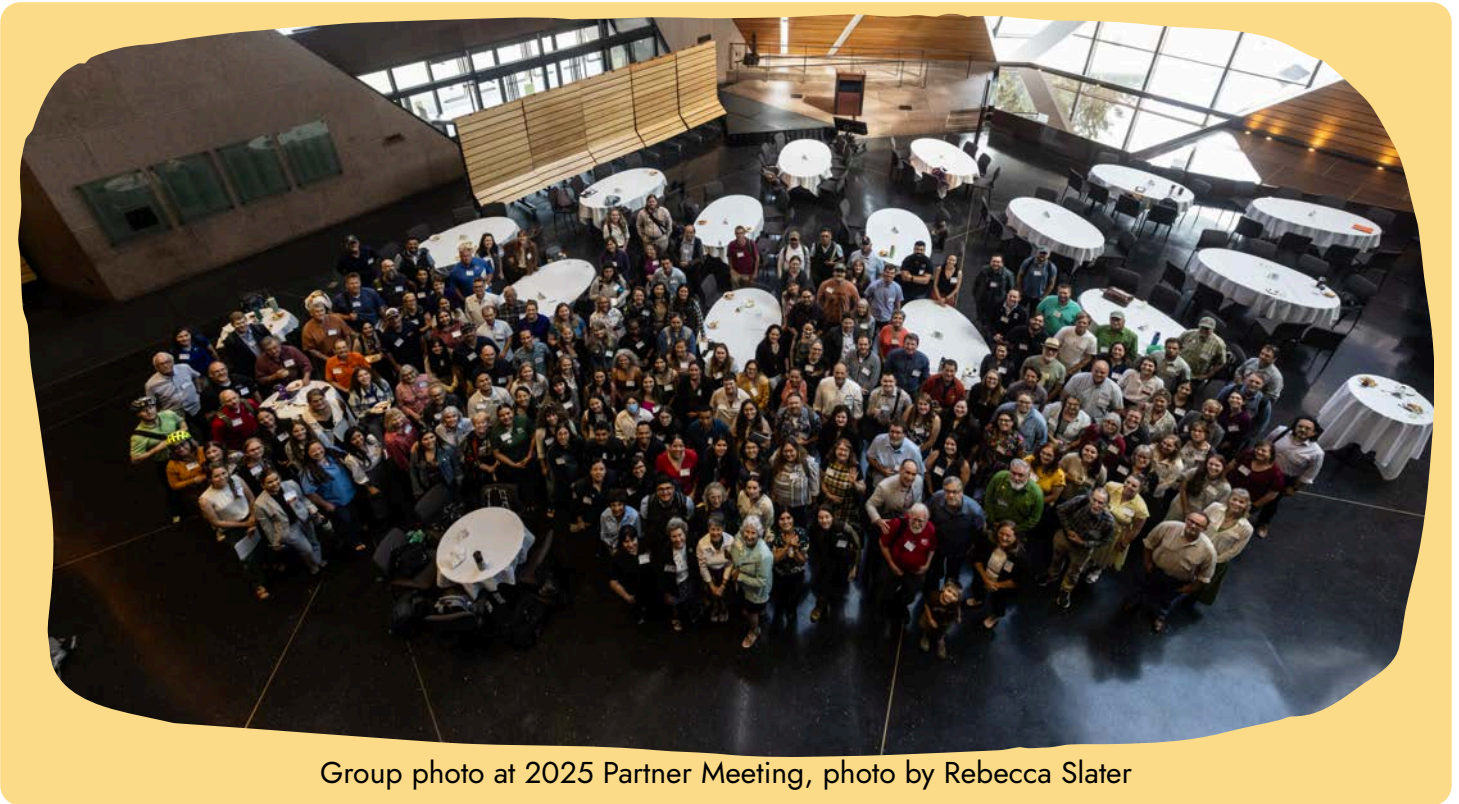
*"There would be less consensus and more divergent conservation strategies."*

*"Chaos. Scientists / experts appear to disagree on many issues. Need a leadership entity to provide direction and credibility."*



Partners in breakout session at 2024 Partner Meeting, photo by Randy Smith

# Collective Impact Result Highlights (cont.)



The responses to these two questions align closely, highlighting the foundational role the MJV Partner Network plays in monarch conservation. The network functions to coordinate conservation efforts, helping to prevent a fragmented or disconnected approach to the movement.

The MJV Partner Network delivers value through three primary functional areas:

- **Facilitating collective action and operational efficiency** by ensuring conservation efforts are coordinated and impactful through shared cooperation.
- **Providing authoritative direction and unified advocacy** by serving as a central voice that ensures consistency in messaging and credibility in conservation advocacy.
- **Building community, connections, and shared learning** by fostering a supportive environment where partners can collaborate and learn from one another.

These results demonstrate that the MJV Partner Network provides the essential infrastructure needed for the conservation community to function effectively by aligning diverse efforts into a single, coordinated force. This prevents the inefficiencies and weakened advocacy that often result from a lack of central organization.

One final reflection point: a few partner responses indicated a "Lack of Engagement" cluster that highlighted how external barriers, such as limited time (*"I just don't or haven't yet had the time within my job to engage fully with the network."*), restrict partners from fully realizing the network's reported benefits. These barriers limit the overall effectiveness and collective impact of the MJV Partner Network, underscoring the vital importance of active partner participation.

# Next Steps

The findings from this evaluation highlight both strengths of the MJV Partner Network and opportunities for continued growth.

Based on partner feedback, MJV is committed to focusing on the following actions to strengthen collaboration, communication, and connection across the network:

- Increase visibility of partner organizations and programs across the network, and expand opportunities for partners to share their work, data, and expertise with one another. One specific way MJV plans to support this is by creating opportunities for partners to submit content for highlights in Partner News and blog posts.
- Continue prioritizing structured opportunities for connection, while also exploring ways to support informal peer-to-peer relationships.
- Strengthen support for partner collaboration by prioritizing activities partners identify as most important for engaging with the network. Specifically, expanding opportunities for partners to share their efforts and/or data with one another.
- Improve communication around offerings available to partners, particularly the Partner Portal. Some specific ways MJV plans to improve communications include updating onboarding instructions, developing clearer how-to guides and videos, and offering virtual information sessions.
- Continue evaluating the Partner Network every two to three years to track progress over time. Between full evaluations, MJV may also use targeted follow-up questions to better understand specific findings, such as the factors contributing to lower levels of partner-to-partner connectivity.



Clockwise from top: MJV Staff at 2024 Partner Meeting, photo by Randy Smith; partners viewing handouts at 2024 Partner Meeting, photo by Randy Smith; last two photos - partners in breakouts at 2025 Partner Meeting, photos by Rebecca Slater



Partners listening to presentation at 2024 Partner Meeting, photo by Randy Smith

## Conclusion and Thank You

---

Conservation of the monarch butterfly requires collaboration, a shared vision, and sustained work across the country. The Monarch Joint Venture would like to express its sincere gratitude to the entire MJV Partner Network, especially those who shared their perspectives during this evaluation process. Your time, insight, and dedication, whether you have been part of the network for one year or ten, help shape our collective efforts to support sustainable monarch populations and advance broader conservation work.

This survey was developed by a team of MJV staff and a social scientist from Connected Clarity LLC to establish baseline data and deepen understanding of the network, our shared efforts, and MJV's role as the network facilitator. The evaluation examined five partnership impact areas: collaborative culture, resource sharing, connectivity and partner culture awareness, trust, and collective impact.

The results reaffirm that our network values collaboration, while also identifying where MJV can better support partners in this work. In response, we remain committed to creating opportunities for partners to connect virtually and in-person, to elevating partner efforts through our communications, and to continually improving tools, such as the Partner Portal, to make collaboration easier and more effective.

Evaluating the impacts of a nationwide partnership is complex, and this work would not have been possible without the expertise of Connected Clarity LLC in survey design and analysis. Looking ahead, these findings provide an important foundation for learning, reflection, and continued improvement as MJV works alongside partners to strengthen collaboration and expand our collective impact over time.



# MONARCH JOINT VENTURE

[partnership@monarchjointventure.org](mailto:partnership@monarchjointventure.org)

[www.monarchjointventure.com](http://www.monarchjointventure.com)



@monarchjointventure

2233 University Ave W.

Suite 426

St. Paul, MN 55114