

**EVALUATION OF THE MINNESOTA READING CORPS
Follow-Up Survey of Member Applicants**

Consent Page:

Under contract with the Corporation for National and Community Service (CNCS), NORC at the University of Chicago is seeking to obtain information from members of the Minnesota Reading Corps program for the 2012-2013 school year. You are being asked to participate in this important study, the Evaluation of the Minnesota Reading Corps Program.

The information collected in the questionnaire is being requested by NORC and your data is protected under the Privacy Act of 1974 as amended. Under this Act, NORC is required to treat all information you provide as confidential. The information you provide will be used only for the purpose of analyzing data and preparing scientific reports and articles. Any information publicly released (such as statistical summaries) will be in a form that does not personally identify you. Your individual information will not be shared with the Minnesota Reading Corps or CNCS.

Your participation will be used to assess and identify areas for possible improvement to the Minnesota Reading Corps program. The information you provide will also be used to better understand the needs and experiences of AmeriCorps member applicants like you. Your response is voluntary and failure to provide some or all of the requested information will not in any way adversely affect you. Actual time to complete the questionnaire may vary depending on your circumstances. On average, it will take approximately 20 minutes.

An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a current valid OMB Control Number. The OMB Control Number is xxxx-xxxx for this study and approval expires on xx/xx/xxxx.

If you have any questions or comments regarding this study, you may refer to the Frequently Asked Questions at [INSERT LINK to Project Website where FAQs are listed]. For a detailed description of the study, you may refer to the Project Description at [INSERT LINK to Project Description]. For a detailed description of the organizations involved in this study, you may refer to the Description of Organizations at [INSERT LINK to Description of Organizations]. If you have further questions, please contact the study team at 1-800-XXX-XXXX or send an email to MRCEval@norc.uchicago.edu. For information on your rights as a research subject, please call the NORC Institutional Review Board administrator at 1-866-309-0542.

Again, thank you for your time and effort in completing this very important study on the Evaluation of the Minnesota Reading Corps Program.

To indicate your consent to begin the survey, please press the "BEGIN SURVEY" button below.

1. During the 2012-13 school year, in which Minnesota Reading Corps program did you/do you serve?

- ₁ Preschool (PreK)
- ₂ Kindergarten thru 3rd Grade (K-3rd) *(Skip to Question 2)*

1a. In which role did you serve?

- ₁ Community Corps Member
- ₂ Professional Corps Member, Lead Teacher
- ₃ Professional Corps Member, Assistant Teacher

2. Do you have any of the following teaching credentials? *[New]*

- ₁ State teacher license *(Skip to Question 3)*
- ₂ National board certification *(Skip to Question 3)*
- ₃ Other (Please specify) _____ *(Skip to Question 3)*
- ₄ None of the above

1a. Do you plan to obtain a teaching credential?

- ₁ Yes
- ₂ No

3. What is the highest level of education you **expect** to complete? *[AC Longitudinal Survey]*
(Please check one)

- ₁ Some high school *(Skip to question 4)*
- ₂ High school diploma *(Skip to question 4)*
- ₃ High school equivalency diploma or certificate (GED) *(Skip to question 4)*
- ₄ Vocational, trade, or business school after high school (not for a BA or MBA)
- ₅ Less than 2 years of college
- ₆ Two or more years of college (including 2-year degree)
- ₇ College degree (4- or 5-year degree)
- ₈ Master's degree or equivalent
- ₉ Ph.D., M.D., or other professional degree

3a. In what field? *[New]*
(Please check only one)

- ₁ Teaching children/adults
- ₂ Social/community work
- ₃ Law
- ₄ Business
- ₅ Health-related
- ₆ Computer/technical/scientific
- ₇ Environmental
- ₈ Public safety
- ₉ Agriculture

₁₀ Other (Please specify) _____

4. What are you planning to do after your Minnesota Reading Corps service? (Please check all that apply) [AC Member Survey, modified]

- ₁ Get a job
- ₂ Go to college (Skip to question 4b)
- ₃ Go to college and work at same time
- ₄ Enroll in the same or another AmeriCorps program (Skip to question 5)
- ₅ Volunteer (Skip to question 5)
- ₆ Retire (Skip to question 5)
- ₇ Stay home to take care of family member(s) (e.g., children, parents) (Skip to question 5)
- ₈ Other (Please specify) _____ (Skip to question 5)
- ₉ Do not know (Skip to question 5)

4a. In what sector would you be working? [New]
[If #4=1 or 3]
(Please check only one)

- ₁ Public Schools
- ₂ Other Government/public sector
- ₃ Private sector
- ₄ Non-profit sector (tax exempt, charitable organization)
- ₅ Other (Please specify) _____

4bi-iii. In what field? [Loop question: if #4= 1, 2, or 3] (Please check only one) [AC Longitudinal Survey]

- ₁ Teaching children/adults
- ₂ Social/community work (Skip to question 5)
- ₃ Law (Skip to question 5)
- ₄ Business (Skip to question 5)
- ₅ Health-related (Skip to question 5)
- ₆ Computer/technical/scientific (Skip to question 5)
- ₇ Environmental (Skip to question 5)
- ₈ Public safety (Skip to question 5)
- ₉ Agriculture (Skip to question 5)
- ₁₀ Self Employed (Skip to question 5)
- ₁₁ Other (Please specify) _____ (Skip to question 5)

4c. In what area do you plan to teach?
(Please check only one)

[New]

- ₁ Pre-kindergarten
- ₂ Elementary school
- ₃ Middle school
- ₄ High school
- ₅ College

5. Please indicate how strongly you agree or disagree with each of the following statements

[MRC Member Survey, modified]

- | | Strongly Disagree | Disagree | Neither Agree Nor Disagree | Agree | Strongly Agree |
|--|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| a. I am committed to volunteering in schools. | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| b. I am committed to ongoing promotion of childhood literacy. | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| c. I am committed to community service. | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| d. If a job I hold in the future does not have community service as part of its mission, I will encourage the organization to include opportunities for community service. | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |

6. Please indicate how strongly you agree or disagree with each of the following statements. Community should be defined as you view it.

[AC Longitudinal Survey]

- | | Strongly Disagree | Disagree | Neither Agree Nor Disagree | Agree | Strongly Agree |
|--|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| a. I have a strong attachment to my community. | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| b. I often discuss and think about how larger political and social issues affect my community. | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| c. I am aware of what can be done to meet the important needs in my community. | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| d. I feel I have the ability to make a difference in my community. | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |
| e. I try to find the time or a way to make a positive difference in my community. | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | <input type="checkbox"/> ₃ | <input type="checkbox"/> ₄ | <input type="checkbox"/> ₅ |

7.1

[If #4=1-5, 8, or 9] Please indicate whether you feel each of the following things is very important, somewhat important, or not important to you.

[AC Longitudinal Survey]

- | | Not
Important | Somewhat
Important | Very
Important |
|---|----------------------------|----------------------------|----------------------------|
| a. Working to correct social and economic inequalities. | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| b. Working in a job where I am of direct service to people. | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| c. Working in a profession involving children. | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
| d. Working in a teaching or education field. | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |

7.2.

[If #4=6 or 7] Please indicate whether you feel the following is very important, somewhat important, or not important to you.

- | | Not
Important | Somewhat
Important | Very
Important |
|---|----------------------------|----------------------------|----------------------------|
| a. Working to correct social and economic inequalities. | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |

8.

Below are a few statements about how some people feel about obtaining a job. For each statement, please indicate how true the statement is for you.

[New, based on Rotter's (1966) Locus of Control Scale]

- | | Not at
all true | Mostly
not true | Neither
true nor
untrue | Mostly
true | Very
true |
|---|----------------------------|----------------------------|-------------------------------|----------------------------|----------------------------|
| a. I feel confident in my ability to get a good job. | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| b. If I cannot get a good job, it is because people are not fair to people like me. | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| c. To get a good job I just have to try hard enough. | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| d. Getting a job is a matter of hard work, luck has little or nothing to do with it. | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| e. Getting a good job depends mainly on being in the right place at the right time. | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| f. The job opportunities I have in life are dependent on circumstances that I cannot control. | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |

9. Below is a list of activities that you, along with others, might try to accomplish. Think about how hard it would be for you to accomplish each activity. Assume that each of these is an activity you feel is worthwhile to accomplish.

[AC Longitudinal Survey]

	Would not be able to get this done	Might be able to get done	Would be able to get this done
a. Getting the local government to fix a pothole in my street.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
b. Getting the local government to build an addition to the community center.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
c. Getting an issue on the ballot for a statewide election. (Assume your state allows this.)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
d. Organizing an event to benefit a charity or religious organization.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
e. Starting an after-school program for children whose parents work.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
f. Organizing an annual cleanup program for the local park.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

10. Please indicate your agreement with each of the following statements.

[MRC Member Survey]

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
a. I felt welcomed and part of the team at my site.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b. The Minnesota Reading Corps program was well integrated with other interventions or initiatives on-going at my site.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
c. I had sufficient materials to perform my role at my site.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
d. I had adequate computer access at my site.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
e. I had adequate workspace at my site.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
f. I felt supported by my Internal Coach.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
g. I felt supported by my Master Coach.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
h. I knew what was expected of me.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
i. I was aware of my progress in meeting program requirements.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

- | | Strongly Disagree | Disagree | Neither Agree Nor Disagree | Agree | Strongly Agree |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| j. My service and contributions were valued. | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| k. My experience with Minnesota Reading Corps matched my expectations. | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| l. I had sufficient training to perform my assignment at the site | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |

11. Thinking of your overall Minnesota Reading Corps experience, how satisfied were you with the following: [AC Member Survey]

- | | Very Dissatisfied | Somewhat Dissatisfied | Satisfied | Very Satisfied | Extremely Satisfied | N/A |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| a. Gaining an understanding of the community where you served. | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| b. Gaining an understanding of the organization(s)/school(s) where you served. | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| c. Establishing a relationship with your Internal Coach. | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| d. Establishing a relationship with your co-workers/fellow members. | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| e. Providing services to the community. | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| f. Learning new skills. | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| g. The quality of onsite or optional training. | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |
| h. Knowing the needs of students I worked with | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 |

12. All things considered, how satisfied are you with your overall Minnesota Reading Corps experience? [AC Member Survey]

- 1 Very Dissatisfied
- 2 Somewhat Dissatisfied
- 3 Satisfied
- 4 Very Satisfied
- 5 Extremely Satisfied

13. To what extent would you say that your Minnesota Reading Corps service was a defining personal or professional experience? A defining experience is one that resulted in a change or shift in your beliefs, aspirations, and/or professional goals or one that confirmed your beliefs, aspirations, and/or professional goals.

[AC Member Survey, modified]

- 1 Not at all defining
- 2 Slightly defining
- 3 Moderately defining
- 4 Very defining
- 3 Extremely defining

14. How do you think the Minnesota Reading Corps tutoring affected you personally?

[New, based on findings from Hedrick et al, 2000 and Malone, Jones, & Stallings, 2002]

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
a. It helped me learn about myself personally and/or professionally.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b. I learned that tutoring is harder than I thought.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
c. I clarified my possible future educational and career goals.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
d. It helped me understand how different students learn.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
e. It helped me understand how to motivate students.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
f. It helped me learn how to be a better tutor.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
g. I gained a greater mastery of how to tutor young children how to read.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
h. I learned more and developed a deeper understanding of the school environment.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
i. I gained a deep sense of satisfaction by helping others.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
j. I gained a clearer sense of social problems and solutions.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
k. I increased my sense of commitment to social justice and social responsibility.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
l. It increased my desire to become a teacher	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

15. Please indicate your overall agreement with each of the following statements about Minnesota Reading Corps (MRC) program outcomes. *[MRC Member Survey, modified]*

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
a. Participation in the MRC program had a positive impact on me this school year.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b. Participation in the MRC program had a positive impact on the site I served this school year.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
c. Participation in the MRC program had a positive impact on the students I served this year.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
d. Participation in the MRC program had a positive impact on the teacher of the students I served this year.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

16. Thinking about your Minnesota Reading Corps service over the **past 12 months**, please indicate how much you agree with the following statements. *[AC Longitudinal Survey]*

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
a. I felt that I made a contribution to the community.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b. I re-examined my beliefs and attitudes about myself.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
c. I was exposed to new ideas and ways of seeing the world.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
d. I felt like part of a community.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
e. I learned more about the “real” world.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
f. I felt I could make a difference in the life of at least one person.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
g. I did things I never thought I could do.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
h. I changed some of my beliefs and attitudes.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

Thank you very much for your time and cooperation.