

# Utilizing Network Analysis to Transform a Community Collaborative

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## Executive Summary

Social network analysis is a powerful tool for community collaborations to utilize. Not only does it visualize network connections it looks at the metrics of trust, value, and centrality. The Northeast Denver Youth Engagement Zone is a highly dense, decentralized network with high resource contribution from all members. There is mutual respect and a high level of trust where all members feel that not only their roles are valued, but also feel they can express divergent opinions freely. Partner time could be managed more effectively and care needs to be taken to shift priorities to committee work to move the collaborative toward implementing their programmatic activities. Guidelines concerning membership, accountability, and conflict resolution should be a priority for the Steering Committee to develop so all partners can agree to them and enforce them. Restructuring the network to remove redundancy—will free up partner’s time to introduce and foster new connections. Role clarity is a necessity because partners feel they are valued and proactive members of the network, but could use more direction regarding specifically how they can be of service in implementing objectives. An IT/Web interface would dramatically enhance communication and fortify the collaborative structure. Allowing youth who completed programs to participate in committee meeting would ensure the collaborative is meeting the changing needs of the community.

## Introduction

The increase in use of network collaborations within communities has grown as evidenced by the growing body of research and literature on the topic. Networks can be federally mandated, publicly funded, or created organically by the partners involved. Many issues can arise in the way the network is governed, structured, and administered, as well as who is invited to participate. It is essential that these issues are addressed early on so partners have a clear understanding of their role in carrying out the mission, objectives, and the programmatic activities of the network.

The Northeast Denver Youth Engagement Zone (NDYEZ) is a community collaborative in Northeast Denver. They are about eight months into their three year \$2.5 million federally funded grant work. The collaborative at this time does not have a governance or decision making structure and has no established leadership which inhibits the network from carrying on

its programmatic objectives. This project is essential to improving governance and building capacity building within the Northeast Denver community network and will also address any fundamental trust, commitment, conflict, and accountability issues among partners. Not all collaborations are successful, but with proper attention to these key areas, the NDYEZ has a greater chance to achieve success in the community.

Provan et al (2005) stated that by “documenting and tracking relationships among organizations that ostensibly make up a network, communities can enhance their capacity to address current and future needs” (p. 610). Social network analysis gives the NDYEZ partners a theoretical, academic, and practical framework for their governance model while building capacity internally as a collaborative and externally as a part of the Northeast Denver community.

## **Purpose and Research Questions**

The purpose of this research project is to provide the NDYEZ with a set of collaborative tools to organize their governance structure and build capacity in terms of accountability, trust, and commitment within their network while efficiently addressing any conflict or communication issues. To do this, this project will address the following research questions: (1) How should the collaborative evolve from its current capacity and governance structure to one that will be sustained in the community past the three year grant limit? (2) What new partners will need to be brought into the network to achieve sustainability in the community?

## **Client Profile**

FrontRange Earth Force, a nonprofit organization located in Denver, Colorado, was created in 1994 to engage youth (now and in the future) to work towards improving local communities and their environments through service learning projects. In June of 2010, Lisa

Bardwell, CEO of Earth Force, developed a grant with several partner organizations for a federally funded Youth Engagement Zone in Northeast Denver. The Youth Engagement Zone is an “experiment in urban climate change asserting that, given the right tools, youth can transform their urban climate using green technologies and prepare themselves for the modern workforce” (Bardwell, 2010).

NDY EZ represents the youth, educators, service providers, and leaders of the community. Fostering youth service learning skills through practical opportunities to use those abilities is important in achieving the collaborative mission of giving youth the tools to transform their communities. This is done through four program activities: school year service learning, summer programming, community outreach, and the use of media. NDY EZ collaborative partners are Whittier School K-8, Cole Academy of Science and the Arts, Manual High School, FrontRange Earth Force, Youth Biz, Math Literacy Project, Redline, CityWILD, Metro Volunteers, GrowHaus, and Civic Canopy.

At this time, the collaborative does not have a set governance structure, formal decision making process, and needs to develop the tools to map the current network. This would allow NDY EZ to analyze partner trust, commitment, and value levels while eliminating stagnation in their programmatic objectives and overall mission due to absence of coordination and accountability of member organizations. Partners are not able to focus on the programmatic activities because partners do not clearly understand their role in carrying out those activities. A Program Committee, a Youth Outreach Committee, and a Media/Communications Committee were created to manage, strategize, and carry out the mission in the community, but no headway on key actions has been made thus far as a result of a lack of coordination and communication among committee members and no time for committees to discuss their roles and objectives.

Collaborative partners want to achieve consensus with one another in making decisions and fulfilling objectives. Members want a Steering Committee to lead and articulate network level judgments to all, while also establishing guidelines for membership and measurable criteria for excellence. This will move the collaborative forward in achieving its stated outcomes so time with partners is used efficiently and better directed toward the execution of programmatic activities. The Steering Committee must be organic, nimble, and adaptive so that it can be sustained in the community for years to come with members rotating out of this position. Current members report that there is communication overlap between partners while there is also a shortage of communication and coordination that is inhibiting effective use of member time. Partners have also stated concern over accountability to funders, to each other, and to the community. There is a varying level of commitment between network members to each other and the collective work, which is evident in lack of attendance and participation of organizations in collaborative meetings.

## **Literature Review**

### *Elements of Collaboration:*

A review of the literature has provided a detailed understanding of the meaning of collaboration and its use in modern public management. There are varying definitions for collaboration including—network, and partnership. Powell & Grodal (2005) defined inter-organizational networks as “a means by which organizations can pool or exchange resources and jointly develop new ideas and skills” (p. 99). Cigler (1999) defined collaboration as consisting of “a great intensity of linkages (increased resource commitments, a sharing of tasks and decision rule and common goals” (p. 87). Kamensky (2004) concluded that “collaboration is about co-labor, about joint effort and ownership. The end result is not mine or yours, but ours,

and the focus is on producing or implementing something” (p. 8). From these definitions of collaboration, it is easy to conclude that collaboration involves multiple actors (individuals, organizations, etc.) jointly working together toward common goals, objectives, outcomes sharing ownership, resources, commitment, tasks, and risks with all involved. This is apparent in the work of the NDYEZ collaborative where all partners came together for the purpose of influencing and engaging the youth in Northeast Denver. All recognize that the collective work could not be accomplished by one sole organization, but by creating synergies working together.

Cigler (1999) laid out a continuum of partnerships: networking, cooperative, coordinative, and collaborative. Each vary “in complexity of purposes (information sharing versus joint problem solving), intensity of linkages (based on common goals, decision rules, shared tasks, and resource commitments), and the formality of agreements reached (informality versus formality of rules, guiding operating structure, policies and procedures)” (p 88). Network partnerships should strive to attain collaborative success when there are strong linkages between stable member participants, when there is a formal process and structural guideline written out, when there is significant amount of resource contribution, and when the collaborative effort is largely visible to the community. The results of the social network analysis shows where in the continuum of partnerships the NDYEZ members fall and what needs to change to ensure that collaborative status is achieved. Table 1 gives a more detailed description.

Agranoff (2006 & 2007) also established four types of networks. The first is the Informational network which exchanges information and nothing more. Second, is the Developmental/Capacity Building network which shares information and agrees to jointly learn to increase individual member capacities in implementing solutions. Third, is the Outreach /Information Exchange network where partners not only share information and technology, but

pool clients together to create a seamless operation and execution of services to the community. The Action/Collaborative network is the fourth type of network where partners formally depend on each other for joint success. Because they do not have the capacity to do it alone, this type of network relies on each member to carry out solutions as well as share information and technology. The NDYEZ is an Action/Collaborative network due to the intensity of the work in the community, the dependence on each other to carry out objectives, and the capacity to share information, technology, and resources across the partnership.

Milward and Provan (2006) also developed four types of networks consisting of Service Implementation Network, Information Diffusion Network, Problem Solving Network, and Community Capacity Building Network (Table 2 has a description of each). The NDYEZ collaborative would be classified as a Community Capacity Building network due to significant focus on building social capital within the Northeast Denver community so that current and future youth will be trained with the skills and abilities to manage problems by working together toward solutions. The NDYEZ is not a Problem Solving Network because this type of network focuses on current problems with immediate attention and while NDYEZ fits better as a community capacity building network due to that fact that design is emergent and focused on the present and future needs of the community.

#### *Advantages and Disadvantages to Collaboration:*

The literature pointed out numerous advantages, as well as various challenges to community collaboration. One of these includes a flexible structure which utilizes the broad range of resources and expertise each partner offers to achieve common outcomes. Most community collaborations combine diverse partners to solve difficult community problems that one organization would not be able to address and solve independently. Collaboratives can spur

innovation and new ideas which breaks down barriers in the community allowing the network to tackle large problems (Kamensky, 2004; Provan et al., 2005; Rainey, 2009; Scarce, 2010).

Kamensky (2004) revealed five characteristics that successful networks share: “shared vision and trust, independent members, voluntary links, multiple leaders, and clearly defined roles” (p. 10) then later on gave three preconditions for collaboration: “trust, mutual obligation to succeed, and the ability to build consensus” (p. 12). Results from the social network analysis will determine if the NDYEZ partners exhibit the five characteristics of successful networks and if the three preconditions of trust, mutual obligation for success, and consensus building are present.

Some challenges to collaboration include: the difficulty in establishing and sustaining network relationships, lack of financial support for an administrative network activities and infrastructure, and differing organizational and constituency loyalties. Other challenges include: accountability of network members, legitimacy within the community and dealing with an increase in transparency with network partners, funders, and the community (Kamensky, 2004). Cross et al. (2008) also found lengthy decision cycles and diffusion of focus to be costs to collaboration. These costs must be mitigated so that resources, information, and time are leveraged across the network so that time and resources are not wasted. Agranoff (2007b) specifies that “network roles and relationships be arranged to encourage the flow of information and resources across members” (p. 111). These are all challenges the NDYEZ partners must overcome to achieve success.

### *Network Structure*

Network relationships are important to the structure of collaborations and are classified as either a weak or a strong tie based on the strength of the connection. Tie strength is defined in

two ways: 1) recency of contact; 2) type of relationship named by respondent (Granovetter, 1983). Granovetter (1983) defined a weak tie as an acquaintance, friend of a friend, a less durable connection, but gives access to non-redundant and novel information which is invaluable. Weak ties prevent fragmentation and have a longer reach, but narrower bandwidth. On the other hand, strong ties are people who interact every day, who are close personally, and who you ask advice for an important decision. These relationships are based on common interests, where the information passed is complex and rich with detail. Unfortunately, it limits the scope of information and reinforces existing views (Granovetter, 1983).

It is important to have both strong and weak ties within a network so that information is disseminated to all partners influencing how decisions are made. Burt (1992) coined the term Structural Hole and Bridge. Bridges are points of connection between parties that lack formal, strong ties making it the gateway linkage between the two informal, weak ties. Structural holes are potential connections between unrelated clusters of units that are not currently linked (Burt, 1992). It is important to have a highly connected network, where new information is shared between clusters of weak ties bridging the structural holes, so redundant information is reduced and relationships are properly managed in relation to the time one has to nurture and cultivate them. Analysis of the NDYEZ collaborative will demonstrate tie strength of network relationships allowing recommendations to be made concerning any current structural holes and identify any bridges that should be constructed to better connect the network.

## *Governance*

### *Modes of Network Governance*

When organizing a network governance structure, it is important to keep in mind Pisano & Verganti's (2008) two basic questions to ask to before choosing a structure: "1) Given the

strategy, how open or closed should your firm's network of collaborators be? 2) Who should decide which problems the network will tackle and which solutions will be adopted?" (p. 2).

They conclude that there are four types of governance modes that can be utilized. The NDYEZ is a closed, flat model (Consortium) where the network is closed to the eleven partners, but those eleven partners share information to make critical decisions together. This is beneficial for the NDYEZ partners because all share the costs and risks to innovation, but it can be challenging to arrive at mutually beneficial solutions. Table 3 shows more detail on the four modes.

Provan and Kenis (2007) concluded that there are three differing modes of network governance. These include Shared Governance, Lead Organization Governance, and Network Administrative Organization. The NDYEZ collaborative should organize around a shared governance model due to the fact that there are only eleven partners, there is high goal consensus among those partners, and that the network needs to remain adaptable to future needs. Table 4 includes a cross-reference of the three governance modes. Provan and Kenis (2007) highlight that "by having all network members participate on an equal basis, participants will be committed to the goals of the network" (p. 235). The NDYEZ is a participant governed, rather than an externally governed network.

Krebs and Holley (2004) concluded that before you can improve, you must know where the network is now. Krebs and Holley found five patterns in effective networks: 1) Birds of a feather flock together 2) Diversity is important 3) Robust networks have several paths between two nodes-if nodes are removed there is no interruption in information sharing; 4) Some nodes are more prominent than others-hubs, brokers, or boundary spanners; and 5) Most nodes are connected through an indirect link (Krebs & Holley, 50). However, if networks are not managed properly there will be no diversity among clusters or any bridges connecting the structural holes.

The NDYEZ partners share common attributes, while maintaining diversity. It is also important to distinguish tie strength and centrality of participants so the information flow is never interrupted within the network. Krebs & Holley (2004) state that networks are built in four phases: scattered fragments, single hub-and-spoke, multi-hub small world network, and core/periphery network. Currently, the NDYEZ network is in the scattered fragments phase due to a lack of coordination between partners and that few new connections are being made. Analysis of the NDYEZ will illustrate a “network weaver” who can connect clusters and integrate the network so time is not wasted cultivating unnecessary relationships as to lead the partners to a multi-hub then core/periphery network. This will inevitably strengthen the network making it sustainable in the community. Table 5 is a detailed description of the four phases.

#### *Capacity Building*

There are a variety of ways to build capacity within a network to promote successful collaboration. Some facilitating factors include: “having strong members who work well together, a clear and definable goal with high relevance, legitimacy, favorable political developments, a recovering economy, ample funding, and media attention” (Petersen et al, 2006, p 347). Mutual respect and shared commitment are also vital to network success. The NDYEZ has demonstrated an ability to come together to solve a community problem, but has not demonstrated legitimacy within the community nor have they received significant media attention. Petersen et al. (2006) gave three ways to build capacity: “generate people power through breaking down of barriers between organizations in the region, build the capacity of organizations and individuals, and overcome barriers to community participation” (p. 348). NDYEZ partners have broken down barriers between their organizations, but still need to build

capacity through community involvement, staff trainings, and collaborative organizational seminars.

Milward and Provan (2006) describe five tasks that network managers must do for effective management and capacity building including management of accountability, legitimacy, conflict, design, and commitment. Collaborative partners should be held accountable for their role in the network while continually maintaining legitimacy with each other proving just how valuable their work is in the community. Conflict must be managed to balance the needs of all stakeholders which occurs when balancing partner accountability and commitment. Buy-in of network members must be maintained while operating on a basis of consensus. Analysis will show if the collaborative has effectively achieved these five tasks to network management. (Table 6 shows a more detailed explanation of the Five Tasks).

Membership must also be managed properly to build capacity. Johnston, et al. (2010) concludes that “if inclusion is managed properly it reinforces trust, commitment, understanding, communication and outcomes marking a successful collaboration” (p. 18). This is accomplished using through a deliberative consensus-orientated planning process to leverage time, building trust and commitment. Extended group discussions without external timetables where stakeholders listen to each other’s points of view generates solutions when all choices are considered. Finally, the thoughtful inclusion of new members minimizes the chance that new participants can destabilize the network (Johnston et al. 2010). Network engages the right stakeholders to and brings them to the table by fostering strong interorganizational partnerships, recruiting and retaining clients, and increasing community involvement. The NDYEZ must pay attention to membership because it will need to add new partners to the table as the network evolves and adapts to the needs of the community.

## *Conflict Management*

Collaborations are not without conflict. O’Leary (2009) outlined eleven complexities involving the nature of conflict in networks. They are as follows:

- 1) Multiple members; 2) Members bring different and common missions; 3) Different organizational cultures; 4) Different methods of operation; 5) Different stakeholder groups and funders; 6) Different degrees of power; 7) Multiple issues at hand; 8) Multiple forums for decision making; 9) Networks are both interorganizational and interpersonal; 10) Variety of governance structures available to networks; 11) Conflict with the public including lack of transparency to community and perceived problems with accountability (O’Leary, 2009, p. 6).

These areas of conflict among network members can spiral out of control if not properly handled destabilizing the network. O’Leary (2009) describes the conflict spiral in the following steps: “The problem emerges, sides form, positions harden, communication stops, resources are committed, conflict goes outside the network, perceptions become distorted, and eventually a sense of crisis emerges (O’Leary, p 6). One way to handle conflict in collaborations is to use a collaborative problem solving approach or interest based negotiation. This type of problem solving negotiation takes into consideration the needs of all network members to satisfy their interests (not positions) creating a win/win, integrative solution. This is not a compromise because with a compromise both parties do not get their interests met, but is a mutually satisfactory agreement. (Table 7 is the complete list of Principled Negotiation, Interest-Based Negotiation, Collaborative Problem Solving, and Building Agreement on Governance Structure).

There are also a variety of communication skills that public managers should have to manage conflict which O’Leary (2009) outlines:

Ask problem solving questions to identify interests, use reflective or active listening to reduce tension and manage the conflict spiral, and respond to hard bargaining tactics through a variety of means including the use of I-statements not You-statements. Use of rationality in response to emotion, understand others when they do not understand when you do not react, consult others even if they appear to not be listening, be reliable, be accepting of others when their concerns are worthy of consideration (p. 7).

Problems within networks can be mitigated and stabilized with proper attention to communication style, along with following the steps in the interest based negotiation. The analysis will show how conflict is currently managed within the NDYEZ partnership and how communication and negotiation style can be developed to address future conflict.

### *Social Network Analysis*

Collaboration to achieve a common goal is a phenomenon that has taken place since the beginning of society. What have changed are the methods in which public managers understand networks and the relationships among partners. Scarce (2010), pointed out that “the real transformation is in the way that people are using the tools and fundamentally changing how they think, form groups, and do their work” (p. 3). Now with easy, user friendly software, organizations can perform social network analysis to capture data and visualize the links between nodes that was previously invisible (Scarce, 2010).

Social Network Analysis is the tool public managers can utilize to visualize an organization’s location within the structure of a network so that if need be priorities, resources and relationships can be adapted, changed, or added. More specifically, “network analysis is a method of collecting and analyzing data from multiple individuals or organizations that may be interacting with one another...to allow for the examination and comparison of relationships

between two organizations (dyads), among clusters or cliques of organizations, and among all of the organizations comprised by the network” (Provan et al., 2005, p 605). Social Network Analysis “describes structure and patterns of relationships and seeks to understand both their causes and consequences” (Streeter and Gillespie, 1992 p. 201). The level of analysis is the relationship, not the organization or individual and the fundamental property is to understand how well connected the network members are to one another (Scott, 1991).

The matrix model is the dominant approach for analyzing structural properties of networks in recent years thanks to software programs that produce algebraic calculations producing a three-dimensional map of network structure. The data must be arranged in a matrix before the map can be created. This is done through an array of rows (representing members) and columns (representing the same set of members in identical order), where each cell contains either a 0 (absence) or a 1 (presence) of a relationship between the two units (Streeter and Gillespie, p. 205). Matrices can show directional and non-directional relationships between network members. This is a great approach for finding patterns among connections of total members as well detecting subgroups or clusters of relationships.

The PARTNER tool (the Program to Analyze, Record, and Track Networks to Enhance Relationships) was developed by Varda et al. (2010) and is the best tool to use to analyze the NDYEZ network. This is one of the most recent network analysis software programs that use matrix modeling and the metrics of centrality, trust, and value. This program visualizes networks in terms of strength and direction of relationship, partner value attributes, and partner trust. Analysis of the network’s scores includes: (1) measures of network density, degrees of centralization, and trust; (2) individual network scores include centrality/connectivity/redundancy; (3) value in terms of power/influence, level of involvement, and resource

contribution; and (4) individual trust levels in terms reliability, in support of mission, and open to discussion. Varda et al. (2010) provides useful quality improvement questions that lead to answers which then leads to actions decisions by network members to improve the work the collaborative is doing. (Table 8 contains a list of questions and action decisions). Provan et al. (2005) also provided eight questions to ask when analyzing network data to thoroughly understand the current state of the network and how it can be strengthened. (Table 9 contains the list of eight questions.) Both of these sets of questions will be helpful for analyzing the NDYEZ.

## **Methodology**

A tailored survey was sent Friday, February 18, 2011 to eleven partners participating in the NDYEZ collaborative including Whittier K-8, Cole Academy of Science and the Arts, Manual High School, FrontRange Earth Force, Youth Biz, Math Literacy Project, Redline, CityWILD, Metro Volunteers, GrowHaus, and Civic Canopy. Majority of these organizations answered the survey online or by mail. Survey responses were not received from Whittier, Manuel High School, Math Literacy Project, and Civic Canopy.

The survey asked organizational questions related to the organizations' role in the collaborative. Next a partnership assessment asked the cohorts to answer questions related to frequency of interaction, relational, value, and trust questions for each organization in the network. Collaborative outcomes, structure and processes of the NDYEZ were each thoroughly surveyed and audited. Five follow up questions concluded the evaluation of the NDYEZ network. (See Appendix 10 for full copy of the survey)

This study analyzed the current state of the network in terms of governance structure and capacity while also visualizing the collaborative to identify areas that need to be strengthened,

created or adapted. The survey incorporated questions that were imported into the PARTNER Tool designed by Dr. Danielle Varda for analysis.

The specific data relevant to the PARTNER tool was imported into the software for analysis and network mapping. This is a useful tool to visualize the current state of the network. The other data was graphed and charted for visual effect and a written analysis is included in the results and discussion section. PARTNER is a free tool that the NDYEZ partners can utilize again to show how the network has evolved, adapted, and changed over time to meet the needs of the partners, the youth, and the community.

## **Results and Discussion**

Social Network Analysis has proven that the NDYEZ collaborative is a decentralized, dense network where everyone is working with everyone or at least knows of the work each other is doing. There does not seem to be any structural holes, but there is a possibility of redundancy in the network. Too much interaction is taking place with no progress or action concerning follow-thru on mission and program objectives. The NDYEZ collaborative is comprised of organizational directors and managers while some organizations have multiple people representing them at the table. From the visual representation of Figure 1, MHS has the fewest links with only six, MLP, Wk-8, and CC each have seven links (due to the lack in response from these organizations to the survey), Red has nine links (not connected at all to MHS) and EF, CW, YB, MV, and Cole, each have ten links. Figure 2 shows the Centrality/Connectivity/Redundancy scores.

Figure 1: Every Year or Less

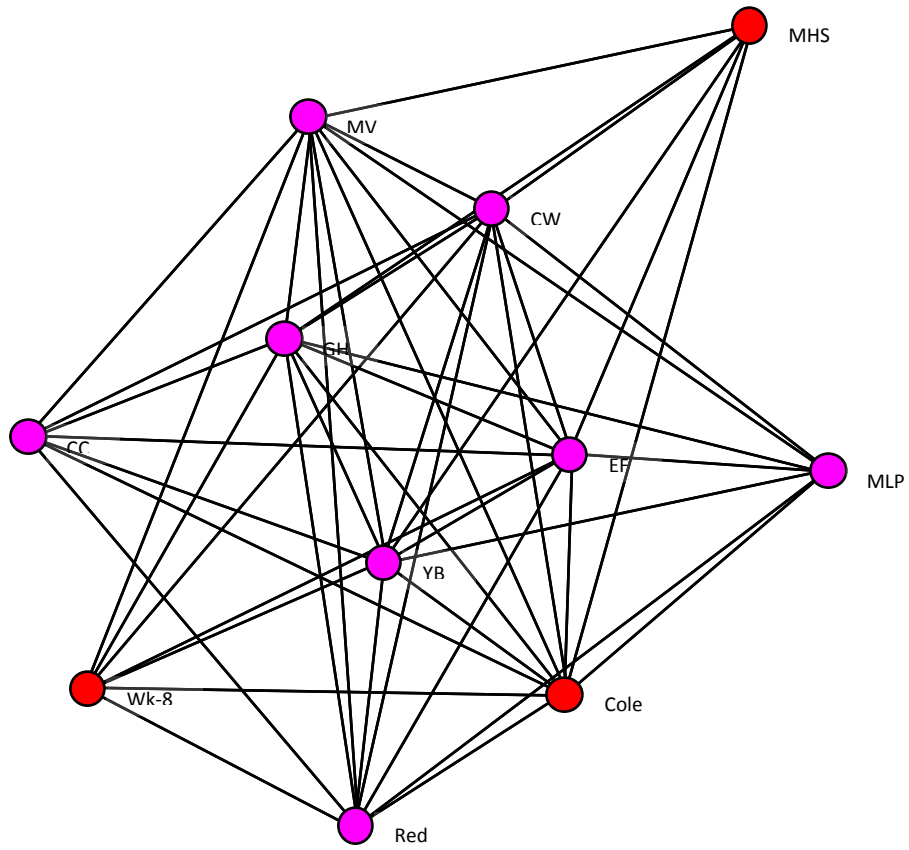


Figure 2:

<b>CENTRALITY/CONNECTIVITY/REDUNDANCY</b>				
	Degree Centrality (max 10)	Non-Redundant Ties	Closeness Centrality	Relative Connectivity
Math Literacy Project	7	2.41	0.77	75%
CityWILD	10	4.92	1	94%
Civic Canopy	7	2.39	0.77	77%
GrowHaus	10	3.82	1	80%
Redline	9	4.05	0.91	90%
Manuel High School	6	2.2	0.71	41%
Whittier School K-8	7	2.28	0.77	52%
Cole Academy	10	3.67	1	96%
Front Range Earth Force	10	5.19	1	100%
Metro Volunteers	10	5.04	1	97%
YouthBiz	10	4.08	1	97%

**Network Scores**

Density	87.30%
Degree Centralization	15.60%
Trust	77.30%

Frequency is a great way to look at interaction and strength of ties within a network. EF interacts with all ten organizations weekly and interacts daily with Cole and YouthBiz. CW has eight interactions a week and MV has six. Everyone talks to each other every year or less, but the survey data is incomplete. Figure 3 is a network map of NDYEZ interaction every year or less.

Figure 3: Every Month

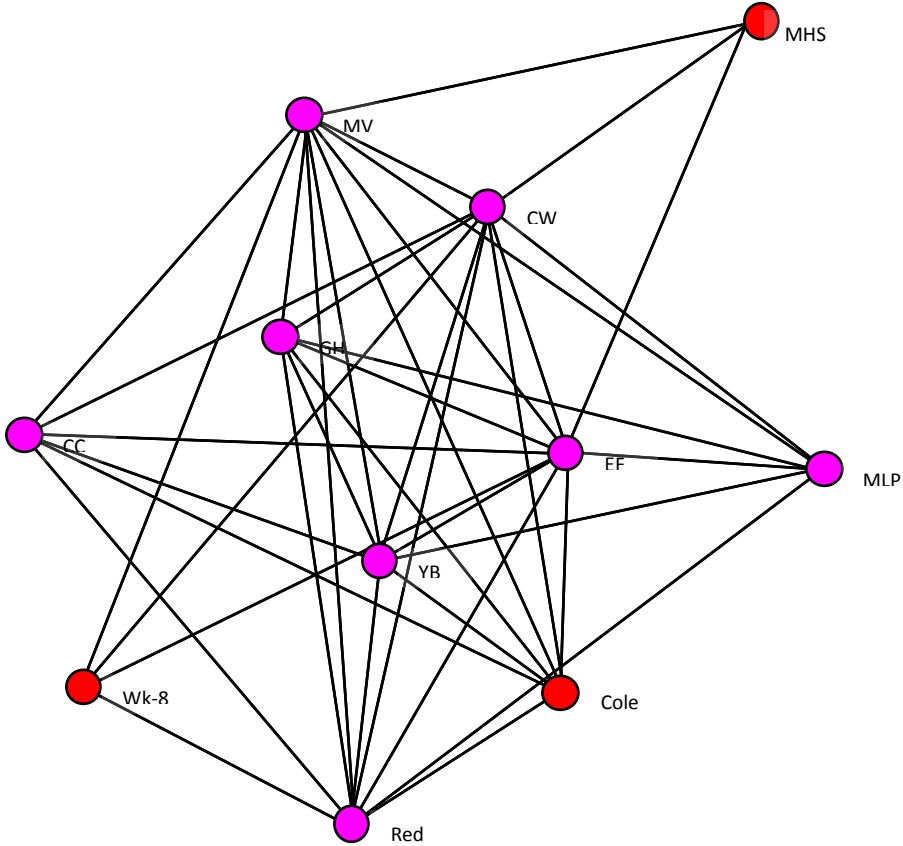


Figure 4: Every Few Weeks

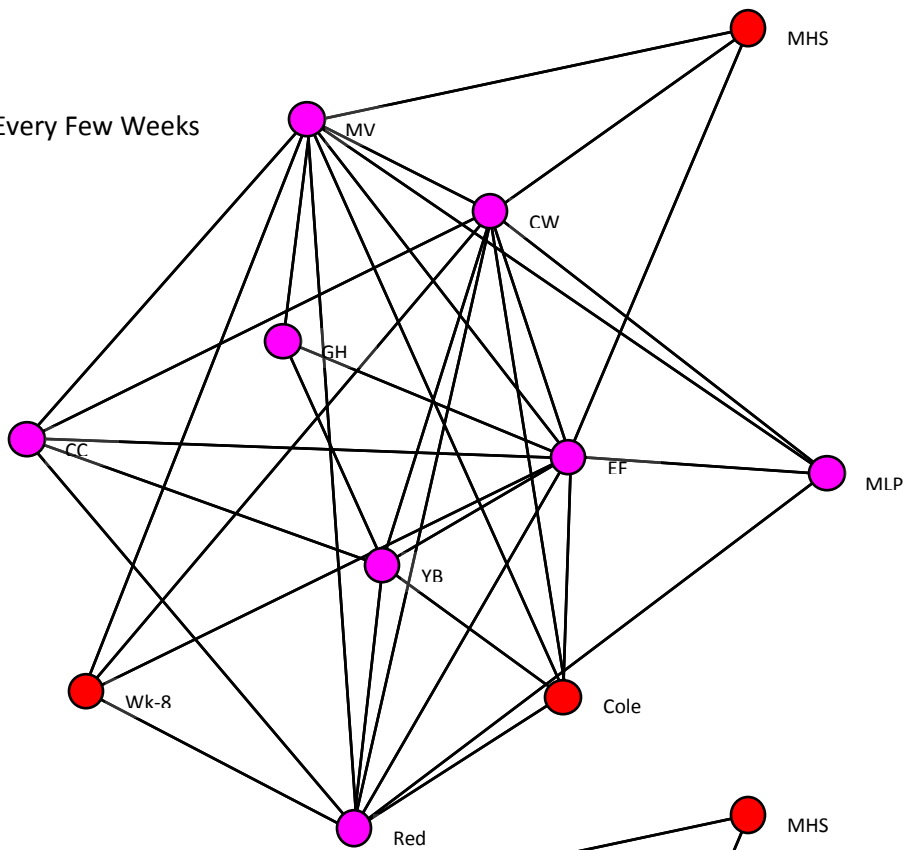


Figure 5: Every Week

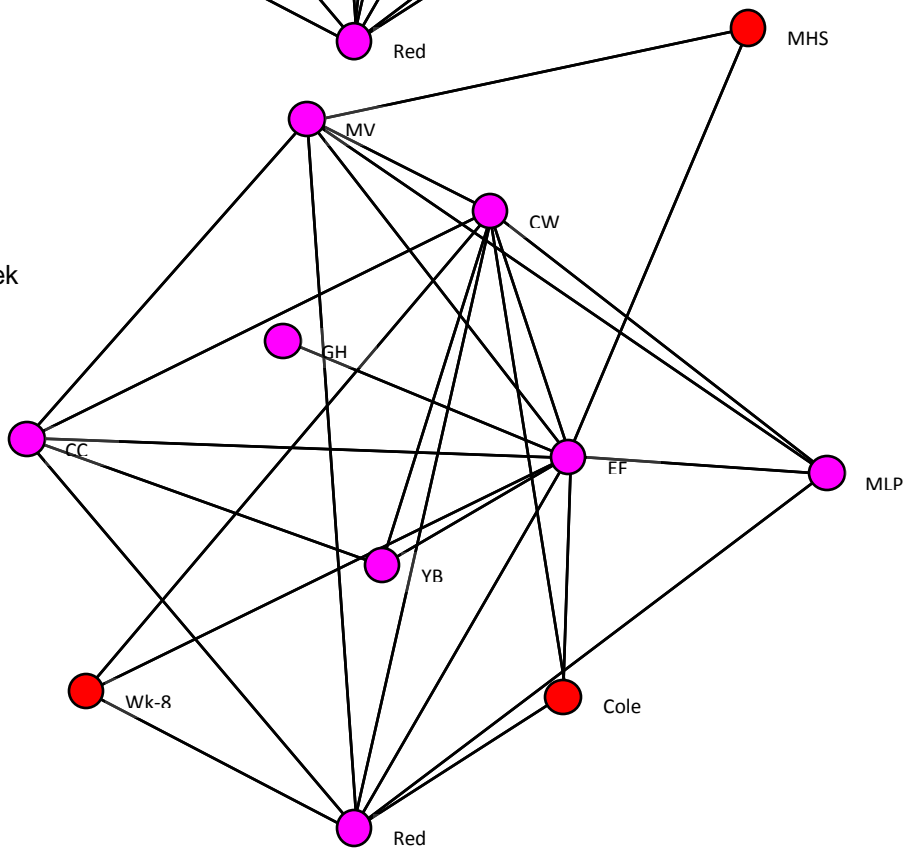
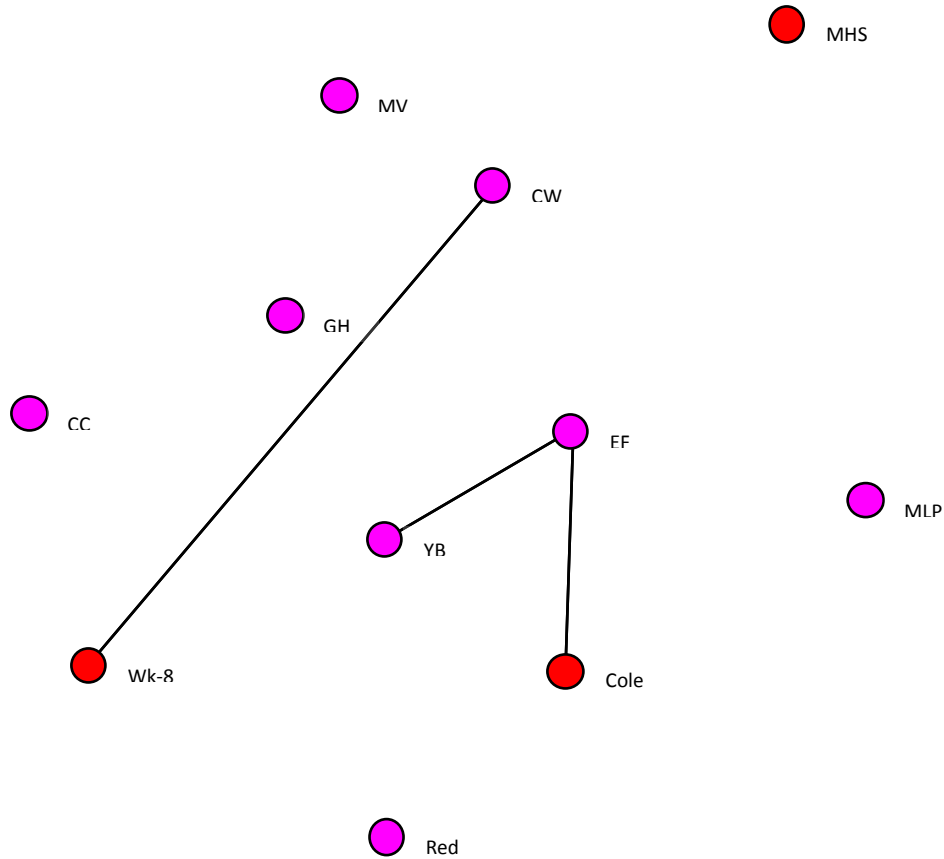


Figure 6: Every Day



The most surprising finding from frequency is that everyone is talking all the time, but not every day. It is taking up a lot of valuable time from each organization to make those connections every week and every month. Figure 7 represents how many hours partners work on the collaborative and Figure 8 represents how many hours they spend working on their other organizational duties. As the pie charts indicate, 57% work 6-10 hours on the collaborative and 57% also work 30-40 hours on their own duties. One organization has someone working solo on the collaborative with 20+ hours.

Figure 7

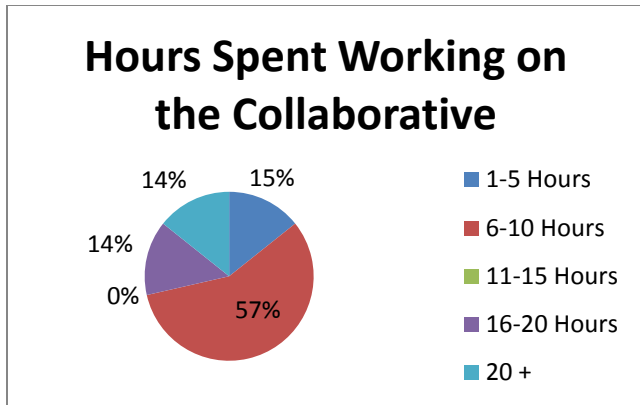


Figure 8

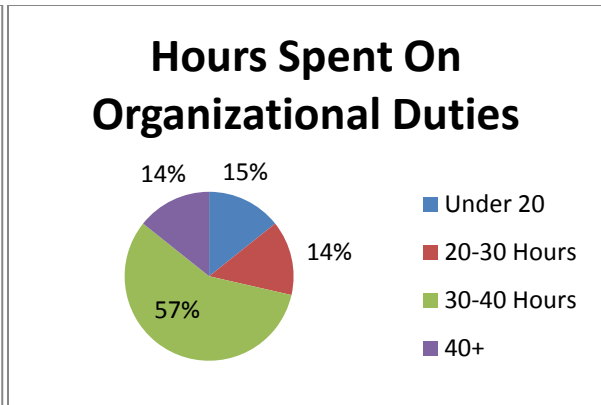


Figure 9 shows that 57% cannot dedicate any more time to the collaborative, so it is essential to not waste time partners have together; 29% can give six-ten more hours so there is a possibility of some spending more time working on the collaborative while others can pull away if their organizational duties need their attention. Majority of the respondents, 63% indicated that they have taken a proactive and leadership role in the past 12 months while 25% have given a consistent level. Figure 10 shows member involvement in the collaborative over the past year.

Figure 9

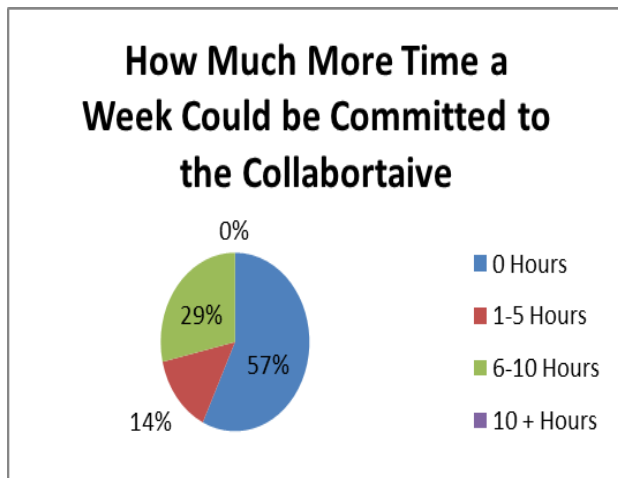
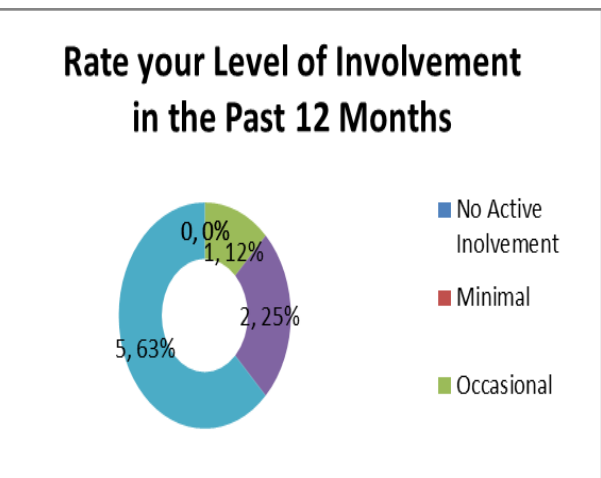


Figure 10



Resource contribution among partners is high. Paid staff, info/feedback, facilitation/leadership, service learning expertise and expertise other than service learning are the most important contributions made by the seven organizations, as seen in Figure 11. Data sets

and IT/Web Resources are not represented by any of the organizations and it would be helpful to add a partner to provide these resources. All seven organizations supply info/feedback and community networking. Six organizations contribute in-kind resources, decision-making and paid staff. Funding and leadership are donated by five organizations. Three organizations add advocacy resources and only three provide volunteer staff. Figure 12 is the full list of resource contributions of each organization. EF must leverage the service learning expertise because they are the only ones with that expertise. Other resources that can be leveraged include advocacy, paid staff and volunteer staff. Decision-making and leadership/facilitation contributors should take a role on the Steering Committee at some point during the grant period.

Figure 11: Most Important Resource Contribution

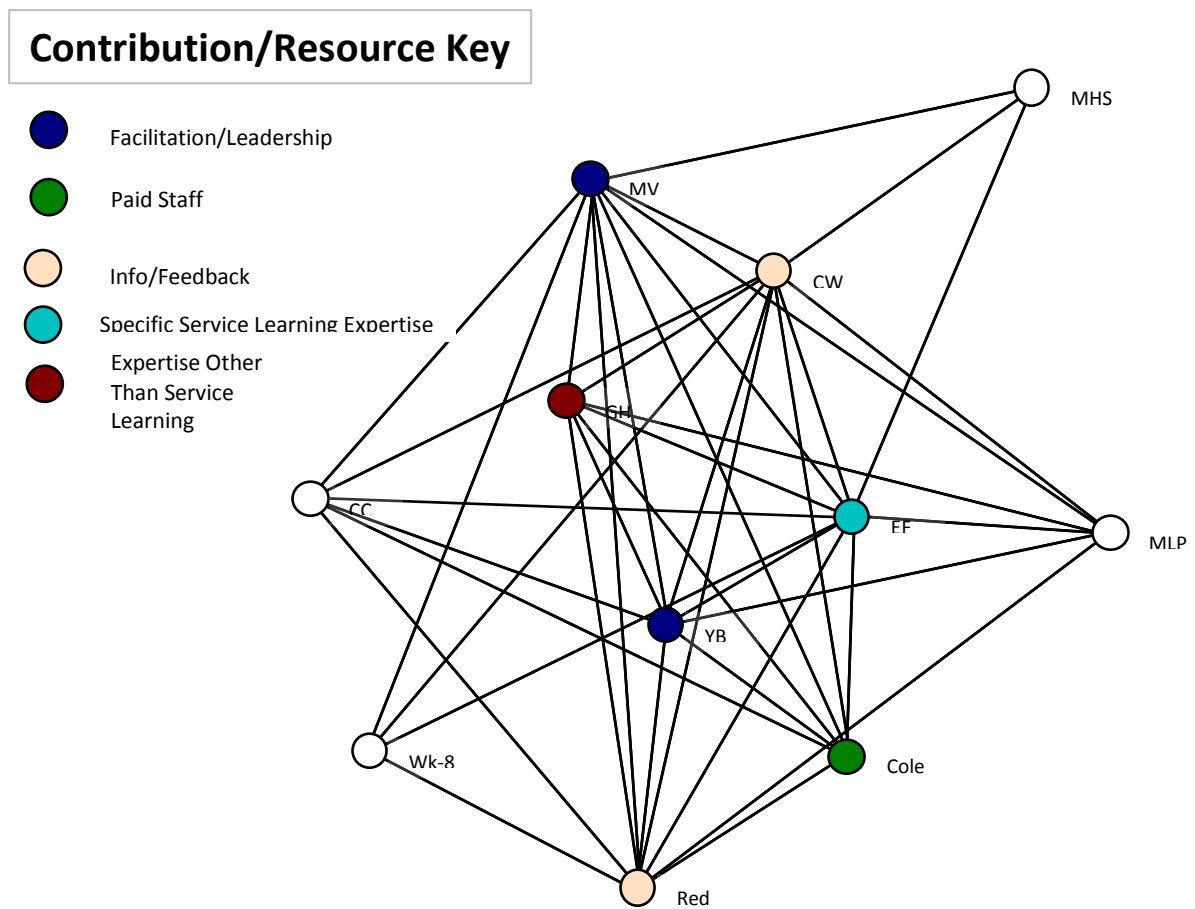


Figure 12:

Contributions over the past 12 months	Funding	In-kind resources	Paid Staff	Volunteer Staff	Data Sets	Info/Feedback	Service Learning Expertise	Expertise other than Service Learning	Community Networking	Decision-making	Facilitation/Leadership	Advocacy	IT/Web Resources
CW		X	X			X		X	X	X	X		
CC													
Cole	X	X	X	X		X			X	X	X	X	
EF	X	X	X	X		X	X	X	X	X	X	X	
GH		X				X		X	X			X	
MHS													
MLP													
MV	X	X	X	X		X		X	X	X	X	X	
Red	X		X			X			X	X			
Wk-8													
YB	X	X	X			X		X	X	X	X	X	

When assessing the strategic value of partners, EF and MV are perceived by the other partners as the most valuable, while GH and MHS are perceived to have lower levels of overall value. EF, YB, and Red are perceived as having power and influence while Wk-8, MHS, and MLP are perceived as less powerful and influential. EF, YB, MV, and Red are perceived as the most involved and contribute the most while GH, Wk-8, and MHS are perceived to be the least involved and contribute the least. Figure 13 shows the value score of each individual organization.

Figure 13:

<b>Value(1-4)</b>				
	Overall Value (1-4)	Power/Influence (1-4)	Level of Involvement (1-4)	Resource Contribution (1-4)
MLP	2.76	2.57	3	2.71
CW	3	2.83	3.33	2.83
CC	3.14	3.14	3.14	3.14
GH	2.11	2.33	2.17	1.83
Red	3.5	3.17	3.83	3.5
MHS	2.33	2.33	2.33	2.33
Wk-8	2.1	2	2.29	2
Cole	3.17	2.67	3.5	3.33
EF	3.89	3.83	4	3.83
MV	3.56	3.5	3.83	3.33
YB	3.5	3.17	3.83	3.5

Trust within the NDYEZ collaborative is high with an overall network trust score of 77.30%. Individual trust scores indicate overall that EF, MV, and YB are perceived as the most trusted and GH, Wk-8, and MHS are perceived with lower levels of trust. EF, MV, YB, and Cole are the most reliable and GH, Wk-8, and MHS are the least reliable. Cole and EF are perceived with the most mission congruence and MHS is perceived to have lower levels of

mission congruence. EF, YB, and Red are perceived as the most open to discussion while Wk-8 and MHS are perceived with lower levels of open to discussion. Figure 14 shows a complete list of the trust scores for each individual organization.

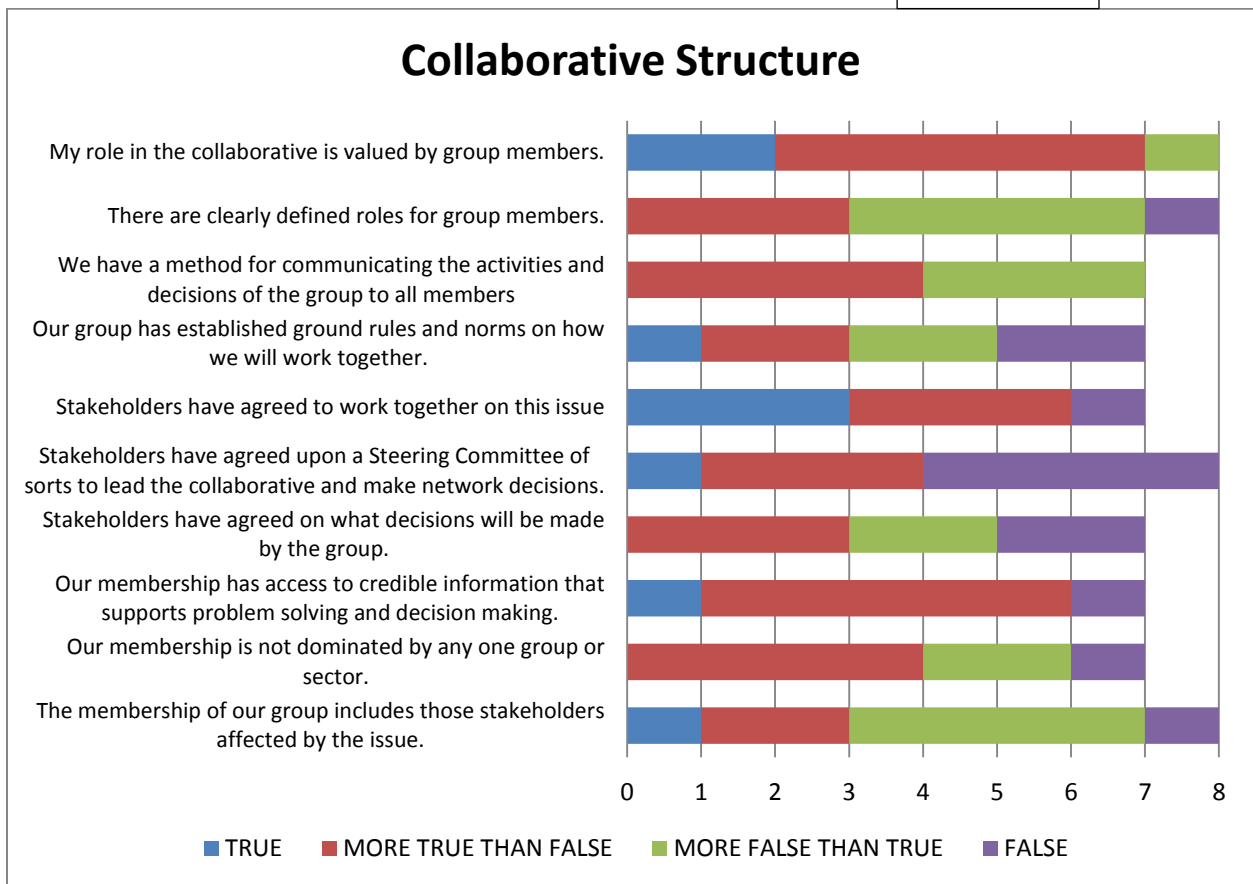
Figure 14:

<b>TRUST (1-4)</b>				
	Total Trust (1-4)	Reliability (1-4)	In Support of Mission (1-4)	Open to Discussion (1-4)
MLP	3.29	3.14	3.57	3.14
CW	3.5	3.33	3.5	3.67
CC	3.33	3.14	3.57	3.29
GH	2.94	2.33	3.17	3.33
Red	3.61	3.33	3.67	3.83
MHS	2.5	2.33	3	2.17
Wk-8	2.57	2.43	3.29	2
Cole	3.61	3.5	3.83	3.5
EF	3.83	3.67	3.83	4
MV	3.67	3.67	3.67	3.67
YB	3.67	3.5	3.5	4

Collaborative structure is also an important factor of governance and respondents were split when it came to this section of the survey. Figure 15 is a visual representation of the responses. More than half, (57%) agreed that there is no established ground rule or norms, yet more than half (57%) also agreed that there is a method for communicating activities and decisions to members. Majority, (62.5%) stated that the group does not include stakeholders affected by the issues and 57% stated that members have not agreed to work together on this issue. There is a 50/50 split on the agreement to use a steering committee to lead the collaborative and make network level decisions. There is a split on what decisions will be made by the group, but an overwhelming 85% state that NDYEZ members have access to credible

information supporting problem solving and decision making. A substantial 87.5% agree that their role is valued by members, but 62.5% agreed that their roles are not clearly defined. Most feel their presence is valued while only some have a clear understanding of their actual role within the collaborative and their part in carrying out programmatic actions. Figure 16 shows that 75% of respondents have a good understanding of their role but need more direction while only 25% know exactly how to be a valuable partner.

Figure 15



## How Much Do You Understand Your Role Within NDYEZ

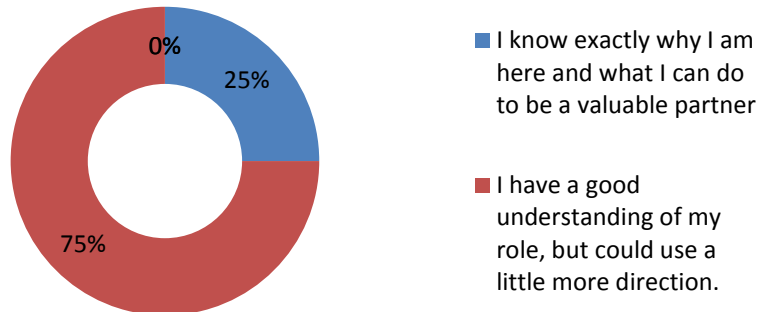
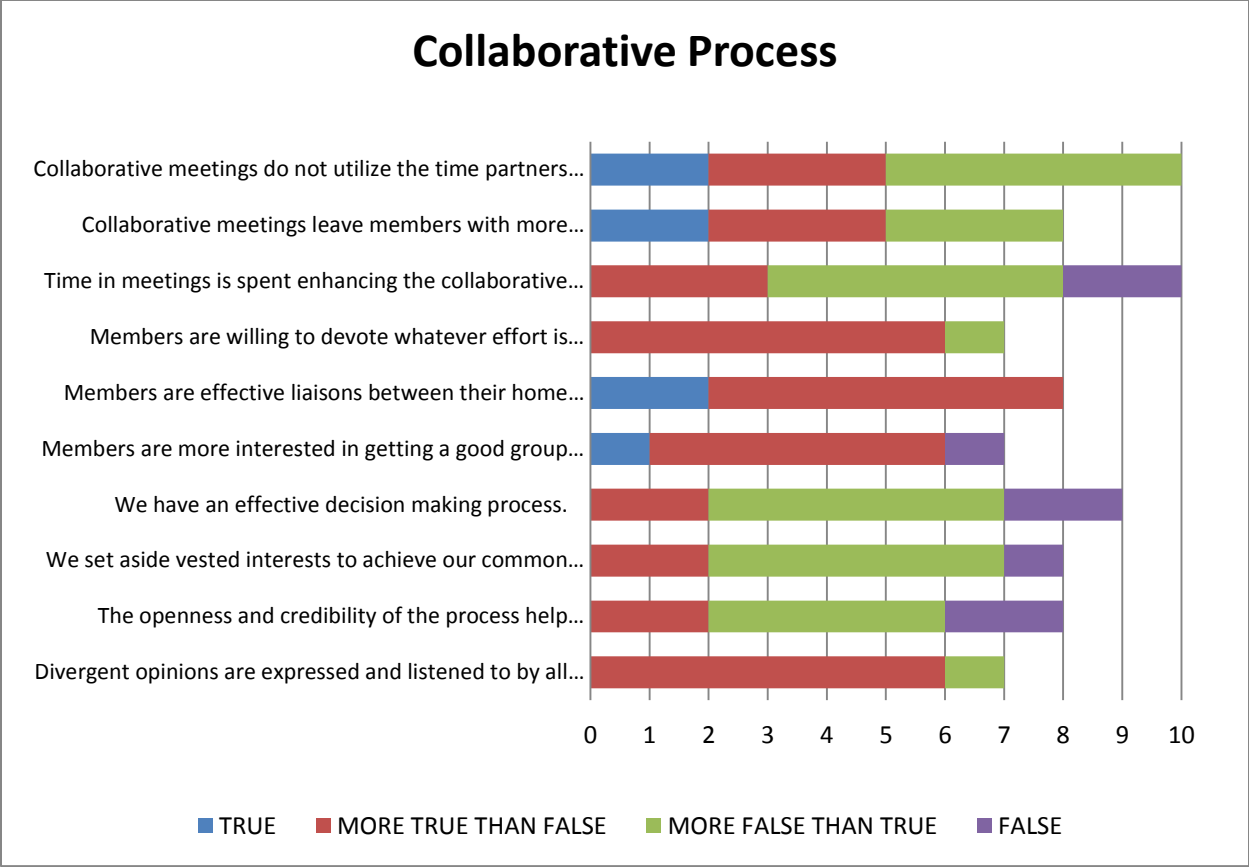


Figure 16

Responses varied in the collaborative process section. There was a 50/50 split on how time is utilized during meetings. A little more than half, (55%) say they are left with more questions than answers and a strong majority (70%) say that time in meetings does not enhance the mission. The majority of respondents (85%) stated that members will devote whatever time is necessary to achieve goals and 85% agree that members are interested in reaching good group decisions. However, 75% stated that members do not set aside vested interests to reach a common goal. All agree that members are effective liaisons between their organizations and the collaborative. Members disagree on whether there is an effective decision making process (77%) and that openness and credibility of the process helps members set aside doubts and criticism (75%). But most, 85% agreed that divergent opinions are expressed and listened to by all members. Figure 17 is a visual representation of the responses.

Figure 17



Collaborative Outcomes had more consensus from respondents. 85.7% of respondents answered that increased knowledge sharing between partners is the most important outcome. 100% responded with increased knowledge sharing and resource sharing as important outcomes; 85.7% replied strategic planning; 57% answered increased public awareness; 43% responded community support; 28% chose service learning opportunities, increased services for youth, and new sources of data. Figures 18 and 19 illustrate this data. Figure 20 displays how 57% feel that the collaborative is not successful in achieving its mission while 43% say it is somewhat successful. Figure 21 demonstrates that 42% replied that the NDYEZ work has a high level of contribution to their work in their organization and in the community while 28.5% say it has a moderate level of contribution and 28.5% say it has minimal contribution.

Figures 18 (Top) and 19 (Bottom)

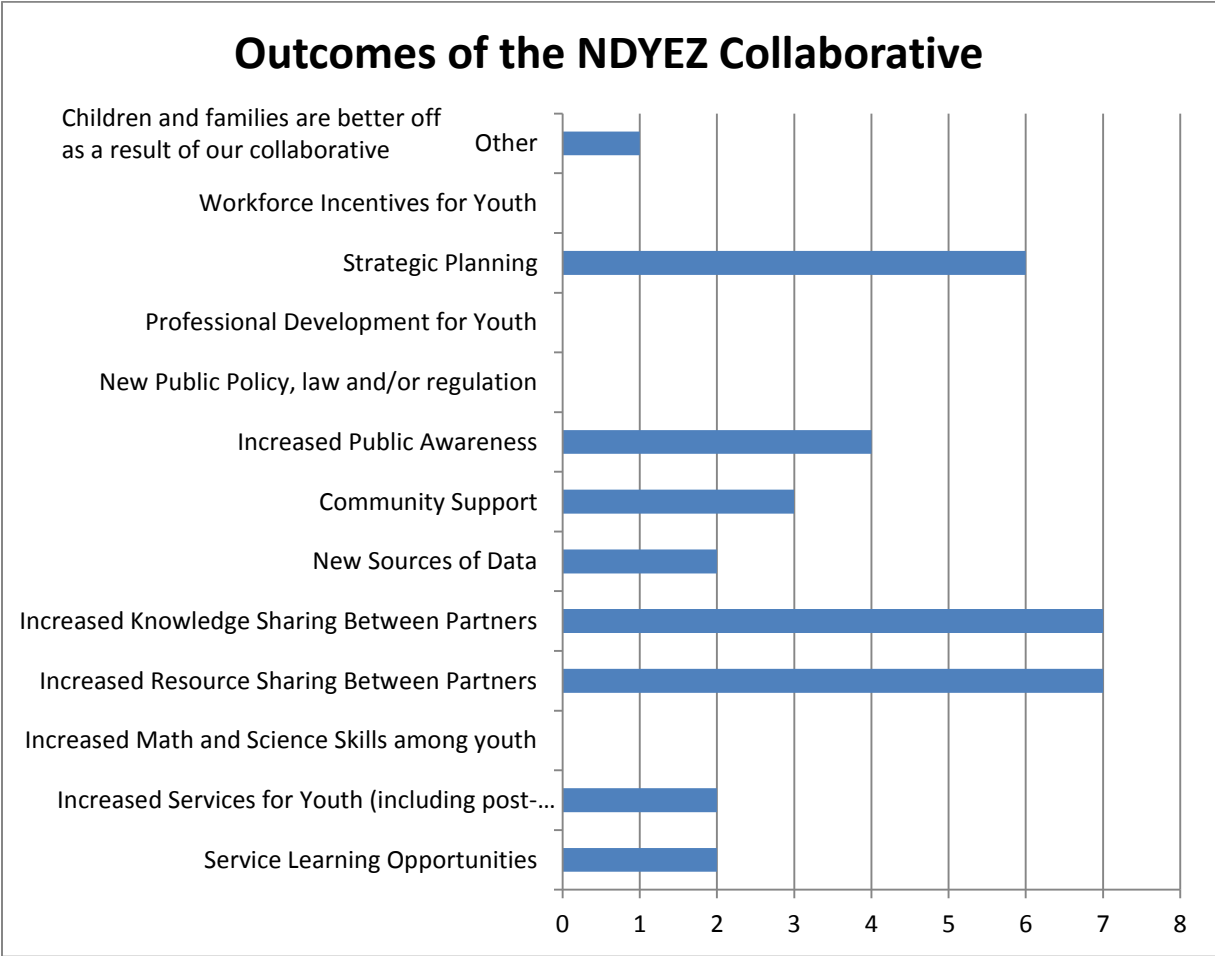
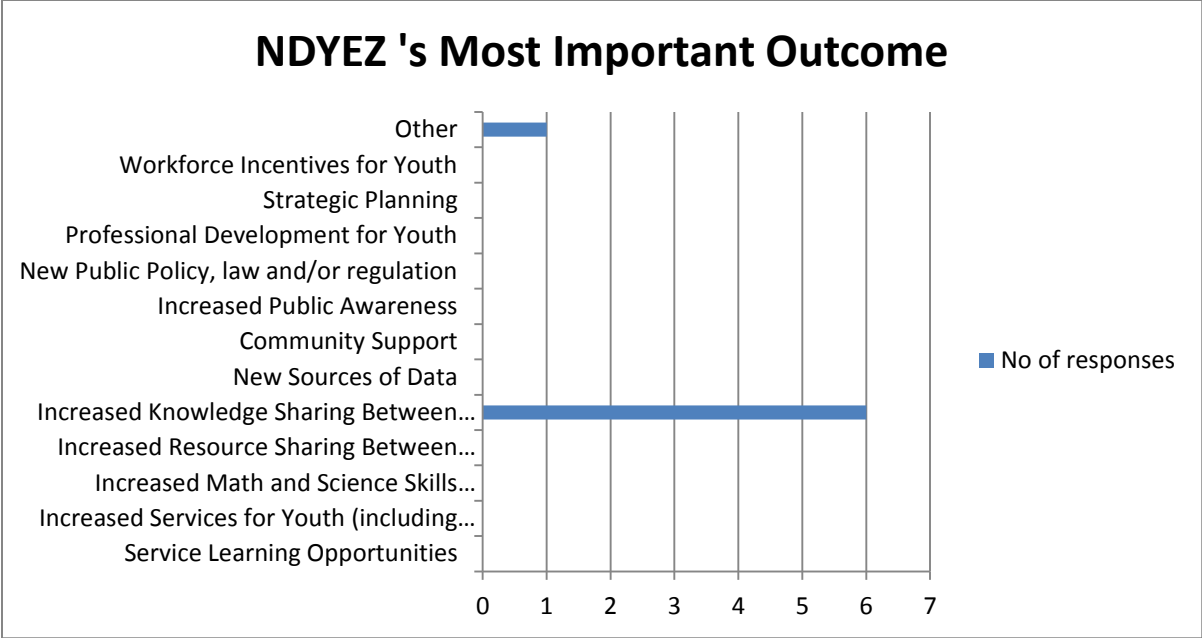




Figure 20

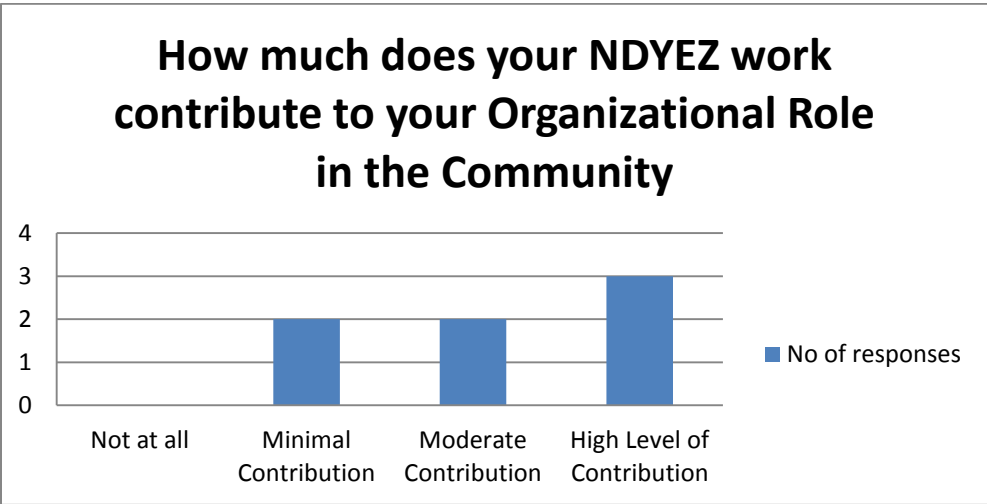


Figure 21

Many respondents answered that the most important thing the NDYEZ collaborative can do to improve execution of their mission is to get to work by implementing their programmatic activities. The community needs to be involved more as well as relationships with schools and teachers need to be strengthened. Many responded that communication must be enhanced because time in meetings is not utilized effectively and meetings often are not productive and drift off task. Most responded that conflict is called out, but not addressed or properly resolved and often inhibits members from moving forward.

## Recommendations

The results from the survey, the PARTNER analysis, and the written literature analysis provide the information necessary to make recommendations focusing on how the NDYEZ collaborative should evolve in their governance structure to meet the needs of the partners, where new and existing partner links need to be made or strengthened, and ways to build capacity within the network to handle conflict, trust, commitment, and accountability.

The current structure supports role division through various committees. The Steering Committee is made of a representative of EF, MV, and YB. This is ideal because two bring leadership and facilitation as an important resource and the other is accountable for the grant. Committee positions will rotate out, and CW and Cole should take on a role in this committee because of the decision-making and leadership that both organizations contribute. The Community Outreach Committee should include representatives from Cole, EF, GH, MV, and YB because they add advocacy expertise. But specifically, MV, EF, and Cole bring volunteer staff who can involve the community more in the programmatic activities of the collaborative.

One task the Steering Committee needs to tackle immediately is developing guidelines concerning membership, commitment, and conflict resolution as well as criteria to hold partners accountable. A Network Charter should be developed and voted on by the partners. When each member takes the oath to the charter and signs their name, it would enhance member commitment to each other, but also would ensure that each individual participant will hold themselves accountable. Taking time to clearly define each partner's role facilitates these actions because all members reported knowing they are valued, but they just do not know their specific function in carrying out program objectives. A recommendation made by one

respondent was to keep committees accountable for achieving their immediate and long term goals by expecting them to report out and putting committee reports high on the agenda.

Time management is a big concern for many partners who feel that meetings are not productive and 70% stated that meetings do not enhance the mission. Since this is a dense, decentralized network where a lot of time is spent by all organizations communicating weekly with various partners, time is unfortunately wasted. An agenda should be sent out in advance and members need to hold each other accountable to focusing on the task at hand. NDYEZ should consider breaking up the network in to functional clusters or teams using committees and then connecting the committees with a few links between. This frees up more time for implementing objectives while information flow is not interrupted. Committees should then meet every three to four weeks and then have the whole collaborative meet together every six to eight weeks. It is important to save network meetings for capacity building, trainings, and seminars. If partners only had to communicate with their committees every few weeks and then report to the whole it would free up valuable time to execute program and objectives. The high level of trust in this network also highlights that members are confident that others will follow-through as long as they hold each other accountable.

For every collaborative-wide meeting, committees should report on their progress attaining their long-term and short-term objectives. If there is a decision to be made it will be made at the network meeting with all partners per the shared governance model. However, before the meeting, the Steering Committee should weigh all the possible options and form a presentation (for example) with best case scenarios for the group to choose from. Based on the data, 85% of the respondents feel that the partners have access to credible information supporting problem solving and decision making and there is a high level of overall trust. Trusting in the

decisions that the Steering Committee makes focuses attention on what needs to get done so time is not wasted debating various alternatives with the whole group. In Summary, the Steering Committee organizes information, provides leadership, and enforces guidelines and norms.

The Steering Committee should come up with guidelines and criteria for new membership for the collaborative to agree upon. Once legitimacy is established in the community and programs are implemented, new members could come into the network to fill gaps in resources and values that are missing, such as power and influence in the community or funding. Based on the data, a few recommendations for possible new connections to the NDYEZ include: Denver Urban Gardens, Peace Jam, St. Charles' Rec, SOS Outreach, East Side Growers Collective, Project VOYCE, GRASP, Prodigal Son Imitative, People's Church, Catholic Charities, Beacon Neighborhood Center, Cole Neighborhood Center, and East Denver Children's Collaborative. These organizations can filter into committees that are already formed or could be created in response to the changing needs of the network in the community. Focus should be put on bringing in new members due to the fact that 62.5% of the partners stated that the group does not include all affected stakeholders. New members will need to be included in a capacity building workshop to build trust and cultivate the new connections.

Workshops and seminars to enhance internal capacity are essential. EF needs to hold a seminar and present their Six Steps to Service Learning to all partners and teachers within the schools. This will get everyone on the same page because every youth program is organized around this model and EF has to leverage their expertise in this area so that all in the network have knowledge on it so they can then teach it to others in their organizations and youth that come to them. All organizations should give a seminar on their work in the network to share knowledge between groups to enhance the level of contribution the NDYEZ work has on the

work the individual organizations do in the community. This is vital due to the fact that majority of respondents (87.5%) stated that increased knowledge sharing between partners is the most important outcome of this network. This would also enhance the value each member brings to the network because partners would get a better understanding of each organization's role in the community and in this network.

Another way to build capacity and also enhance trust would be to engage in hands-on team building activities (for example, the partners could take a rafting trip or hiking trip). This will be a time to focus on the relationships between members and a great time to introduce new partners. Trust, buy-in, and commitment are all enhanced by giving network members a task or a challenge to accomplish as a team outside of the collective work. When a conflict in the future arises, partners can refer back to their teamwork skills and problem-solving abilities from the past (such as climbing a mountain or rafting down a river) to focus on interests and push for mutual satisfactory results.

Based on a previous conversation with the representative of CC, this organization could possibly bring an IT/Web resource in to the collaborative, which is currently missing in the data and results. An IT infrastructure would benefit the collaborative in many ways including a common interface with a shared calendar, discussion board, project list, meeting minutes, and a committee space to not only keep the other partners updated, but to communicate to others with that role. It is a great place to organize communication and ensure that information reaches the entire network at the same time. An example would be the use of a Wikispace to organize the collaborative. Members have a place to consolidate information and can hold themselves accountable for uploading information and checking the space for updates.

Adding a NDY EZ website for the collaborative so that the community can learn more about each individual organization, but also can learn what each brings to the collective work of the Youth Engagement Zone. This will build legitimacy in the community and gives youth a landing place for information on current projects. It can also be a place to celebrate successful projects highlighting why this work is so valuable to the Northeast Denver community.

A NDY EZ logo is in the works and this will help create a brand identity with the youth in the community. Youth involvement in the collaborative work is important to many in the network and this is great way to get them interested in NDY EZ programs. Once youth complete a program, a few could be invited to participate with collaborative members in committee meetings. This ensures that programs and the network as a whole are tailored to the needs of the youth in the community. Member buy-in is created, commitment is reinforced among partners, and legitimacy is strengthened in the community because it is showing how valuable the work really is to the youth.

Conflict in any situation is a sensitive matter. Criteria need to be created to keep partners in line so that conflict is healthy and not destructive to the work of the network. 85% agreed that divergent opinions are expressed and listened to by all members so people are not afraid to share with the group their feelings, but it is important to not take things personal or make things personal. Criteria can be laid out concerning personal rants or blaming language that hinders the group process. Look back to Table 7 for basic steps to doing interest-based collaborative problem solving that includes framing the issue as a challenge to solve together or as a dilemma to tackle. It is important to educate others about your interests (not your position) and be able to disclose information, listen, and ask questions. It is very important to create value before claiming it, so seek ways to expand the pie and get everyone on board. When evaluating

alternatives partners must refer back to which one meets the collaborative need. Again, criteria need to be in place to resolve impasses and if a specific conflict cannot be resolved, an outside facilitator should be brought in to handle the situation. The goal is always a mutually beneficial agreement where all needs and interests are met and it fosters an environment of positive problem-solving and trust.

Some challenges to implanting these recommendations could consist of member resentment to the results specifically to how their organization is perceived by other members. This would naturally create friction, but it is important to not focus on the petty details, but shift focus to the big picture work in the community. This analysis is a snapshot of the NDYEZ currently and is meant to be a jumping off point for the members to reprioritize partner time and energy toward achieving the mission and stated outcomes. Clarity in each partner's role and value will decrease much of the current frustration members have felt and should create an environment of productivity and reinforced trust.

Another challenge to implementation is the transition to a new team based structure where the network is organized by committee clusters. Partners may feel that meeting as a collaborative less often will destabilize the network. Over time this new structure will actually stabilize the network because member time is used more efficiently and resources are better leveraged to meet the growing needs of the network. Information flow will not be disrupted due to the overlap of some members in various committee roles. There is also a Wikispace for members to go for updates on projects within each committee and new information pertaining to network wide trainings, seminars, and capacity meetings.

## Conclusion

The NDY EZ collaborative is on the right path to be a success in the community once program objectives are implemented this summer and over the coming school years. Managing a collaborative with so many diverse members is a challenging endeavor that takes dedication and commitment to achieve true synergy. Mutual respect, shared commitment, and trust are so vital to network success, and the NDY EZ partners have all three. NDY EZ members should continue to foster meaningful connections by cutting out the unnecessary chatter. This will free up time every week for partners to perform their role in the network as well in their home organization. The focus should never drift from the work the partners are trying to accomplish together as a team. Performing social network analysis at a later date would be a great way to visualize how the network has changed to meet the needs of the community, funders, youth, and the network.

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## Appendix

Networking	Cooperative	Coordinative	Collaborative
<ul style="list-style-type: none"> <li>• Loose linkages, information exchange, join or disconnect with ease, without threatening the partnership's existence.</li> <li>• Informality governs procedural and structural patterns; members can maintain their organizational autonomy.</li> <li>• Resource sharing involves the exchange of ideas, news and reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Relatively simple in terms of organizational purpose, with low levels of intensity in linkages and agreements that can range from formal to informal</li> <li>• Can cooperate on one or more activities but do not generally have marginal costs to participants, are staffed by middle or lower level personnel, and entail the use of relatively few resources</li> </ul>	<ul style="list-style-type: none"> <li>○ More closely linked,</li> <li>○ Purpose involves tasks that require a commitment of resources beyond information sharing and generally entails specific shared, common goals established by the member base</li> <li>○ Membership is more stable, attention giving to those who join and consequences for those that leave</li> <li>○ More formality surrounds process and structural patterns of coordination</li> <li>○ Some form of resource contribution-time, funds, facilities</li> <li>○ More visible than the other two-higher degree of tangible processes and structures.</li> </ul>	<ul style="list-style-type: none"> <li>○ Strong linkages among partners</li> <li>○ Purpose specific, complex, and long-term</li> <li>○ Membership is very stable</li> <li>○ Formal process and structural patterns are written out as legal documents</li> <li>○ Delegated considerable autonomy to the collaboration</li> <li>○ Resource contribution is significant</li> <li>○ Collaborative efforts are largely seen and visible to the community/region</li> </ul>

Service Implementation Network	-funded by government to deliver services to clients; joint production of services; integrate so clients (usually vulnerable population) will not fall through the cracks.
Information Diffusion Network	-central purpose is to share information across governmental boundaries to anticipate and prepare for problems that involve a great deal of uncertainty.
Problem Solving Network	-Grows out of information diffusion network (usually) –purpose is to solve a problem, demands immediate attention and shapes the nature of the response and the set of Interorganizational relations that emerge.
Community Capacity Building Network	-purpose is to build social capital in the community so that it is better able to deal with a variety of ongoing and future problems-allows a town or city to be more resilient and responsive when new problems emerge; network focus-current and future focus; design is emergent and designed.

<b>Table 3: Four Modes of Governance</b>	(Pisano & Verganti, 2008)
<p><b>Open, hierarchical mode (Innovation Mall)</b>-anyone can offer ideas, but one entity defines the problem and chooses the solution;  <i>Advantage</i>-wide range of possible ideas beyond domain of network;  <i>Disadvantages</i>- time consuming and expensive to screen all ideas; when to use-evaluate solutions cheaply, don't know what users want</p>	
<p><b>Open, flat mode (Innovation Community)</b> - anyone can solicit and offer ideas and no single participant has the authority to decide what is or isn't valid problem, solution, or innovation.  <i>Advantages</i>-receive the best solution from a select knowledge domain.  <i>Disadvantages</i>-have to identify the right knowledge domain and pick the right parties. When to use-small number of problem solvers, know the knowledge domain and parties.</p>	
<p><b>Close, hierarchical mode (elite circle)</b> - One entity selects certain participants and decides what gets developed.  <i>Advantages</i>-kingpins control the direction and value of innovation. <i>Disadvantages</i>-right direction may be unclear. When to use-when you have the capability and knowledge needed to define the problem and evaluate proposed solutions.</p>	
<p><b>Closed, flat mode (Consortium)</b> - a select group is invited to offer ideas, but participants share information and intellectual property and makes critical decisions together.  <i>Advantages</i>-players share the costs, risks, and technical challenges of innovating  <i>Disadvantages</i>-all parties must arrive at mutually beneficial solutions. When to use- no single player in the network has the necessary breadth of perspective or capabilities to solve the problem alone.</p>	

<b>Table 4: Governance Forms</b>						(Provan & Kenis, 2007)
<i>Governance Forms</i>	<i>Trust</i>	<i>Number of Participants</i>	<i>Goal Consensus</i>	<i>Need for Network Level Competencies</i>	<i>Definition</i>	
Shared Governance	High Density, decentralized, not brokered	Few	High	Low, flexible, adaptable	Shared governance is when the network governed completely by organizations that comprise the network, they would interact with every other organization to govern the network, resulting in a dense and highly decentralized form (p. 234). Power is symmetrical and the network acts collectively not through a single entity.	
Lead Organization	Low Density, highly centralized, brokered	Moderate Number	Moderately Low	Moderate, more stable but deals with institutional leadership	Lead organization network is brokered, network governance occurs by and through a single organization, acting as a high centralized network broker or lead organization, regarding issues that are critical for overall network maintenance and survival; not much organization-to-organization contact. Major network level activities and decisions made by one coordinating, lead organization. Power is asymmetrical.	
Network Administrative Organization	Moderate Density, NAO monitored by members	Moderate to Many	Moderately High	Low, more stable but deals with institutional leadership	Externally governed and set up by members or through mandate to govern the network and its activities, many participants, moderately high goal consensus, and need for network level competencies.	

<b>Table 5: Four Phases in Network Building</b>		(Krebs & Holley, 2004)
<b>1. Scattered Fragments-</b>		
Connection out of necessity, around common interests, need a great leader-Network Weaver to actively create new interactions		
<b>2. Single Hub-and-Spoke Network-</b>		
Weavers begin as the hub, reaching out the other nodes, weaver has the vision and the energy and the skills to connect organizations/people, weaver forms relationship with each scattered cluster; only get info regarding what they know and what they need. This is time consuming, exhaustive and not sustainable, but temporary phase. Weaver connected those in network who can help each other-introduces clusters. As clusters begin to mingle and share information, their spokes to the hub weaken...weaver changes from central weaver to the facilitator of weaving in the community (critical transition-because need to identify and train new weavers to maintain the network, p 11). If this transition does not happen, the network becomes too dependent on the central weaver; two parts to weaving: relationship building and learning how to facilitate collaborations for mutual benefit; introduce and get them off to successful partnerships		
<b>3. Multi-hub Small World Network-</b>		
“Strength of weak ties highlighted here weak ties bridge clusters-can grow into strong ties over time, helps for new ideas and innovation within the network; similarity builds trust but diversity brings new ideas” (12). “Connect on your similarities and profit from your diversity” (12). Now that there are multiple hubs within the network, they begin to connect to one another creating multi hub community. Network less fragile, information and knowledge sharing along with work flow is smoother and better connected. Now these weavers must strength the remaining scattered ties to strong ties.		
<b>4. Core/Periphery Network-</b>		
End goal for vibrant sustainable networks, well-developed, connect with networks in other regions, core contains key community members-network weavers with strong ties between them; on the periphery- there are those new to the community looking to get to the core, bridges to diverse communities elsewhere, and unique resources that operate outside of the community and may span many communities-reach of ideas and info not currently in our network while the core acts on those ideas and knowledge. “Periphery monitors the environment of new members as they come and go, the core implements what is discovered and deemed useful” (15). Attention now turns toward network maintenance and building bridges to other networks.		

<b>Table 6: Five Tasks that Lead to Effective Network Management</b>		(Milward & Provan, 2006)
Management of Accountability	-determining who is responsible for what and how to respond to free-riders; no chain of command	
Management of Legitimacy	-must continually negotiate legitimacy- work with other partners is valuable and worthwhile to their organizations and the community; attract positive publicity, resources, new members and tangible successes; reputation and social acceptance; externally conferred	
Management of Conflict	-can develop from differing goals; provide mechanisms for conflict management; act a linking pin to balance needs and demands of own organization and the network; work at the dyad level to address conflict	
Management of Design (Governance Structure)	-key issue to highlight-early stage act as self-governed operating on a basis of consensus-critical event is when existing structure fails-may shift to lead organization which can be and if do not have the right leadership-move to an administrative organization network-member organizations create a specific organization whose task it is to manage the network, to ensure that interests of the members are represented and some members may serve on the board of directors; accept some loss of control over network level decisions	
Management of Commitment	-ensure that there is no unequal distribution of resources or information; continuous balancing act; not paying partners to be there (organizations pay their salaries); accountability can conflict with commitment, keep partner buy-in	

<b>Table 7: Conflict Management/Negotiation Methods</b>
<p><b>Principled Negotiation from Harvard Negotiation Project:</b> (Fisher, Ury, and Patton, 1991)</p> <ul style="list-style-type: none"> <li>• Separate people from the problem</li> <li>• Focus on interests, not positions</li> <li>• Invent options for mutual gain (enlarge the pie, brainstorm systematically to generate ideas)</li> <li>• Use objective criteria (make principled agreements based on standards from professional, legal, moral, and ethical sources).</li> </ul>
<p><b>Interest-Based Negotiation:</b> (O’Leary, 2009, p. 7)</p> <ul style="list-style-type: none"> <li>• Identify the subject and scope of the negotiation</li> <li>• Identify one’s best alternate to a negotiated agreement (BATNA)</li> <li>• Identify the necessary and appropriate network participants</li> <li>• Identify the BATNA of each of the other network participants.</li> <li>• Identify your interests and identify or speculate on the interests of the other network participants. Positions are what people say they want. Interests are what they need!</li> <li>• Determine whether those who participate in network meetings have the authority to bargain and if not who in their organization does have authority</li> <li>• Address ground rules or protocols for negotiation</li> </ul>
<p><b>Basic Steps to doing Interest Based Collaborative Problem Solving:</b> (O’Leary, 2009, p. 7)</p> <ul style="list-style-type: none"> <li>• Define the issue and frame it as a dilemma or challenge to be solved together</li> <li>• Educate each other about your interests: disclose, listen and ask.</li> <li>• Look for ways to expand the pie: create value before you claim it</li> <li>• Generate multiple options for settlement; if you get stuck, go back and review what people’s interests are.</li> <li>• Evaluate the options (how well do they meet needs)</li> <li>• Select/modify options based on which ones meet need most.</li> <li>• Use objective criteria to resolve impasses</li> <li>• Develop a plan to implement the agreement including monitoring.</li> </ul>
<p><b>Building Agreement on the Governance Structure of a Network Includes:</b>(O’Leary, 2009, p. 7)</p> <ul style="list-style-type: none"> <li>• Identifying network members whose agreement is necessary</li> <li>• Identifying the scope and jurisdiction of the network</li> <li>• Addressing the issues of the network’s legitimacy</li> <li>• Negotiating the ground rules</li> <li>• Negotiating the processes governing exchanging views</li> <li>• Discussing administration and allocation of responsibilities</li> <li>• Negotiating the decision rules for the closure on an issue.</li> <li>• Identify a system for resolving impasse</li> <li>• Identify a decision process for ending the network</li> </ul>

<b>Table 8: Questions and Action Decisions related to Network Analysis Data</b> Varda et al, 2010	
<b>1. Take note of potential and existing partners</b>	<p><b>Question:</b> Describe the network; including who is working with whom, who does each organization commonly work with on the issue at hand?</p> <p><b>Action Decisions:</b> context of relationship, create new relationship, leverage existing relationships, and eliminate redundant connections.</p>
<b>2. Assess the characteristics/quality of relationships</b>	<p><b>Question:</b> What resources do partners bring to the collaborative? How can these resources be leveraged and/or benefit the larger group?</p> <p><b>Action Decision:</b> leverage available resources-foster stronger connections, leverage existing relationships.</p> <p><b>Question:</b> Which organizations are considered the most powerful/influential, have the highest level of commitment and have the most overall resource contribution?</p> <p>Commitment and time can be just as valuable as power and influence</p> <p><b>Action Decision:</b> additional, new connections</p> <p><b>Question:</b> What is the whole network score for trust? What is each organization's scoring on the three dimensions of trust? Who is very trusted by others, or not trusted as much?</p> <p>Trust is key to effective collaboration</p> <p>Trust scores based on: Reliability and follow-through; sharing a common mission, and willingness to engage in open, frank discussion</p> <p><b>Action Decision:</b> trust building exercises: simple presentation from each group: focus on commitment, motivation for joining, open transparent dialogue.</p>
<b>3. Consider connectivity among members of the network</b>	<p><b>Question:</b> How centralized is the network and how does this affect the collaborative?</p> <p>Centralization is the degree to which a network is dispersed or concentrated around a core set of partners.</p> <p>high central at first, but over time low centralization is key to sustainability</p> <p><b>Action decisions:</b> tapped into for future leadership, facilitation, and coordination roles=promote role of less-centralized partners; sub groups within collaborative to decentralize taking steps to flatten the network.</p>
<b>4. Match evaluation to collaborative goals</b>	<p><b>Question:</b> How should resources be budgeted/manages based on the goals of the collaborative and finding from the network data?</p> <p>Network data is best applied to decision making by using it to reach collaborative goals; once collaborative goals are clarified data collection and analysis will open the door to strategic collaborative management</p> <p><b>Action Decision:</b> manage contributions and resources from various stakeholders to improve quality of services to youth.</p>
	<p><b><u>Action Decisions:</u></b></p> <ul style="list-style-type: none"> <li>create new connections</li> <li>leverage existing connections</li> <li>eliminate redundant connections</li> <li>foster stronger connections</li> <li>leverage existing resources</li> <li>build trust within the collaborative</li> <li>promote the role of less-centralized partners</li> <li>take steps to flatten the network</li> <li>manage contributions and resources</li> </ul>

<b>Table 9: 8 Questions to thoroughly understand Network Analysis Data (Provan et al., 2005).</b>	
1.	Which community agencies are most central in the network, and are these agencies essential for addressing community needs? a. Centrality used to assess power and see where network resources need to be tapped and strengthened
2.	Which core network members have links to important resources through their involvement with organizations outside the network? a. Helpful for planning how the partnership will grow and develop; new ideas to gap the structural holes
3.	Are critical network ties based solely on personal relationships or have they become formalized so that so that they are sustainable over time? a. Sustainability linked to commitment, resources, and leadership b. Is the relationship personal or institutional- personal is not as sustainable because person may leave network and take connection with them
4.	Are some network relationships strong while others are weak? Should the weak relationships be maintained or strengthened? a. It is not manageable to have a lot of strong ties
5.	Which subgroups of network organizations have strong working relationships? How can these groups be mobilized to meet the broader objectives of the network? a. Clusters and cliques identified this allows you to build bridges and connection across subgroups to share information; b. "Have one member from each network clique included in the decision process. This will help to create the necessary bridging ties and build commitment to network goals and objectives" (Provan, 2005, p 609).
6.	Based on comparative network data over time, has reasonable progress been made in building community capacity through developing stronger network ties? a. Look at progress over time-purpose of collaborative is to build capacity within the community b. "Yet the opportunity to assess change in the number, type, and nature of links over time can result in substantial benefits to the network, especially regarding sustainability" (Provan, 2005, p 609).
7.	What is the level of trust among agencies working together, and has it increased or decreased over time? If it has declined, how can it be strengthened? a. Complex social and community issues cannot be solved by any one organization, but can address these problems through the work that multiple organizations can do together- trust based relationships foster these relationships b. Low trust scores=natural evolution for growth, maturation, and evolution.
8.	What have been the benefits and drawbacks of collaboration, have these changed over time, and how can benefits be enhanced and drawbacks minimized? a. Report on expectations on benefits and drawbacks in the beginning to get a baseline with which to measure against i. "To build an effective network, however, it is important to be able to track the progress of whether these expectations have been met" (Provan, 2005, p 610). ii. "Tracking progress and monitoring and correcting potential areas of difficulty before they undermine network success; helps to develop understanding on attitudes" (Provan, 2005, p 610)
Questions 1-5 are for new networks while 6-8 can be applied to more stable networks.	

## Appendix 10

### NORTHEAST DENVER YOUTH ENGAGEMENT ZONE PARTNER SURVEY

Thank you for your participation in this important survey.

Your participation in this survey is voluntary.

The purpose of this research is to:

- Assemble feedback from you on ways the NDYEZ can govern and build capacity to sustain itself beyond the grant period
- Evaluate the current partnerships to measure centrality, frequency, value, and trust
- Address conflict, communication, accountability and commitment issues
- Demonstrate what new partners need to bring into the network to achieve sustainability in the community

This study will help me analyze the current state of the network in terms of governance structure and capacity while also visualizing the collaborative to identify areas that need to be strengthened, created or adapted. The survey should take between 15-25 minutes to complete. Answering this survey in its entirety will greatly benefit my research project.

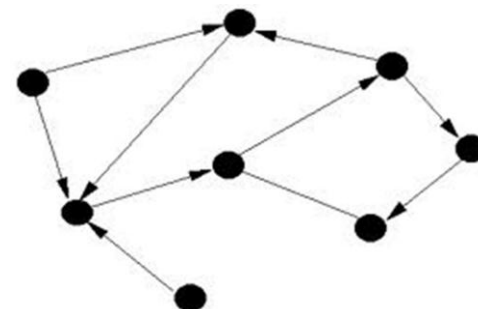
If there are multiple people working on the NDYEZ collaborative within your organization please jointly fill out the survey or consult them when needed. It is important that only one person per organization fill out the survey.

**Please return this survey no later than February 28. You may print the survey and fill it out by hand to mail back or can enter your responses electronically into the document and email back.**

**Please mail OR email your survey to: Sara Tscheschke, 3566 S. Depew St, Denver CO 80235; [sjtsches@comcast.net](mailto:sjtsches@comcast.net) 303-946-8135 (Please feel free to call with any questions).**

Example of a simple network map

Each circle node represents an organization and each line represents a relationship between nodes



**NOTE: The results from this survey are completely confidential and will be used for the purposes of this evaluation to fulfill the requirements of a Master’s Degree in Public Affairs. The results will be written up in a final report and will be given to Earth Force if you would like to read.**

## INSTRUCTIONS

To begin, you will be asked to answer a few questions about your own organization. You will be asked to answer questions about partners in the Northeast Denver Youth Engagement Zone. You will be asked to answer questions relating to the NDYEZ collaborative outcomes, structure, and process. Please answer the questions as they relate to the mission of the NDYEZ and the partner (answer in terms of the organization as a whole, rather than any one individual within).

Answer all questions from the perspective of your organization, rather than yourself as an individual. Feel free to check with others in your organization for more information or jointly take the survey. Although the process may feel redundant, please give thoughtful responses to the way your organization interacts with each organization. Each response you give is important to the overall understanding of how the NDYEZ partners work together as a group and will provide me with enough information to make thoughtful, accurate, and complete recommendations.

## ORGANIZATIONAL INFORMATION

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Please select the organization from the list below that you are representing in the Northeast Denver Youth Engagement Zone.

\_\_\_\_\_ (INSERT NUMBER FROM BELOW)

- |                           |                                     |                          |
|---------------------------|-------------------------------------|--------------------------|
| 1. Whittier School k-8    | 2. Cole Academy of Science and Arts | 3. Manual High School    |
| 4. FrontRange Earth Force | 5. Youth Biz                        | 6. Math Literacy Program |
| 7. Redline                | 8. CityWILD                         | 9. Metro Volunteers      |
| 10. GrowHaus              | 11. Civic Canopy                    |                          |

What is your job title? \_\_\_\_\_

How long have been in this position (in months)? \_\_\_\_\_ months

How much time a week do you spend working on your collaborative role versus your other organizational duties (in hours)?  
\_\_\_\_\_ hours working on collaborative \_\_\_\_\_ hours working on other organizational duties

How much more time a week could you commit to enhancing the internal capacity of the collaborative (in hours)? \_\_\_\_\_ hours

Which NDY EZ partner organization (from the list above) have you worked with before? (By work I mean service learning, youth engagement, community relationships, or service delivery relationships) How would you rate the quality of this work and how did you come about working together (through funding, contracts, expertise, personal ties)?

Please indicate what your organization/program has contributed to NDY EZ over the past 12 months (CHECK ALL THAT APPLY)?

- |   |   |
|---|---|
| <input type="checkbox"/> 1. Funding                             | <input type="checkbox"/> 8. Expertise Other Than Service Learning |
| <input type="checkbox"/> 2. In-Kind Resources                   | <input type="checkbox"/> 9. Community Networking                  |
| <input type="checkbox"/> 3. Paid Staff                          | <input type="checkbox"/> 10. Decision-Making                      |
| <input type="checkbox"/> 4. Volunteer Staff                     | <input type="checkbox"/> 11. Facilitation/Leadership              |
| <input type="checkbox"/> 5. Data Sets                           | <input type="checkbox"/> 12. Advocacy                             |
| <input type="checkbox"/> 6. Info/ Feedback                      | <input type="checkbox"/> 13. IT/web resources                     |
| <input type="checkbox"/> 7. Specific Service Learning Expertise | <input type="checkbox"/> 14. Other _____                          |

Which of the above contributions made by your organization to the NDYEZ would you say is the MOST IMPORTANT?

- Minimal contribution
- Moderate contribution
- High level of contribution

(INSERT # FROM ABOVE) \_\_\_\_\_

How would you rate your level of involvement in NDYEZ activities over the past 12 months?

- No active involvement
- Minimal involvement (rarely participate (2 times or less/year in NDYEZ activities)
- Occasional (participate in NDYEZ activities 3-5 times per year)
- Consistent (participate in NDYEZ activities 6 or more times per year)
- Proactive & leadership (consistent attendance plus committee work)

How much do you understand your role in the NDYEZ and what you can do to help?

- I know exactly why I'm here and what I can do to be a valuable partner
- I have a good understanding of my role, but could use a little more direction
- I have little understanding of my role
- I have no understanding of my role, but have suggestions for how my role can be improved (list below any suggestions)

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How much would you say that the information that you receive as a partner of the NDYEZ contributes to the overall quality and effectiveness of your work within your own organization and its work in the community?

- Not at all

# PARTNERSHIP ASSESSMENT

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The table on the next page lists all of the partners in the Northeast Denver Youth Engagement Zone. Please look through the list and, for those organizations that you recognize, please answer the questions within each row. The first column asks about frequency of interaction, the second column refers to the type of relationship you have with the other organizations, the next three columns ask about the value of this organization as it relates to the NDYEZ, and the last three columns ask about trust.

## **Value of Organization to Collaborative:**

Power/Influence: The organization/person holds a prominent position in the community by being powerful, having influence, success as a change agent, and showing leadership.

Level of Involvement: The organization/person is strongly committed and active in the partnership and gets things done.

Resource Contribution: The organization/person brings resources to the partnership like funding, information, or other resources.

## **Definitions of Trust:**

Reliable: The organization/person is reliable in terms of following through on commitments.

In Support of Mission: This organization/person shares a common vision of the end goal of what the collaborative should accomplish.

Open to Discussion: this organization/person is willing to engage in frank, open and civil discussion (especially when disagreement exists). The organization/person is willing to consider a variety of viewpoints and talk together (rather than at each other). You are able to communicate with this organization/person in an open, trusting manner.

\*Results from this section will be imported into the PARTNER Tool designed by Dr. Danielle Varda for analysis and network mapping (see example of network map on page 1). PARTNER is the “Program to Analyze, Record, and Track Networks to Enhance Relationships” (Varda, Dr. Danielle, 2010, <http://www.partnertool.net/>).

Organization	How frequently do you work with this organization on issues related to the youth in Northeast Denver?	What kinds of activities does your relationship with this other organization entail?	How valuable is this organization to achieving the overall mission of the NDYEZ in terms of: - Power/Influence - Level of Involvement - Resource Contribution			To what extent is this organization: - Reliable - In Support of the Mission - Open to Discussion		
	Please use the following scale: 1) Never 2) Once a year or less 3) Every few months 4) Every few weeks 5) Every week 6) Every day	Please use the following code(s): 1) Information Exchange 2) Attend Meetings Together 3) Resource Exchange 4) Enhancement of Partner Capacity for Mutual Benefit 5) Develop standards/guidelines 6) Unified Knowledge Center 7) Provide/receive funding 8) Shared staff	Please use the following scale: 1) Not at all 2) A small amount 3) A fair amount 4) A great deal			Please use the following scale: 1) Not at all 2) A small amount 3) A fair amount 4) A great deal		
	INSERT MULTIPLE CODES, IF APPLICABLE		Power/Influence	Level of Involvement	Resource Contribution	Reliable	In Support of Mission	Open to Discussion
(Example)	3	2, 4	2	4	1	2	4	2
<b>Whittier School K-8</b>								
<b>Cole Academy of Science and the Arts</b>								
<b>Manual High School</b>								
<b>FrontRange Earth Force</b>								
<b>Youth Biz</b>								
<b>Math Literacy Project</b>								
<b>Redline</b>								
<b>CityWILD.</b>								
<b>Metro Volunteers</b>								
<b>GrowHaus</b>								
<b>Civic Canopy</b>								

What other organizations in the Northeast Denver area do you work with on a regular basis regarding service learning, youth engagement, community relationships, or service delivery?

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_
- 6. \_\_\_\_\_

Which of these organizations could be brought into the NDYEZ collaborative as a partner?

## NDYEZ COLLABORATIVE OUTCOMES

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From your perspective, please indicate which of the following outcomes have been achieved as a direct result of the work of the NDYEZ over the past 12 months (CHECK ALL THAT APPLY).

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> 1. Service Learning Opportunities   | <input type="checkbox"/> 5. Increased Knowledge Sharing Between Partners | <input type="checkbox"/> 11. Strategic Planning             |
| <input type="checkbox"/> 2. Increased Services for Youth (including post-secondary education opportunities and decision making skills) | <input type="checkbox"/> 6. New Sources of Data                          | <input type="checkbox"/> 12. Workforce Incentives for Youth |
| <input type="checkbox"/> 3. Increased Math and Science Skills among youth  | <input type="checkbox"/> 7. Community Support                            | <input type="checkbox"/> 13. Other _____                    |
| <input type="checkbox"/> 4. Increased Resource Sharing Between Partners  | <input type="checkbox"/> 8. Increased Public Awareness                   |   |
|  | <input type="checkbox"/> 9. New Public Policies                          |   |
|  | <input type="checkbox"/> 10. Professional Development For Youth          |   |

Which of the above is the MOST successful outcome of the NDY EZ? (SELECT ONE ONLY; INSERT # FROM ABOVE)

\_\_\_\_\_

How successful would you say the NDY EZ has been in fulfilling its mission?

- I don't really understand the mission
- Not Successful
- Somewhat Successful
- Successful
- Very Successful
- Completely Successful

**NDY EZ Mission: To give youth the right tools to transform their urban climate using green technologies to prepare themselves for future civic engagement and for their future professional development.**

The objectives of the Northeast Denver collaborative are to 1) establish service learning as a primary pedagogy at the three partner schools; 2) develop age appropriate service learning opportunities to service participants; 3) Build on math and science skills to address the community's environmental challenges; and 4) Integrate partners and the community into schools.

What is the single most important thing the NDY EZ collaborative can do in the next 1-2 years to improve execution of the NDY EZ mission and objectives in the northeast Denver community?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# NDYEZ Collaborative Structure

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True	More True Than False	More False Than True	False	Collaborative Structure
				The membership of our group includes those stakeholders affected by the issue.
				Our membership is not dominated by any one group or sector.
				Our membership has access to credible information that supports problem solving and decision making.
				Stakeholders have agreed on what decisions will be made by the group.
				Stakeholders have agreed upon a Steering Committee of sorts to lead the collaborative and make network decisions.
				Stakeholders have agreed to work together on this issue.
				Our group has established ground rules and norms on how we will work together.
				We have a method for communicating the activities and decisions of the group to all members.
				There are clearly defined roles for group members.
				My role in the collaborative is valued by group members.

# NDYEZ Collaborative Process

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True	More True Than False	More False Than True	False	Collaboration Process
				Divergent opinions are expressed and listened to by all members.
				The openness and credibility of the process help members set aside doubts or skepticism.
				We set aside vested interests to achieve our common goal.
				We have an effective decision making process.
				Members are more interested in getting a good group decision than improving the position of their own organization.
				Members are effective liaisons between their home organization and the collaborative.
				Members are willing to devote whatever effort is necessary to achieve the common goals.
				Time in meetings is spent enhancing the collaborative mission.
				Collaborative meetings leave members with more questions than answers.
				Collaborative meetings do not utilize the time partners have together.
				Members are willing to let go of an idea for one that appears to have more merit.

Follow Up Questions: (Please answer if you have time)

1. How can communication in the meetings be enhanced to efficiently and effectively utilize the time the partners are together?
2. Is it easy to discuss tough issues with the partners or does it create conflict among partners?
3. How is conflict among partners addressed or it is addressed at all?
4. Do you feel you are heard at the meetings? Why or why not?
5. When partners meet, how well do the meetings go?

**Thank you for participating in this survey. I appreciate the time you have taken to help me complete my project. Once again, your answers are confidential and will used for the purpose of this evaluation only.**

***About Me:** My name is Sara Tscheschke. I am a Graduate student with the School of Public Affairs at the University of Colorado Denver. This spring semester I am enrolled in our Advanced Seminar course where I am to complete a project that demonstrates the knowledge, theory, and skills I have gained throughout the MPA program.*