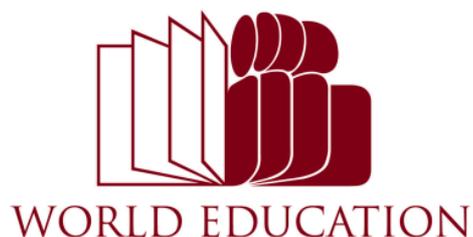


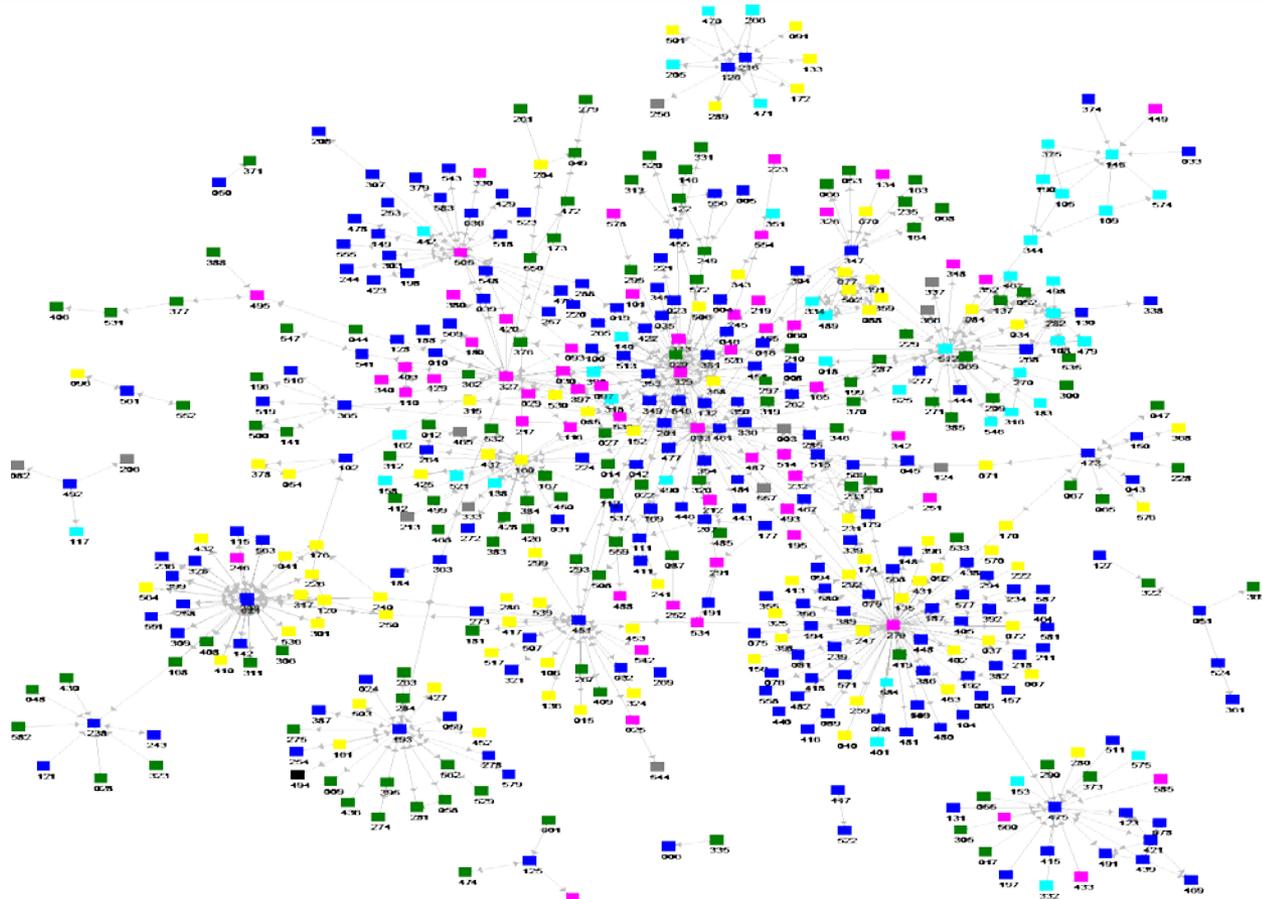
# Networks for Integrating New Americans

Presents

## An Orientation to Network Development

Madeleine Beaubien Taylor





Network Impact serves social change agents with a mix of strategies, tools, research, and consulting expertise to design and use networks for increased impact [www.networkimpact.org](http://www.networkimpact.org)



**The voice you are hearing:**

**Madeleine Beaubien Taylor**  
**Network Impact**

# What we will do today

- **Provide an introduction to social impact networks**
  - Contribute to your understanding of basic network concepts and approaches
  - Help you to be more effective with your network strategies
- **List some additional resources**

# Why a Network?

Networks provide social change agents with a fundamentally distinct and remarkably promising “organizing principle” to achieve ambitious goals.

Net Gains 2006

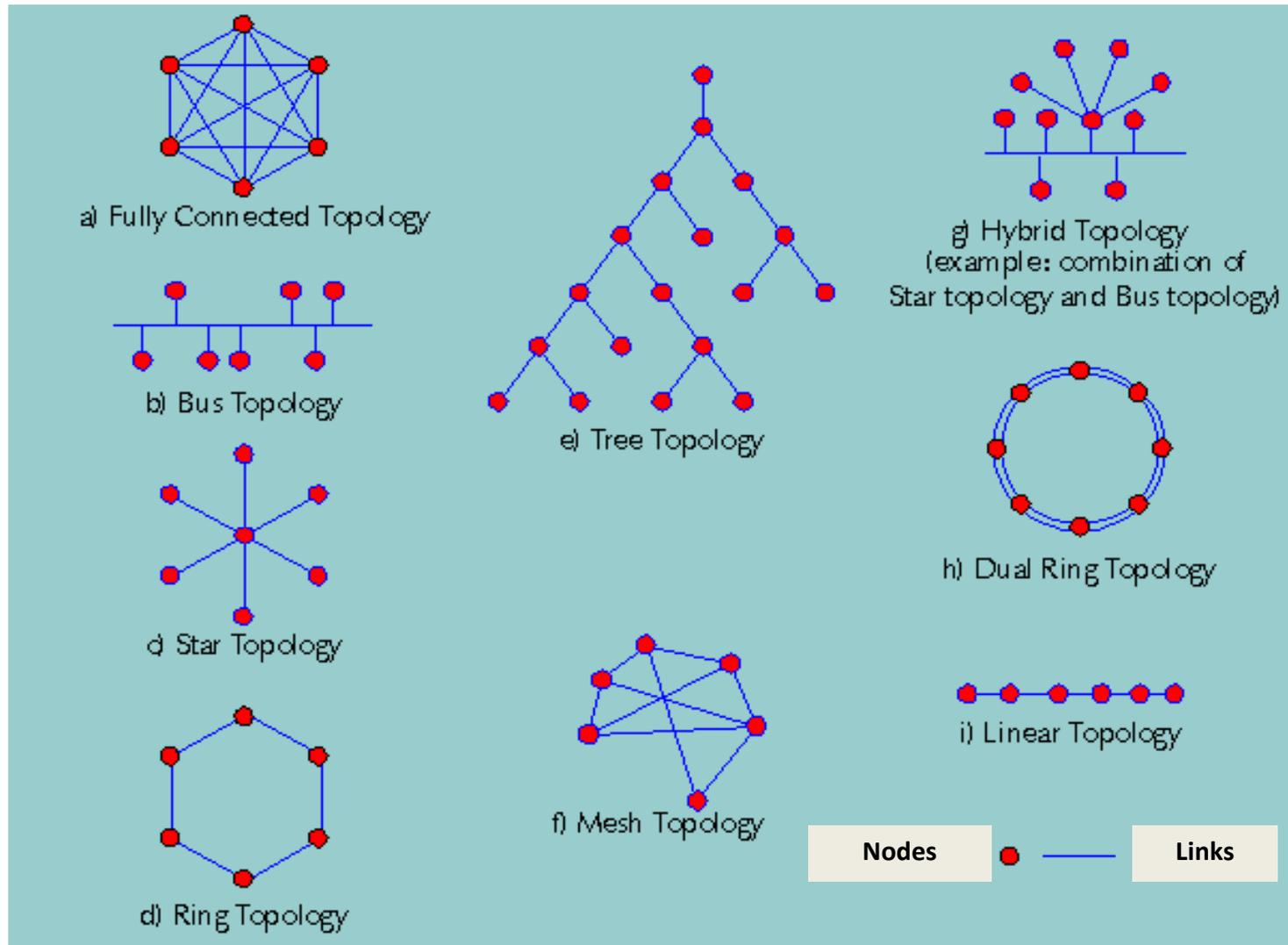
# Network Advantage

- ***ACCESS***
- ***LEARNING/INNOVATION***
- ***LEVERAGE***
- ***RESILIENCE***

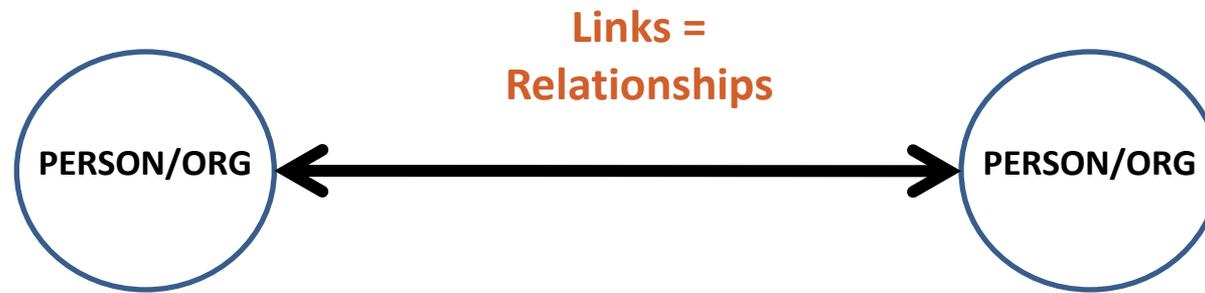
# Network Building is a Practice

- **Network Start Up**
- **Network Management**
  - Governance
  - Coordination
  - Communications
  - Financial Stewardship
  - Network Health
- **Network Monitoring and Evaluation**

# What is a Network?



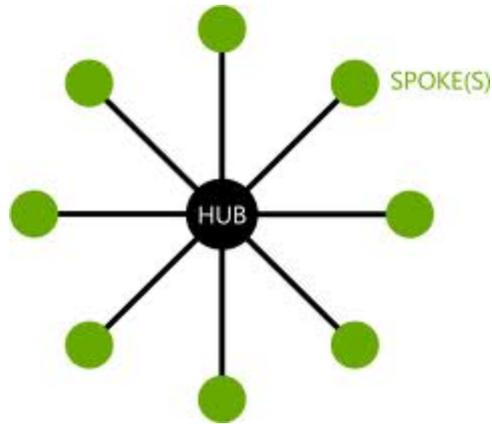
# What is a Network?



## What Flows Through It

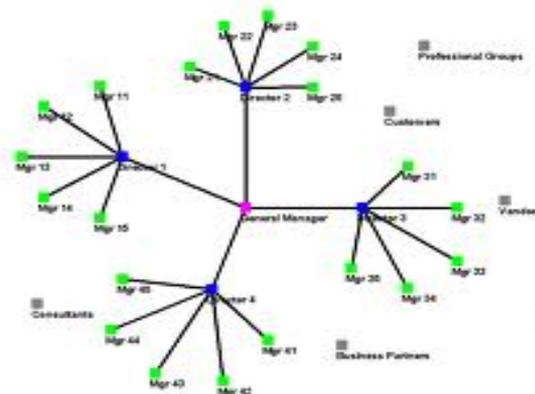
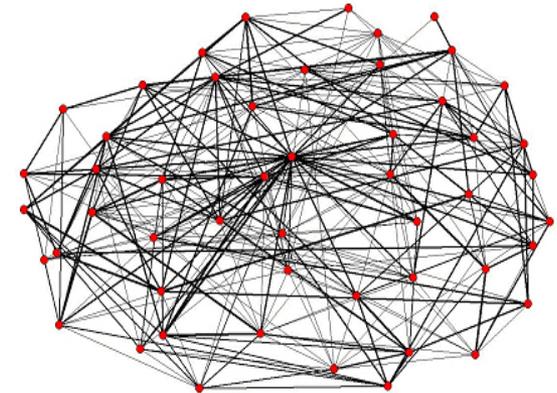
- » Connections
- » Knowledge
- » Competencies
- » Resources

# Some Common Network Structures



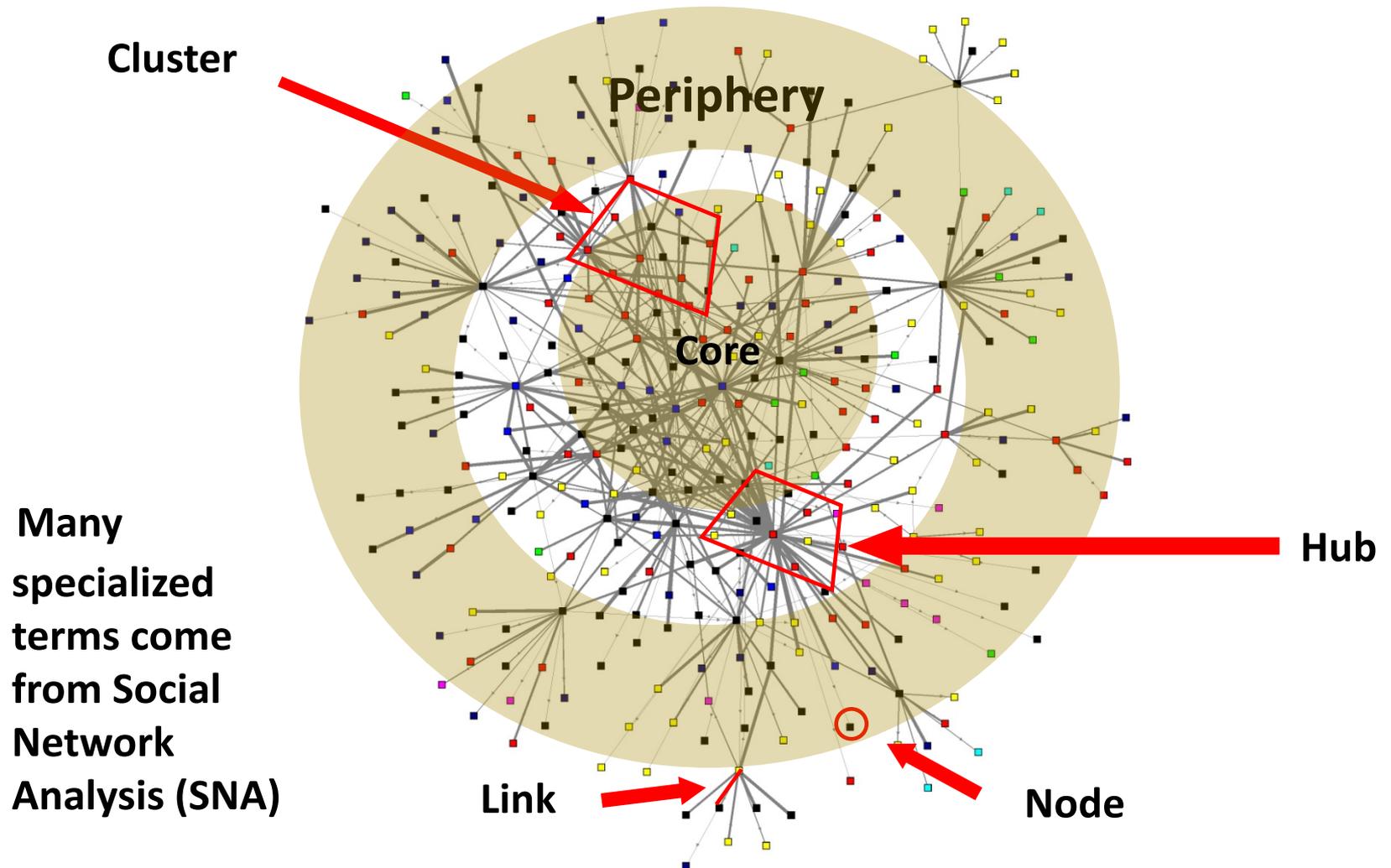
**Hub and Spoke.** Many nodes connect to a single central hub.

**Dense Cluster.** Most nodes are connected to each other.



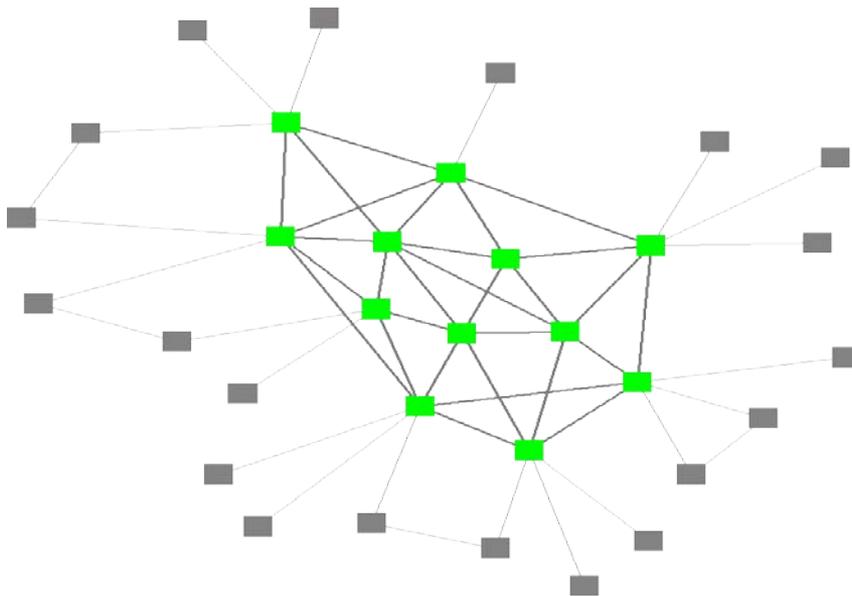
**Multi-tiered Hub and Spoke**

# Anatomy of a Network



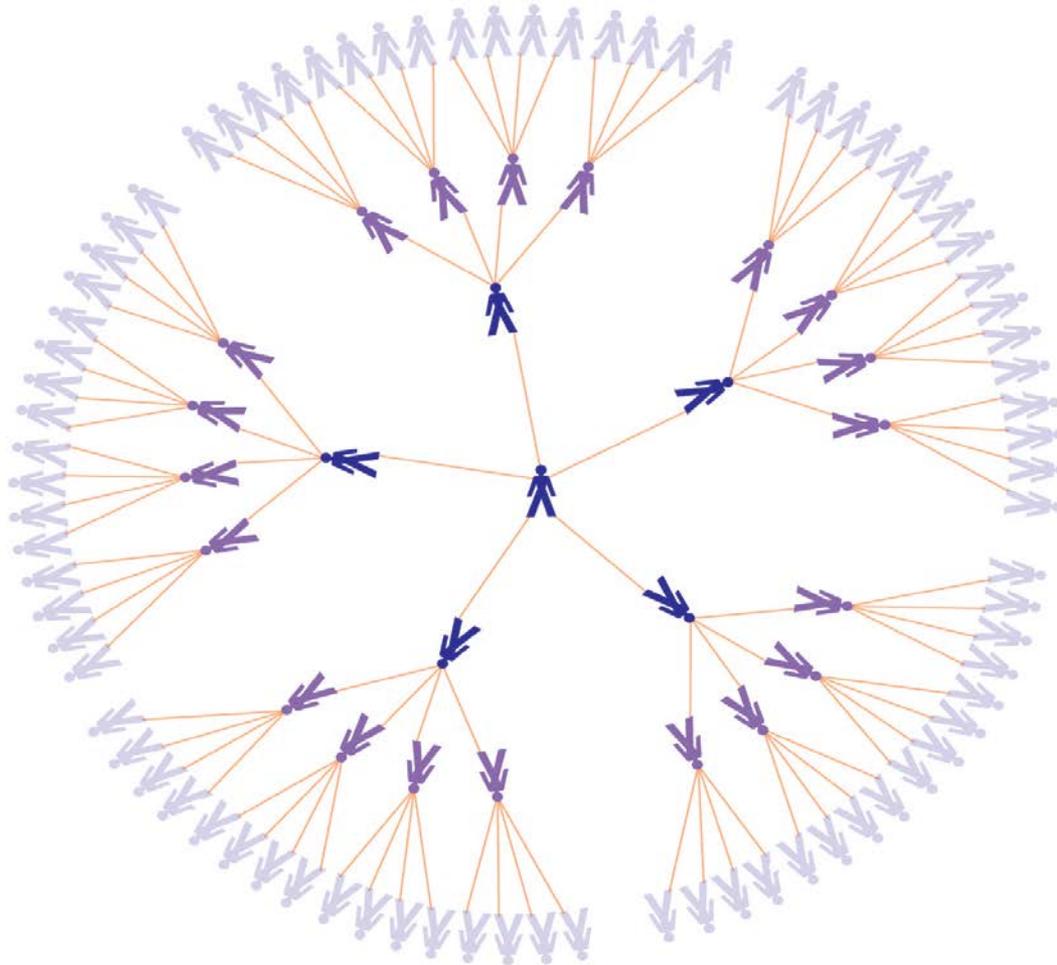
# Bonds and Bridges

**Outliers (nodes on the periphery of a network) often have access to ideas and information that people at the core do not**



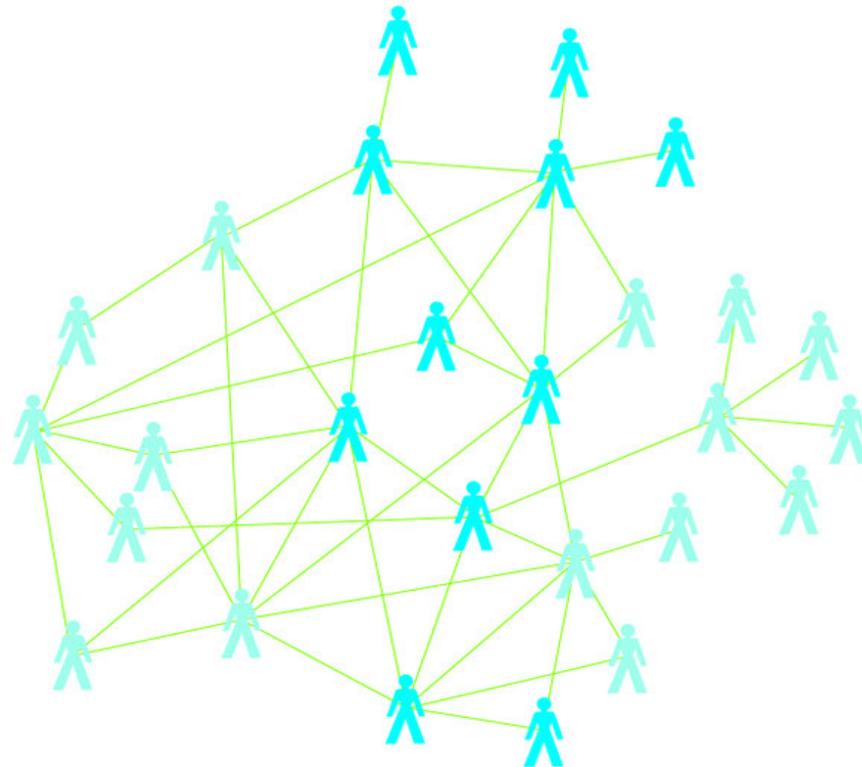
- **Strong ties** in closely knit networks are a source of **valuable social capital**
- **Weak ties** - provide access to **external assets**

# What Networks Are Good At



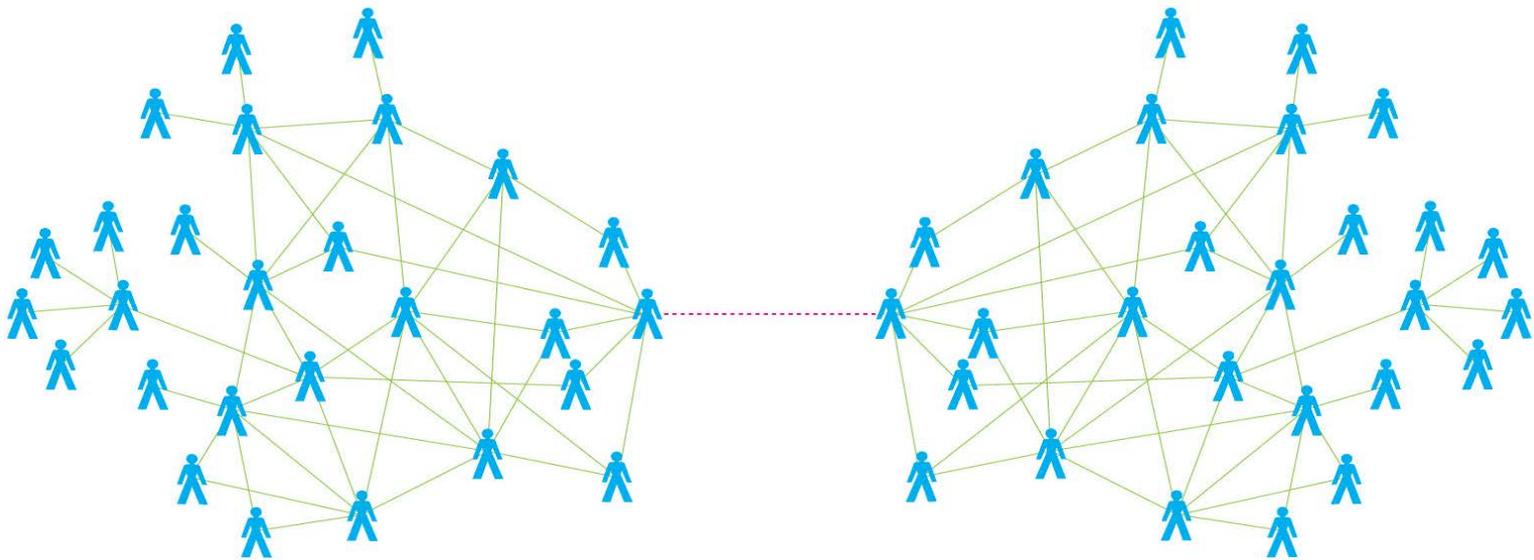
Rapid growth and diffusion

# What Networks Are Good At



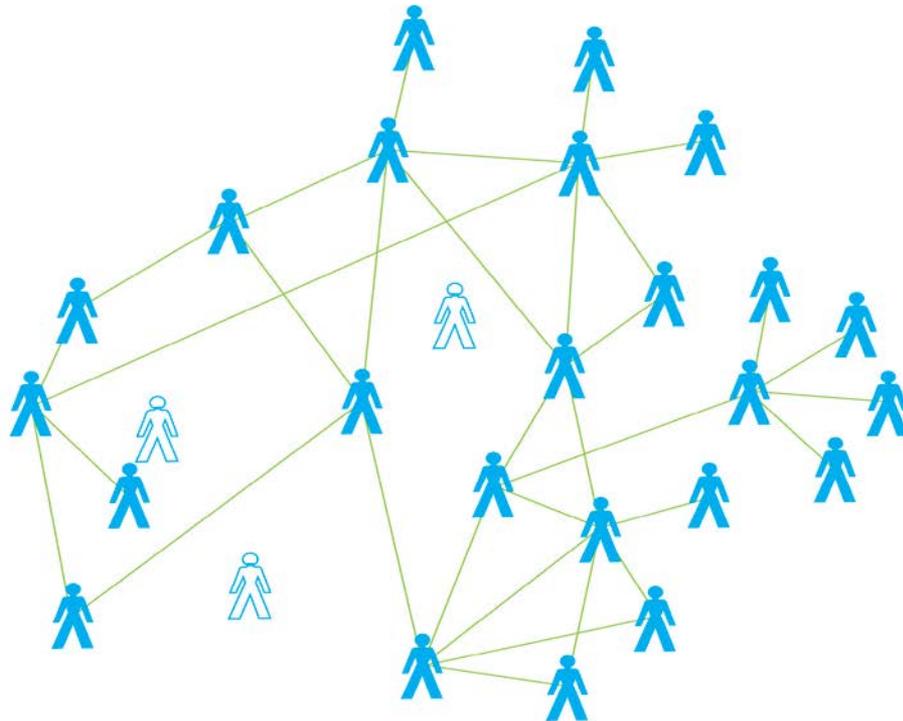
Assembling and disassembling capacity

# What Networks Are Good At



Small World “Reach” – building bridges to shorten the path length between nodes

# What Networks Are Good At



Resilience : building capacity that isn't reliant on a small number of nodes

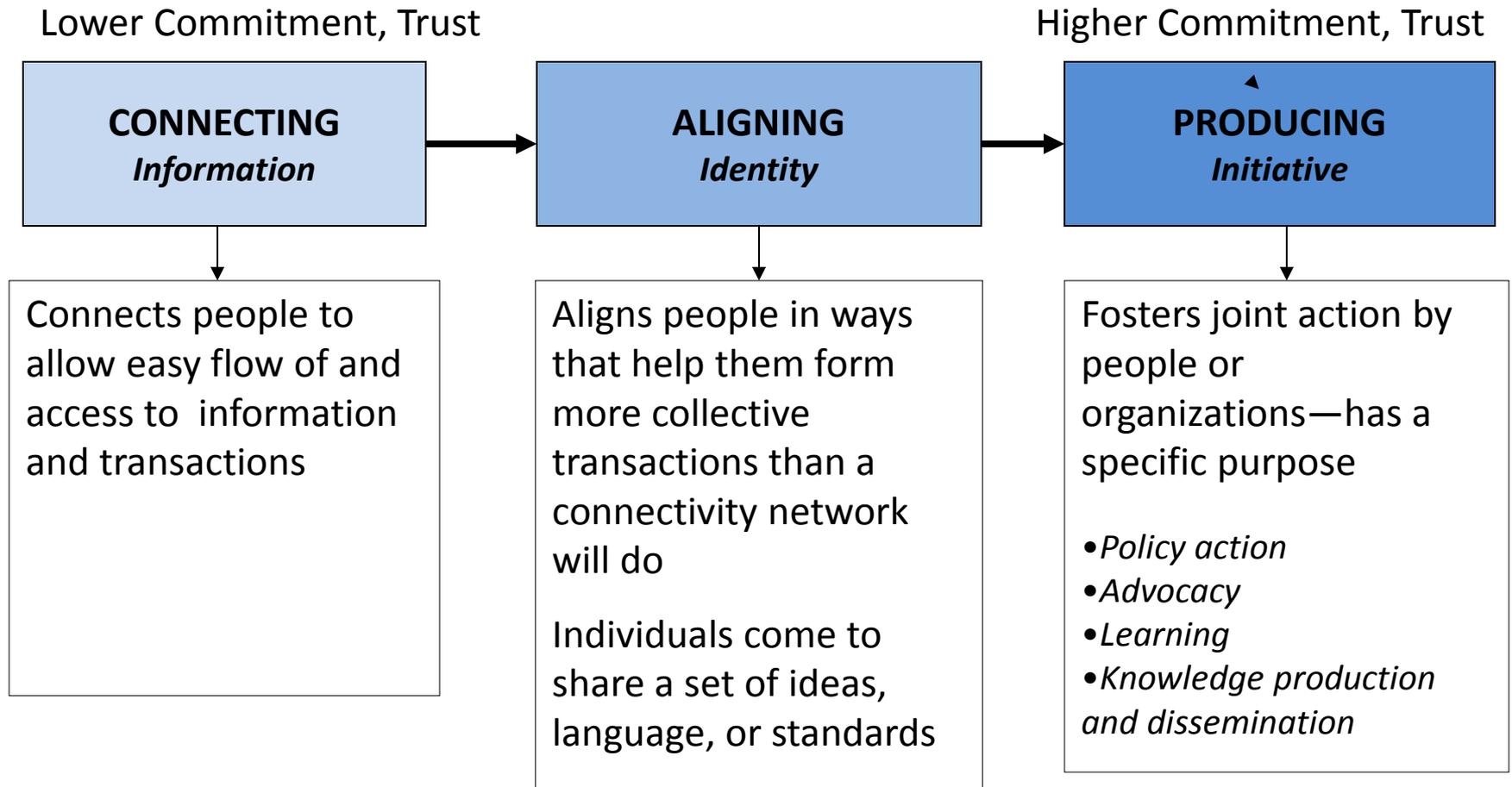
# What Social Impact Networks Do

- **Allocate** - Match assets with need
- **Coordinate** - Coordinate resources and services
- **Learn** - Spread knowledge, skills
- **Innovate** - Create new knowledge or products
- **Advocate** - Promote a particular policy or point of view
- **Mobilize** - Activate large numbers of people

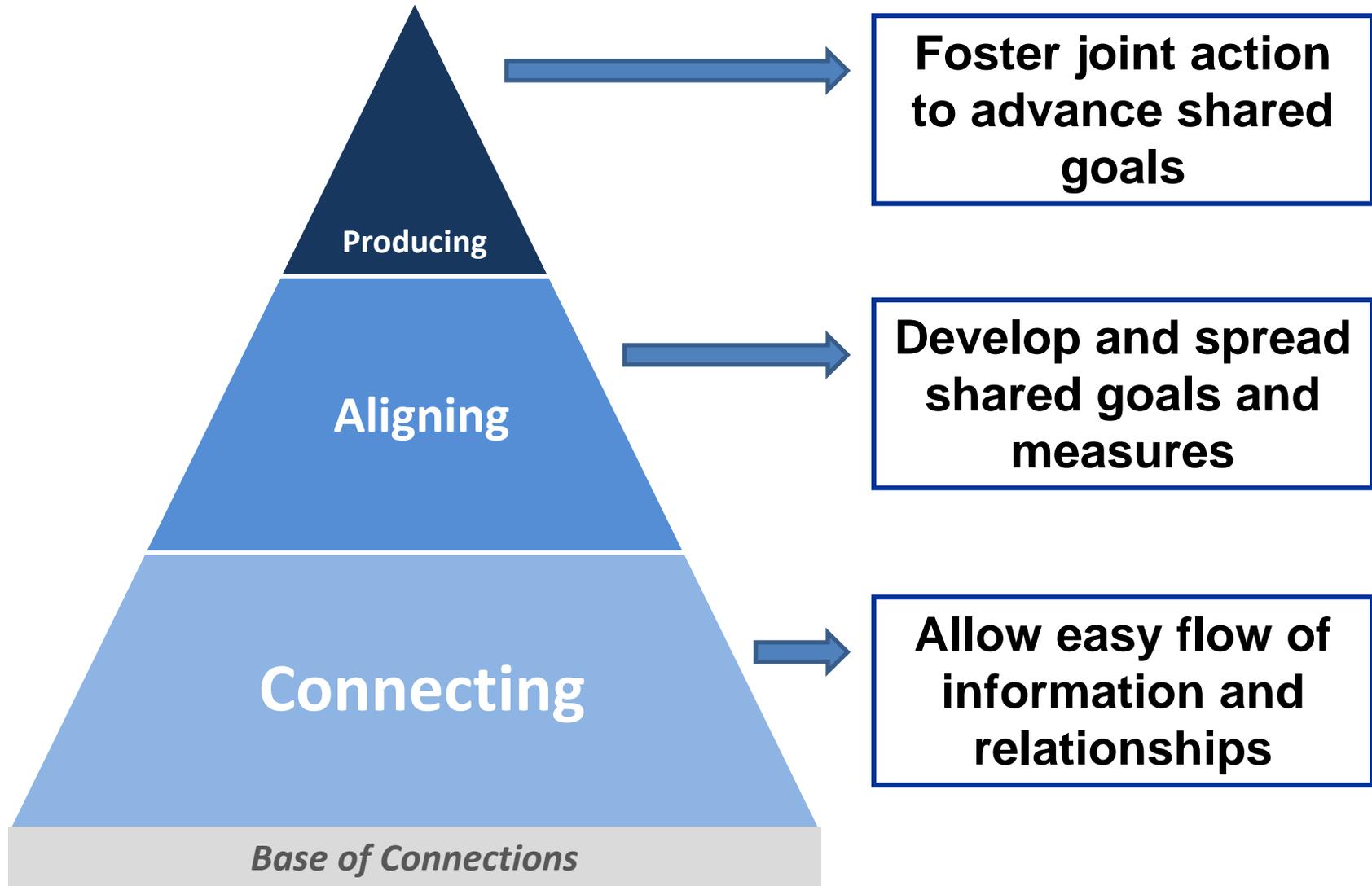
# Networks for Integrating New Americans

- WHO:** Place-based multi-stakeholder networks with an AEFLA-funded adult ESOL program in a central role
- WHAT:** Connect and engage around a common immigrant integration agenda
- WHY:** To promote the linguistic, economic and civic integration of immigrants and foster ties between newcomers and receiving communities
- HOW:** Through mutually reinforcing activities

# 3 Basic Network Functions



# Evolution of Network Functions



# 3 Basic Network Functions

	<b>Connectivity</b>	<b>Alignment</b>	<b>Production</b>
<b>Key task of network “builder”</b>	Weaving – help people meet each other, increase ease of sharing and searching for information	Facilitating – helping people to explore potential shared identity and value propositions	Coordinating – helping people plan and implement collaborative actions
<b>Enabling Infrastructure</b>	Web platform with networking tools for communications, documents	Capacity to analyze, compare, and synthesize frameworks, definitions, etc.	<ul style="list-style-type: none"><li>• Project management and project budgeting capacity</li><li>• Performance accountability mechanisms</li></ul>



**What makes a network thrive?**

# Enabling Conditions for Network Health and Collective Impact

- **Common Agenda**
- **Value**
- **Trust**
- **Participation**
- **Mutually Reinforcing Activities**
- **Continuous Communication**
- **Backbone Support**
- **Learning and Adaptation**

# Common Agenda



# Networks for Integrating New Americans

## Network members...

- ✓ share a common purpose or mission
- ✓ have jointly identified strategic goals and objectives for the network
- ✓ explicitly incorporate the network's goals into their individual work plans

*No network can survive without providing value to its members*

**Value Proposition = The tangible benefits that a network can deliver to its individual members, to its members as a collectivity, and to its constituents**

## *Trust is a core network asset*

### Two ways to enhance trust in networks:

- *Build bandwidth*
  - *the more types of information shared between members, the greater the bandwidth*
- *Reciprocate*
  - *Send signals about reciprocity values in a network; establish a record of give and take*

# Walking the “Two-way Street”

<b><i>Connections</i></b>	Can you <i>connect</i> others in the network to people that may be able and willing to help them?
<b><i>Knowledge</i></b>	Do you <i>know something</i> that may be valuable to others in the network?
<b><i>Competencies</i></b>	Are you able to <i>do something</i> that may be value to others in the network?
<b><i>Resources</i></b>	Do you <i>have access</i> to funds or other resources that may be useful to others in the network?

*Whether codified or no in MOUs, it is important that expectations of members are clear*

**Who is accountable for network performance?**

- All Members
- All Groups
- Group Chairs
- Steering Committee
- Coordinator

# Common Expectations of Network members

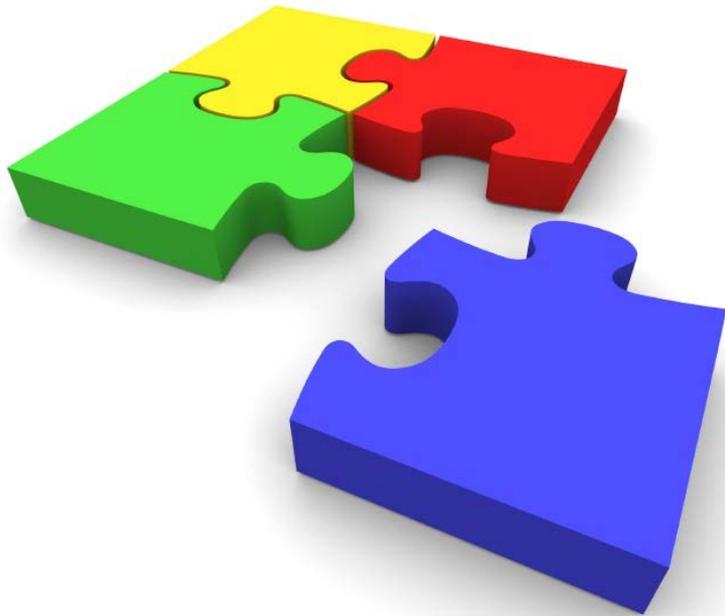
- **Attend regularly scheduled network meetings and conference calls**
- **Participate in network decision making**
- **Participate actively in the work of the network**
- **Promote the work of the network through own connections**
- **Support the monitoring and assessment of the network on a regular basis**
- **Commit funds or other resources to the network**
- **Seek to bring resources to the network to support its sustainability**

# Different Categories of Members



- Accommodate different levels of participation
- Pipeline for core network members
- Acknowledge different types of contribution

# Mutually Reinforcing Activities



**Each network member undertakes the specific set of activities at which it excels in a way that supports and is coordinated with the actions of others**

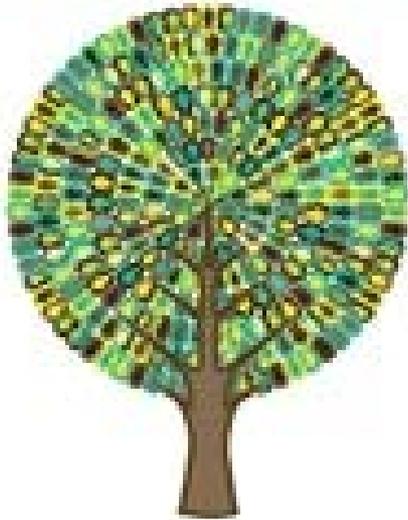
# Continuous Communication

## comparing software for network collaboration

			Minimum Software Cost	Supports Real-Time Discussions	Easy to Setup	Easy to Use	Centrally Stores Documents	Archives Conversations	Structures Conversations	Fosters Personal Relationships
<b>Informal Conversations and Presentations</b>										
Conference Call	Multiple callers on one phone line	Freeconferencecall.com	Free	●	●	●	—	—	—	●
Video Conferencing	Conference call with a video display component	WebEx Hardware solutions	\$	●	○	○	—	—	—	●
Online Conferencing	Conference call with an online component (slides, documents, videos and/or demos)	GoToMeeting WebEx	\$	●	●	●	○	—	○	●
<b>Information Sharing</b>										
Email Discussion List	Email group that lets participants easily email everyone in the group	Yahoo Groups Electric Embers	Free	—	●	●	○	○	—	●
Existing Social Networking Sites	Online networking sites where users can create profiles and connect with others	Facebook MySpace	Free	—	●	○	○	—	—	●
Collaborative Documents	Users share and edit documents online, either in real-time or over time	Google Docs	Free	●	●	●	●	●	○	○
Message Board	Online forums focused around questions and answers	vBulletin phpBB	Free	—	●	●	○	●	●	●
<b>Long Term Structured Collaborations</b>										
Online Project Management Tool	Users share documents, calendars, tasks, and structured conversations	Basecamp Central Desktop	\$	—	○	○	●	●	●	○
Online Community	Users share profiles, documents, calendars, message boards, and more.	Ning KickApps	\$	—	○	●	●	●	●	●
Wiki	Collaborative website, where all who can view can also edit	Confluence MediaWiki	Free	—	○	○	●	●	●	○
Blog Network	Community of linked blogs where users interact with posts and feedback	WordPress TypePad	Free	—	○	○	○	●	●	●

KEY: ● Excellent ● Reasonable ○ With Difficulty — Not Available \$ = Less than \$20 a month

# Backbone Support



**Creating and managing collective efforts requires dedicated attention to coordination:**

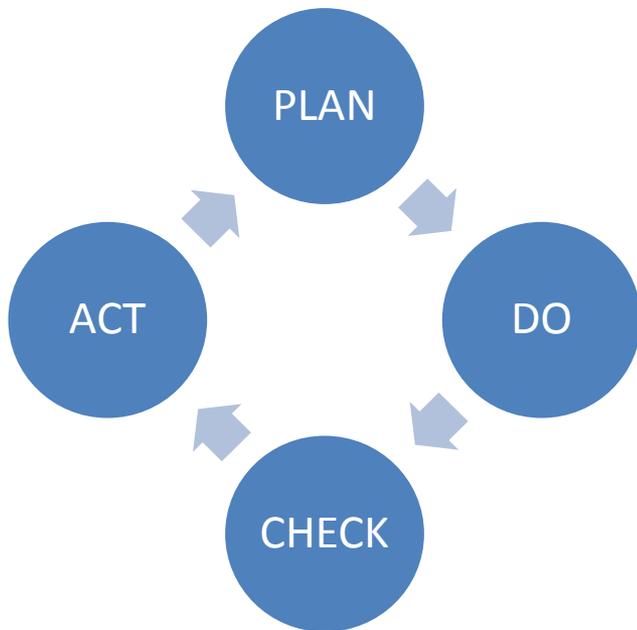
**Capacity to plan, manage, and support the work of the network through ongoing facilitation, technology and communications support, data collection and reporting**

## *Among the coordination tasks:*

- Handling meeting logistics
- Keeping and maintaining network records
- Managing and updating databases or websites
- Distributing reports and materials
- Coordinating periodic convenings

***Note: A coordinator is not a supervisor or director of activities. A coordinator is an enabler, who helps the collaborators in a network do what they need to do.***

# Learning and Adaptation



**Collect and analyze data and use it to inform decisions**

**Build in the assessment design early**

# Shared Measurement

## *Exhibit A: Strive Community-Level Progress Indicators*

### **Goal 1: Every child is prepared for school**

Indicator 1: % of children assessed to be ready for school

### **Goal 2: Every child is supported in and out of school**

Indicator 2: % of students with more than twenty developmental assets

### **Goal 3: Every student succeeds academically**

Indicator 3: % of students at or above proficiency in Reading and Math

Indicator 4: % of students that graduate from high school

### **Goal 4: Every student enrolls in college or career training**

Indicator 5: Average score on ACT

Indicator 6: % of graduates that enroll in college

### **Goal 5: Every child graduates and enters a career**

Indicator 7: % of college students prepared for college level coursework

Indicator 8: % of students retained in college

Indicator 9: % of students graduating from college

Indicator 10: # of college degrees conferred

# Additional Resources

- [Net Gains: A Handbook for Network Builders Seeking Social Change \(2006\)](#)
- [Net Work: A Practical Guide to Sustaining Networks at Work and in the World \(2007\)](#)
- [Catalyzing Networks for Social Change \(2011\)](#)
- [Leadership and Networks \(2012\)](#)
- [Network Weaver Handbook \(2013\)](#)
- **Connecting to Change the World: Harnessing the Power of Networks for Social Impact, forthcoming from Island Press (2014)**

# Networks for Integrating New Americans

**Thank you!**

For more information about the  
Networks for Integrating New Americans initiative,  
please visit the US project page at [worlded.org](http://worlded.org)