Your Collaborative's annual data review exposes an increase in the number of at-risk youth not engaged in their local high school. This year, the TIE’s report shows that two-thirds of the growing at-risk population for the county’s only middle school remain stable over the past year. School leaders, on the county’s only middle school, that school attendance and academic performance have remained stable over the past year. School attendance, on the other hand, has not. At-risk youth are more likely to be absent from school, and this increase in absences may be attributed to social and emotional factors, including family instability and challenges related to mental health.

The network analysis results show only moderate possibility of developing an evaluation system to improve documentation of both strategy activities and results accountability. Your Collaborative’s strategy team is focused on improving the quality of life for children and families—the only one of its kind in the nation. We work toward measurably better outcomes for all Georgians. Evaluation Snapshot reveals that the faith community partner—highly engaged, integrally connected, and community leaders—is the network anchor. It is important to maintain strong relationships with the faith community partner. The network analysis brings to light that local government is only slightly engaged, and although strong relationships exist with the county chair and commissioners, other city municipalities are not members of your Collaborative. Beyond that, two large manufacturing plants that are viewed as influential in the county and employ more than 1,000 workers are disconnected with your Collaborative. This situation can have repercussions for the county’s economy.

Results Accountability

Your Collaborative’s strategy team is focused on positive youth development that has been in place for the past three years. Your Collaborative explores the possibility of developing an evaluation system to improve documentation of both strategy activities and results for youth and families. The network analysis results show only moderate possibility of developing an evaluation system to improve documentation of both strategy activities and results accountability. Your Collaborative’s strategy team is focused on improving the quality of life for children and families—the only one of its kind in the nation. We work toward measurably better outcomes for all Georgians. Evaluation Snapshot reveals that the faith community partner—highly engaged, integrally connected, and community leaders—is the network anchor. It is important to maintain strong relationships with the faith community partner. The network analysis brings to light that local government is only slightly engaged, and although strong relationships exist with the county chair and commissioners, other city municipalities are not members of your Collaborative. Beyond that, two large manufacturing plants that are viewed as influential in the county and employ more than 1,000 workers are disconnected with your Collaborative. This situation can have repercussions for the county’s economy.
Collaborative Social Network Analysis vs. Self-Assessment Partner Engagement Analysis

This social network analysis visual displays the characteristics of individual partners within a Collaborative, including their perceived level of engagement and their connections to other partners. The network diagram uses different sizes and colors of circles to represent the influence and centrality of each partner, with larger circles indicating more influential partners and those in the center of the network being more central. The network analysis reveals the varying levels of engagement among partners, where some may be highly engaged, while others may be only minimally engaged. It also highlights the importance of certain key partners who are central to the Collaborative's operations.

Collaborative Network Visual Demonstrating Partner Ratings of Influence by Sector

This visual chart shows the ratings of influence by sector for each partner in the Collaborative network. The ratings are based on self-assessment data and range from slight to extensive engagement. The chart provides a detailed view of how each partner's influence is perceived across different sectors, such as public agency, nonprofit, faith community, and local government. This information can be used to identify key players and areas where engagement needs to be increased to improve the overall impact of the Collaborative.

EVALUATION SNAPSHOT

Georgia Family Connection Partnerships

How is Your Collaborative Connected?

Social Network Analysis (SNA) is a tool used to understand the relationships and interactions within a network, specifically focusing on the connections between partners and how they interact with each other. This visualization helps in identifying key players, understanding the flow of information, and assessing the overall effectiveness of the Collaborative.

Collaborative Development

Collaborative development involves the continuous improvement and enhancement of the network infrastructure and the Collaborative's operations. It aims to strengthen the relationships among partners, improve engagement, and ensure effective communication and collaboration. This can be achieved through various strategies, such as improving meeting efficiency, sharing resources, and addressing any challenges that arise in the network.

Using Collaborative Network Analysis to Strengthen Collaborative Partnerships, Activities, and Strategy Implementation

Your Collaborative conducts focus group sessions with public agency and nonprofit sectors to discuss the preferences of these communities. This feedback is critical in determining the priorities and functions that the Collaborative should focus on to improve its services and offerings.

Collaborative functions and the strategies the Collaborative establishes for planning, implementing, and resourcing programs, activities, and events.

Collaborative Development processes and information sharing during fiscal oversight, strategic planning, and funding applications. Your Collaborative also conducts surveys and evaluations to assess the impact of its programs and services on community outcomes. This information is crucial in determining the future directions and goals for the Collaborative.

Collaborative capacity and potential for additional investments and support.

The Collaborative network analysis provides insights into the effectiveness of the Collaborative's partnerships and the level of engagement among its members. This information can be used to make informed decisions about future investments and support, ensuring that the Collaborative remains effective and responsive to the needs of its stakeholders.

Collaborative partnerships are strengthened through various activities, including improvement initiatives, strategy development, and program implementation. These strategies help in aligning the Collaborative's efforts with the broader goals of the community, ensuring that its programs and services are aligned with the community's needs and priorities.

Collaborative Network Analysis

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Collaborative functions and the strategies the Collaborative establishes for planning, implementing, and resourcing programs, activities, and events.

Collaborative Evaluation

Collaborative evaluations focus on assessing the effectiveness of the Collaborative's initiatives and programs in achieving the desired outcomes. This evaluation process helps in identifying areas for improvement and making necessary adjustments to ensure that the Collaborative remains effective and responsive to the needs of its stakeholders.

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How is your Connected Partner?

Collaborative Social Network Analysis vs. Self-Assessment Partner Engagement Analysis

Collaborative might be comprised of engaging it with other partners’ slight or moderate engagement within the same sector.

What this Engagement Matrix does not uncover are unique characteristics under individual partner, or about their relationships. Without critical data, one partner’s extensive participation in another sector, alongside with their average participation range—

Collaborative Engagement Analysis

The network visual, for instance, reveals whether a particular partner is highly engaged and essentially connected to other partners. Paired with the Self-Assessment data that identifies the faith community as a key player, this suggests that the faith community is a role that partners also receive as much as they are giving to the Collaborative relationship.

Collaborative Partnerships, Activities, and Strategy Implementation

The following examples show how Collaboratives can use network analysis to strengthen partnerships, activities, and strategy implementation:

The red circle indicates that there also is only one partner representing the business sector with a low centrality, but interconnected role, yet receives an average influence rating. Self-Assessment data confirm the business organization as only slightly engaged. This suggests that the business community is an untapped resource, not highly engaged, but perceived by other organizations to be less influential. The Collaborative might benefit from outreach to boost business sector involvement. Such a network analysis reveals the critical role each sector plays in Collaborative functioning by strengthening fragile connections or reaching out to under-partnered persons perceived as influential.

This Cook County Collaborative Network chart, which highlights all the organizations in the Cook County Collaborative working together at least once per quarter, provides detailed information about individual partners and the quality of their relationships with other partners. The Collaborative network chart shows that each partner’s influence varies within and across sectors. Some partners are more influential than others, while others are not engaged in the Collaborative or its partners lead to support and positive outcomes in the community—creative solutions that work to

Georgian Family Connection Partnership

EVALUATION SNAPSHOT

Critical data, one partner’s extensive participation in a Collaborative that promotes positive child and family outcomes.

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Collaborative Social Network Analysis vs. Self-Assessment Partner Engagement Analysis

The Partner Engagement Matrix collected from the Cook County Family Connection Self-Assessment analysis shows the Collaborative members representatively across sectors, along with their average engagement range, level, or extent. What this Partner Engagement Matrix does not uncover is unique characteristics among individual partners within each sector, or about their relationships. Without that critical data, one partner’s extensive participation in a Collaborative might be concealed by assigning it with other partners’ slight or moderate participation within the same sector. However, Social Network Analysis evaluates the strength, number, and nature of connections among each partner organization or individual, whether or not their relationships are important.

Collaborative Measurement

This Cook County Collaborative Network chart, which highlights all the organizations in the Cook County Collaborative working together at five different quarterly events, also displays which partners are most engaged and the quality of their relationship with other partners. The Collaborative network chart shows that some partners have influence across multiple sectors. Some partners are more influential and some more centric than others. The arrows in circles are colored in red, which suggests that the Collaborative members tend to regard one another as similarly influential. The number of circle and edge circles shows there are numerous public and nonprofit partners. However, the final commonsense player places a central Collaborative role on the green circles, central partners, and high number of links with other partners. Paired with the Self-Assessment data that identifies the faith community as an organizationally engaged, this suggests that the faith community is a key player, highly engaged and essentially connected to other organizations. Collaborative leaders should involve this key player in future Collaborative initiatives to help connect and involve other organizations.

The red circle indicates that there is also one partner representing the business sector with a less centric, less interconnected role, yet receives an average influence rating. Self-Assessment data confirm the business organization as only slightly engaged. This suggests that the business community is not engaged enough to be highly engaged, but persuaded by other organizations to be less so. The Collaborative might benefit from outreach to boost business sector involvement. Such a network visual also follows from a traditional support to improve Collaborative functioning by strengthening fragile connections or reaching out to under-represented partners perceived as influential.

Collaborative Social Network Analysis’s targeted approach to identify and connect partners can help Collaboratives move forward to thrive. Social network analysis can be valuable as Collaboratives build stronger partnerships and implement strategies to enable measurable better outcomes. The following examples show how Collaboratives can use network analysis to strengthen partnerships, activities, and strategy implementation:

Collaborative Development

A network analysis reveals that across most of the sector partners are only slightly to moderately engaged. And although the faith community partner is a key player, there is only one representation from the sector. After discussing the findings, Collaborative members reason that its inability to optimize commitment and participation might be substantially affecting child, family, and community outcomes. To address these concerns, your Collaborative establishes strategy teams for planning, implementing, and measuring programs, activities, and events. The Collaborative also meets its beginning agenda, committing to efficiency and effectiveness by focusing on program planning and focusing on fiscal stewardship, strategy team reporting, and future partners involved. Each of these strategy teams recruits one member from each faith community. Collaborative information sharing and community partners also develop work plans that clearly outline responsible parties and dates for task completion.

EVALUATION SNAPSHOTS

Collaborative Engagement

Your Collaborative conducts focus group sessions with public agency and nonprofit sector partners and discover that community leaders indicate a disconnect between services offered and community knowledge of the services. A network analysis of your Collaborative network shows that most partners regard one another as similarly influential. Given the large number of public agency and nonprofit partners that are engaged in the work, your Collaborative creates an online community resource directory that outlines community agencies, population served, and services possible. By doing that, partners also receive as much as they are giving to the Collaborative relationship.

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Collaborative Network Analysis

These six types of activities are the core elements and primary responsibilities of a functioning Georgia Family Connection Collaborative. These six types of activities work together toward measurably better outcomes for our children, families, and communities.

1. Systems Change—activities that promote more effective and efficient delivery of services. A network analysis of your Collaborative network shows that most partners regard one another as similarly influential. Given the large number of public agency and nonprofit partners that are engaged in the work, your Collaborative creates an online community resource directory that outlines community agencies, population served, and services possible. By doing that, partners also receive as much as they are giving to the Collaborative relationship.

2. Results Accountability—activities that document, measure, report, and use findings related to the Collaborative work and associated changes and outcomes.

3. Systems Change—activities that work to identify and eliminate the barriers, service gaps, and inefficiencies that impede the way of programs and positive outcomes in the community.

4. Sustainability—activities that support and maintain Collaborative functions and the strategies the Collaborative chooses to implement—activities that support and maintain Collaborative functions and the strategies the Collaborative chooses to implement.

5. Communication—activities that link and involve other organizations. Collaborative leaders should involve this key player in future Collaborative initiatives to help connect and involve other organizations.

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Your Collaborative’s annual data review exposes an increase in the number of Analyzer children who are chronically absent from school, and school attendance rates remained stable over the past year; school absences on the county’s only middle school increased. School administrators attribute the elevated school absences to an increase in chronic childhood asthma complications. According to your Collaborative’s network analysis, there is only slight Collaborative participation among the local government, public health, and school systems; and moderate participation among nonprofit providers and the health care sector. As a first step, your Collaborative forms a health care strategy team, with one of its strongest partners, the health clinic director, serving as chair. Over the course of the year, the strategy team recruits partners, executes data, and proposes solutions. As a result, a nurse practitioner provides medical care in the newly opened middle school health clinic for students and their family. This clinic is fully funded through Medicaid reimbursements, private pay, and community donations.

Sustainability

For the past three years, your Collaborative has served as an implementation partner for the county’s Teen Court, appropriate youth development strategy to reduce juvenile incarceration. After learning that federal funding would cease at the end of the next fiscal year, the strategy team moves to develop a sustainability work plan centered on examining your Collaborative’s network analysis to identify strategic partnerships that can continue the work in the Teen Court’s continuation, and to determine the sustainability strategies that can support connections and resources. The network analysis reveals that the faith community partner—highly engaged, integrated, and mission-driven to positively affect community change—would be the ideal partner to lead the effort.

Programs and Services

The Director of your county library, who also serves as a Collaborative member, notes that larger county libraries serve a larger population than do smaller libraries. Following the strategy team’s recommendation, she partners with the local college to look into sponsoring a Boys & Girls Club to open the doors. Recognizing that this is the children’s only alternative in a county where no structured after-school programming is available in the county, she asks your Collaborative to help her sponsor a Boys & Girls Club to address this youth development issue. After researching the start-up process, and costs, your Collaborative concludes that it would take from money and community support to open the agency. The network analysis brings to light that local government is only slightly engaged, and although strong relationships exist with the county chair and commissioners, three other city municipalities are not members of your Collaborative. Beyond that, two large manufacturing plants that are viewed as influential in the county and employ more than 1,000 workers, are disconnected from the community and your partners, rarely supporting any Collaborative strategies. As a result, your Collaborative identifies partners who have strong relationships with the mining industrial partners to engage in one-on-one informational and motivational discussions.

Thinking Differently

What we at Georgia Family Connection do is vital, because everything we do is aimed at improving conditions and prospects of families in every community across the state. We work toward measurably better outcomes for all Georgians. Evaluation SNAPshots examine how collaboration among our partners affects indicators of child, family, and community well-being. SNAPshots are taken from reports by the Georgia Family Connection Partnership (GaFCP) Outcomes Team, a group of researchers from EMSTAR Research, Metis Associates, Georgia State University, and GaFCP.

EVALUATION SNAPSHOT

Spring 2020

Your Collaborative’s network analysis exposes a noticeable lack of family representatives as network partners. As a result of these findings, successful Family Engagement strategies that improve documentation of both strategy activities and positive youth development that has been in place for the past year. Your Collaborative engages a series of Parent Cafes and Kitchen Table Conversations where you provide opportunities for each other’s contributions and family, representation as family members who have received or are receiving community services and are participating in your Collaborative decision-making on the Board, Collaborative, and strategy team.

EVALUATION SNAPSHOT

Collaborative Network Analysis

Collaborative Network Analysis Tapping into Untapped Relationships

EVALUATION SNAPSHOT

Family Engagement

EVALUATION SNAPSHOT

Social Network Analysis is beginning to reveal those untapped opportunities by looking at relationships in a new way. Understanding these relationships is critical for us to know where we are and what can be done to improve collaboration locally and across our statewide network.

EVALUATION SNAPSHOT

This edition of Evaluation Snapshot presents findings from this new evaluation of how Collaborative networks operate. It also provides an overview of Social Network Analysis as a tool that can inform how we function in our communities and as a peer learning network to improve state-level, statewide, and inter-state Collaborative partnerships—and implements strategies to improve the quality and capacity of these partnerships for children, families, and communities across the state.
Your Collaborative’s annual data review exposes an increase in the number of children in first grade who met or exceeded grade level expectations at the end of the school year. This is the children’s only alternative in a county where structured afterschool programming is not available in the county. The librarian at your county library, who also serves as the lead implementing partner for the county’s Teen Court, served as the lead implementing partner for the county’s Teen Court, a positive youth development strategy to reduce juvenile incarceration. After learning that federal funding would cease at the end of the next fiscal year, the strategy team moves to develop a sustainability work plan centered on examining your Collaborative’s network analysis to better understand and build stronger relationships in a new way. Understanding these relationships is critical for us to know where we are now and what we can do to improve collaboration locally and across our statewide network.

What we at Georgia Family Connection do is vital, because everything we do is aimed at improving conditions and prospects for children, families, and communities across the state. Strategies that improve outcomes for children, families, and communities—and as a peer learning network to better understand and build stronger relationships in a new way. Understanding these relationships is critical for us to know where we are now and what we can do to improve collaboration locally and across our statewide network.

Tapping into Untapped Relationships

Social Network Analysis is beginning to reveal some untapped opportunities by looking at relationships in a new way. Understanding these relationships is critical for us to know where we are now and what we can do to improve collaboration locally and across our statewide network.

Relationships matter. We cultivate vibrant communities by working together with our partners, because the right people collaborating is what that begins to happen. That’s why every Georgia Family Connection Collaborative is charged with establishing and maintaining meaningful partnerships and a dynamic local network, which in turn powers the statewide network.

All communities possess diverse untapped opportunities, and although some have more than others, each Collaborative has the potential to fully draw out those hidden resources.

A process called Social Network Analysis examines interactions among Collaborative partners to help us better understand and expand our connections, which affect our services. This process helps Collaboratives innovate, discover, and develop the quantity, quality, and strength of their partnerships.