

Integrating Research and Curricular Development in Collaborative Governance: Executive Education

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• The Power of Networks – Milward and Provan

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The Power of Networks

- This program is based on 15 years of intense research collaboration between Keith Provan and Brint Milward at the University of Arizona
- Role of USC in developing the program
- Offered at USC, UW, and UA in slightly different forms
- We are starting a “Network Summer School” in Banff, Alberta

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Outline of half day Program

- What are networks
- *Exercise – It's a small world!*
- Networks and problems
- Types of organizational networks
- Research findings on network effectiveness
- *Exercise: Creating a Partnership*
- Network leadership and entrepreneurship

Social Networks

- Emerge from our relationships
- Consist of the ties we have to others
 - Family
 - Friends
 - Coworkers
 - Friends of friends

“It’s a Small World”



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Bottom Lines for Social Networks

- Jobs
- Spouse
- Houses
- Health care

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How Connected are You?

- The goal is to get the envelopes back in the shortest number of steps
- Everyone who touches an envelope writes their name on it
- You may **only** give your envelope to someone you know personally

Four General Patterns in Effective Networks

- “Birds of a Feather Flock Together”
 - clusters form around common attributes
 - proximity is one of those attributes
- Diversity is important
 - diversity maximizes innovation in the network
- Redundancy is a virtue in networks
 - it allows for multiple pathways
- Hubs, brokers, and boundary spanners are critical to network health
 - not all connections are of equal importance

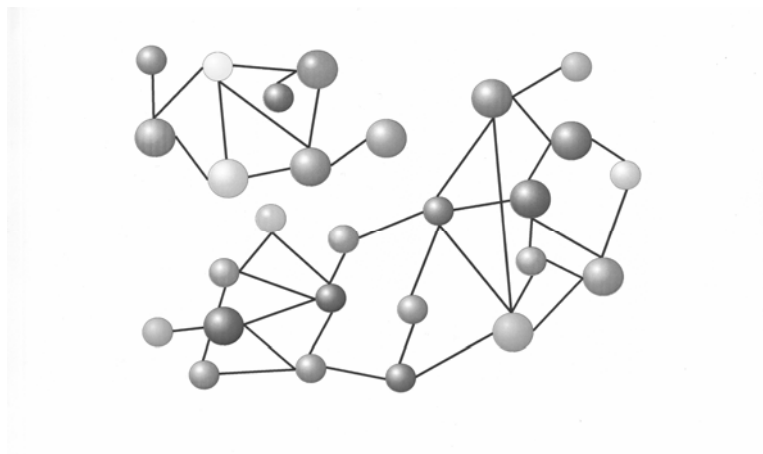
The Network Advantage

- You ignore the categories by which some define us - race, ethnicity, gender, wealth
- The only thing that matters with networks is the structure of relationships between *real* people
- Key question: Does structure make a difference?
 - Are people with more connections more powerful?
 - Are certain structures more effective?

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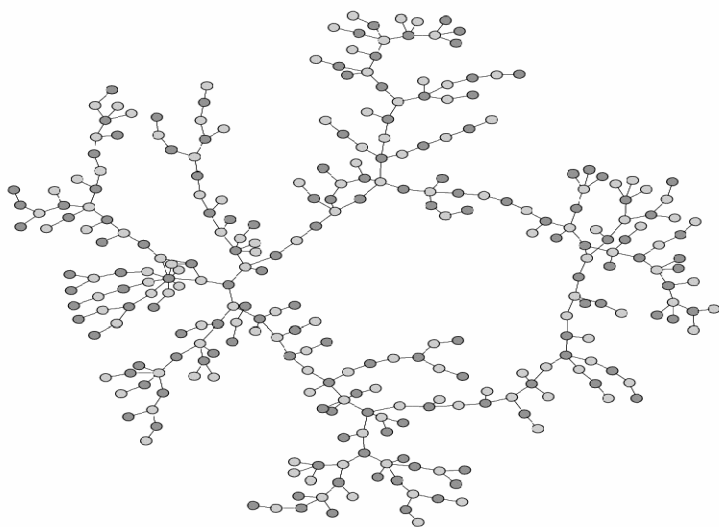
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A Variety of Network Structures



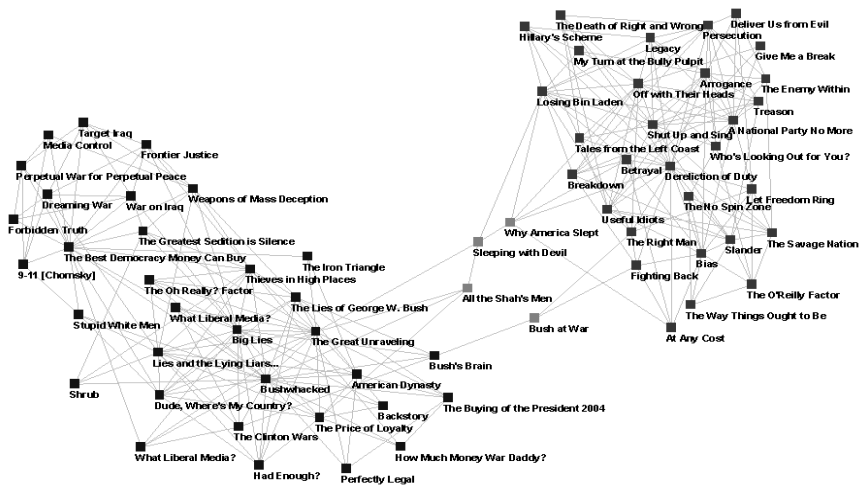
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Collaboration Exercise

- Goals
 - To provide a theoretical base for evaluating collaboration, rather than assuming it is always beneficial.
 - To identify why you would adopt a particular type of collaboration
 - To explore the specific problems involved in the creation of network collaborations

Governance Mechanisms: Questions to Ask

- Which organizations should be included?
- Should core agencies be governed differently than peripheral agencies?
- What kinds of incentives will be used?