

Nevada Early Childhood Systems Network Report

2023



VisibleNetworkLabs



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Introduction to Networks

WHAT IS A NETWORK?

A network is any interconnected group or system. For the purposes of this report, networks refer to any formal partnerships created between three or more people or organizations to achieve mutually desired objectives. Networks of organizations working across sectors to tackle big social problems are one approach to achieve social impact.

A NETWORK SCIENCE LENS

Network science provides theories and methods that can be used to guide the study and practice of working in networks. Intuitively, we know the kind of connectivity that is good and that which is not. However, very few people know how to manage these processes or leverage them in any kind of strategic way that may actually result in better connectivity. We learn at an early age that more connectivity is better – the more friends we have, the more popular we are; the more people we know, the more likely we are to succeed professionally. However, network science (the science of the interconnectedness among human and organizational entities) is based on a definitive principle that **more is not always better**.

So how can we leverage the power of networks while working within the reality of resource scarce environments? While the appeal to create a larger and more diverse network is strong, we are equally challenged with the reality that we **have limited relationship budgets** – that is, limited resources to build and manage diverse networks. We know that networks have advantages, but there is a limit on how many relationships we can manage before we lose the collaborative advantage altogether. We simply cannot exponentially grow networks without incurring costs attributed to that approach.

Network science can provide the theories and methods that together offer an evidence-based approach to building networks that are **based on data and lead to strategies, actions, and interventions**. Social network analysis (SNA) – which is the study of the structural relationships among interacting network members and of how those relationships produce varying effects – is a tool that provides unique data to inform these practices.

Introduction to Networks

NETWORK TERMS

Network: A formal partnership created between three or more people or organizations to achieve mutual goals.

Network Map: A visualization that shows members of a group as “nodes” and the relationships among them as connecting “edges”.

Nodes: Usually represented as circles in a network. A node can be a person, organization, department, etc.

Edges: The lines connecting two nodes, which represents a relationship between those nodes.

Degree: The total number of edges connected to a node (ingoing and outgoing). Average degree measures average number of edges reported for each node in a network.

Trust: A PARTNER scale that measures trust by capturing members’ perceptions of other organization’s reliability, support for the network’s mission, and willingness to engage in frank, open, and civil discussion.

Value: A PARTNER scale that measures value by capturing members’ perceptions of other organization’s ability to provide resources, the level of power/influence it has in the community, and the level of involvement it contributes to the group.



How To Use This Report

HOW TO INTERPRET A NETWORK MAP

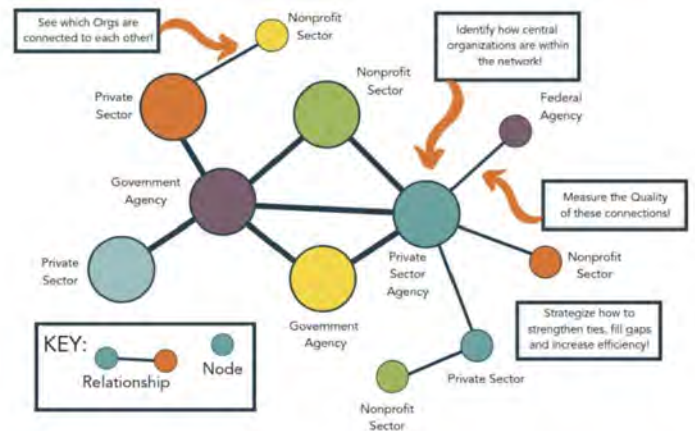
Networks refer to a partnership created between three or more people or organizations to achieve mutually desired objectives.

In a network map, partnerships are visualized as “nodes” (circles) and “edges” (lines) which represent the network members and the relationships between them. Nodes may be color-coded by certain organizational characteristics, such as jurisdiction or sector.

HOW TO USE THE RESULTS IN THIS REPORT

Members of the network and other stakeholders in the community may use this report to continuously improve how they work with one another to achieve common goals. Using this report, you can:

- Assess the quality, quantity, and outcomes of partnerships;
- Identify areas of strength and opportunities for improvement in the network;
- Track growth and measure progress in community partnerships; and
- Create a strategic plan to invest in relationships that leverage resources, reduce redundancy, and capitalize on collaborative advantages among network members.



Throughout the report, there are prompts to use for review or discussion. The prompts invite reflection and encourage discussion about the results to potentially inform the application of the data for strategic planning or continuous improvement.

Additionally, there are two types of questions in the report: non-relational and relational.



This symbol represents a non-relational question. A respondent answered this question about themselves or their perspective on a particular topic, not about their relationship with a partner.



This symbol represents a relational question. A respondent answered this question about the relationship they reported in the network map.

Some questions were analyzed by respondent attribute.



This symbol represents the analysis for questions compared across specific organizational attributes.

Lastly, please note that totals in the graphs and charts may not add up to 100%. The percentages are rounded to the nearest tenth and can fall anywhere between 98 and 102.

Project Background

BACKGROUND

The Nevada Early Childhood Council (Nevada ECAC) is focused on building a network of organizations and individuals to support Nevada in addressing the needs of children across the State. The Nevada ECAC is committed to cross-sector collaboration supporting the Nevada Early Childhood System to integrate programs and services that strengthen state-level coordination and collaboration among the various sectors and settings of early childhood programs.

For the purposes of this report, The Early Childhood System can be defined as follows: “Early Childhood” means the prenatal period to age eight, which encompasses access to nutrition, health care, mental and behavioral health, protection, play and early learning to stimulate children’s physical, cognitive, linguistic and social-emotional development. “Early Childhood System” includes all of the agencies, organizations, programs and infrastructure (inclusive of funding mechanisms, policies and procedures) needed to provide those services.

PROJECT DESCRIPTION

The Children’s Cabinet initiated an assessment of the network of organizations and community stakeholders that make up the early childhood system across Nevada, centered around The Nevada Early Childhood Advisory Council (Nevada ECAC). The Children’s Cabinet is committed to cross-sector collaboration, supporting The Nevada ECAC to integrate programs and services that strengthen state-level coordination and collaboration among the various sectors and settings of early childhood programs. This assessment visualizes their network relationships, provides insights about the strengths and gaps across programs and services in the network, identifies opportunities for continued network development, and demonstrates the impact of their collective efforts to local policymakers, in order to influence policy development, and their diverse set of stakeholders.

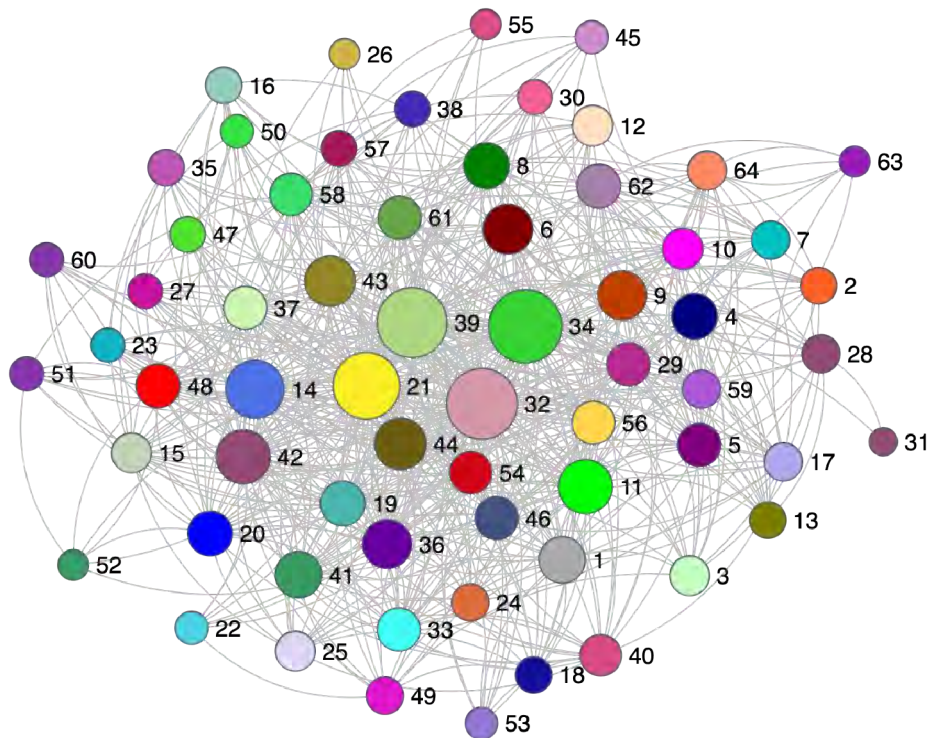
METHODS

In January 2023, 64 organizations in the Nevada Early Childhood system were invited to answer a social network analysis survey using the PARTNER CPRM tool. Of these 64 organizations, 56 responded for a 87.5% response rate. Those that responded reported that they collectively had 786 partnerships. This report summarizes the results.

This report is supported with funding from the Administration for Children and Families Child Care and Development Fund, Coronavirus Response and Relief Supplemental Authorization administered by the Nevada Division of Welfare and Supportive Services Child Care and Development Program and subawarded to The Children’s Cabinet (Federal Grant #2021,G990238).

Network Structure

Full Network Map



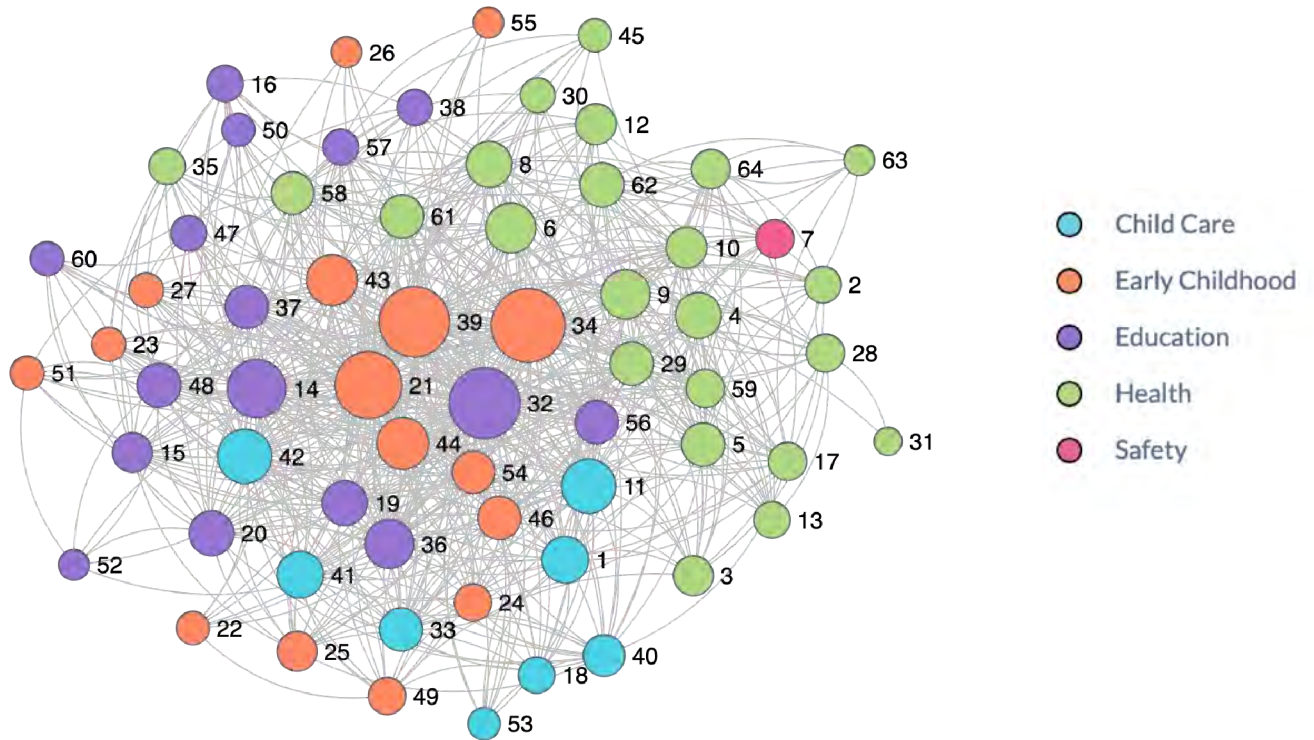
The network is composed of 64 organizations, and these organizations reported having 786 relationships with one another. The table on pages 10 and 11 lists the names of the organizations and their corresponding map labels.

- Above is a social network map of the partnerships within the Nevada Early Childhood Systems Network. Each organization identified as a member is represented as a circle (node). The lines demonstrate all relationships that were reported by an individual member of that organization.
- Nodes in the map are sized by centrality, which refers to the number of relationships each organization holds with others. Organizations with more connections appear as larger nodes in the map.
- Three organizations emerged as key players in the network, indicated by their high number of network connections. These include: Nevada Institute for Children's Research and Policy - UNLV (map label: 34), The Children's Cabinet - Supporting Early Education and Development Department (map label: 32), and Children's Advocacy Alliance (map label: 39).

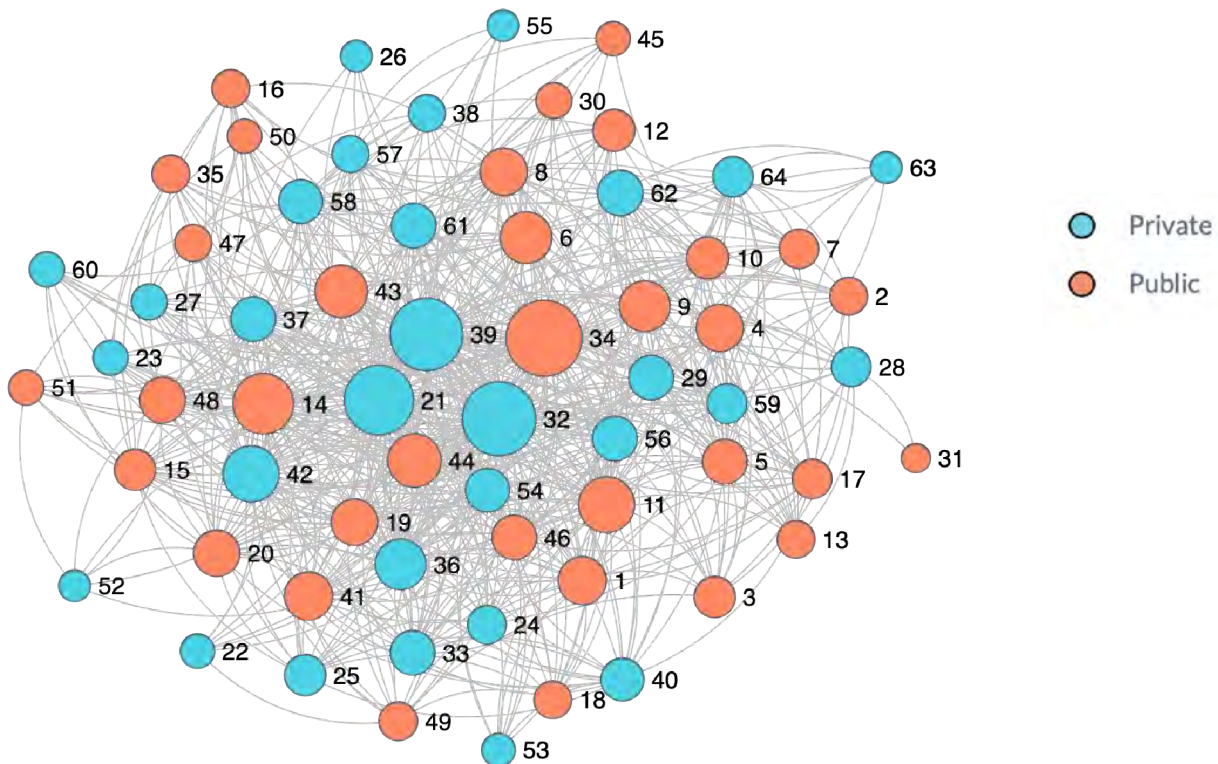
A key player is a member of the system who is connected to most of the network. The network in this community relies heavily on these key players. If these key players no longer participate in the network, there is a risk that the system may not function as effectively.

Network Structure by Attribute

Network Map by Primary Organizational Function

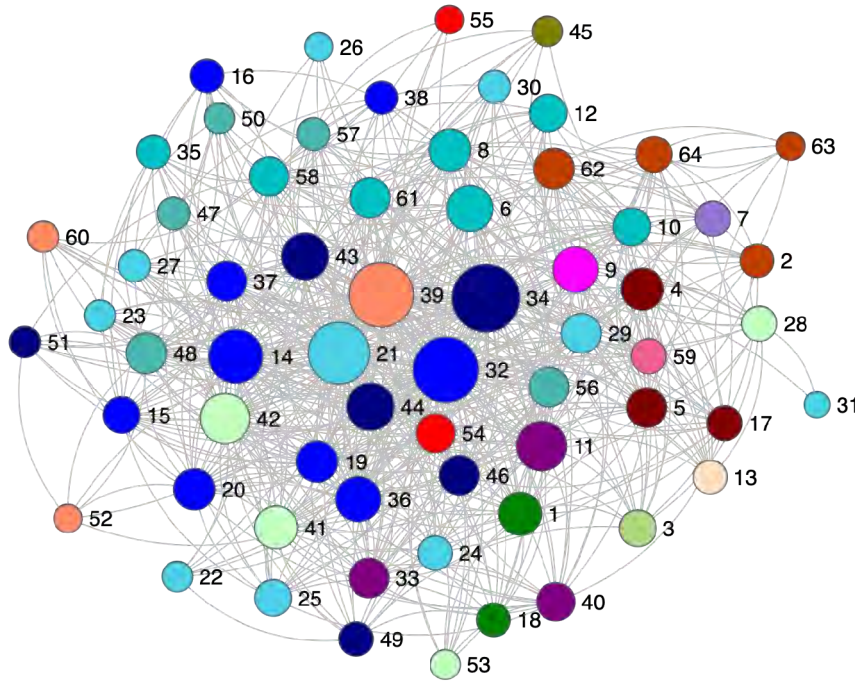


Network Map by Organizational Sector



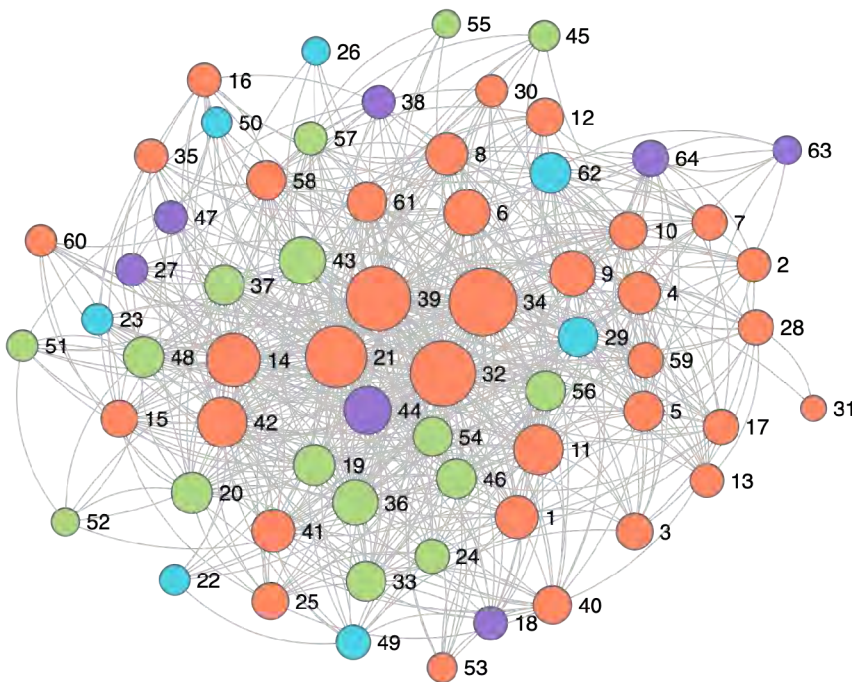
Network Structure by Attribute

Network Map by Function Area



- Advisory Body
- Advocacy
- Child Welfare
- Chronic Disease
- Community Health Workers
- Early Childhood
- Early Education
- Family Engagement
- Health Equity
- Licensing
- Maternal and Child Health
- Medicaid
- Mental/Behavioral Health
- Nutrition
- Pediatrics
- Professional Association
- Research and Data
- Subsidy

Network Map by Service Area



- Rural-North
- Statewide
- Urban-North
- Urban-South

Network Index

The table below lists organizations and their map labels.

Organization Name	Map Label
Acelero - Clark County Head Start	56
Carson Douglas Early Childhood Advisory Council	22
Catholic Charities of Northern NV and The St. Vincent's Programs	64
Child Care Provider Action Committee	53
Children's Advocacy Alliance	39
Children's Behavioral Health Consortium	30
City of Henderson - Education Department	19
City of Las Vegas - Education Department	20
Clark County School District - LEA - Early Childhood Programs	48
DHHS - Director's Office - Behavioral Health	10
DHHS - Director's Office - IDEA Part C	8
DHHS - Director's Office - Office of Minority Health and Equity	9
DHHS - Division of Aging and Disability Services - Children's Services	12
DHHS - Division of Child and Family Services - Child Welfare	7
DHHS - Division of Child and Family Services - Infant & Early Childhood Mental Health	6
DHHS - Division of Health Care Financing and Policy	13
DHHS - Division of Public and Behavioral Health - Chronic Disease Prevention & Health Promotion	3
DHHS - Division of Public and Behavioral Health - Office of Food Security	4
DHHS - Division of Public and Behavioral Health - WIC	5
DHHS - Division of Public and Behavioral Health- Child Care Licensing	1
DHHS - Division of Public and Behavioral Health- Child, Family & Community Wellness	2
DHHS - Division of Welfare and Supportive Services - Child Care Development Program	11
Elko Early Childhood Advisory Council	23
Family to Family Connection	57
Great Basin College - Elko - Early Education	50
Healthy Communities Coalition	62
Intertribal Council of Nevada	40
Jeremiah Program	55
Las Vegas Urban League - Child Care Connection	33
NDA - Office of Food and Nutrition	17
NDE - Office of Early Learning and Development	14

Network Index

The table below lists organizations and their map labels.

Organization Name	Map Label
NDE - Office of Educator Development, Licensure & Family Engagement - Family Engagement	15
NDE - Office of Inclusive Education	16
NV Early Childhood Family Leadership Council	54
NV Infant and Early Childhood Mental Health Association	61
NV PEP	58
NV Pyramid Model - University of Nevada, Reno	35
Nevada Association for the Education of Young Children (NevAEYC)	42
Nevada Chapter of the American Association of Pediatrics	28
Nevada Child Death Review Team	31
Nevada Community Health Worker Association	59
Nevada Early Childhood Advisory Council	21
Nevada Institute for Children's Research and Policy - UNLV	34
Nevada Public Education Foundation	60
Nevada State College - Early Education	51
Rural Nevada Health Coalition	29
Southern Nevada Early Childhood Advisory Council	24
Sunrise Children's Foundation	36
The Children's Cabinet - Supporting Early Education and Development Department	32
The Nevada Registry	41
The Village Foundation LJP	52
Tri-County Early Childhood Advisory Council	26
Tribal Early Childhood Advisory Council	25
United Way of Northern NV and the Sierras	38
United Way of Southern Nevada	37
University of Nevada Cooperative Extension	46
University of Nevada, Las Vegas - College of Education	43
University of Nevada, Las Vegas - School of Medicine - Pediatrics	45
University of Nevada, Reno - College of Education	44
Washoe County - Child Care Licensing	18
Washoe County School District - LEA - Early Childhood Programs	47
Washoe Early Childhood Advisory Council	27
Western Nevada College - Early Education	49
Women and Children's Center of the Sierra	63

Considerations for Action Planning

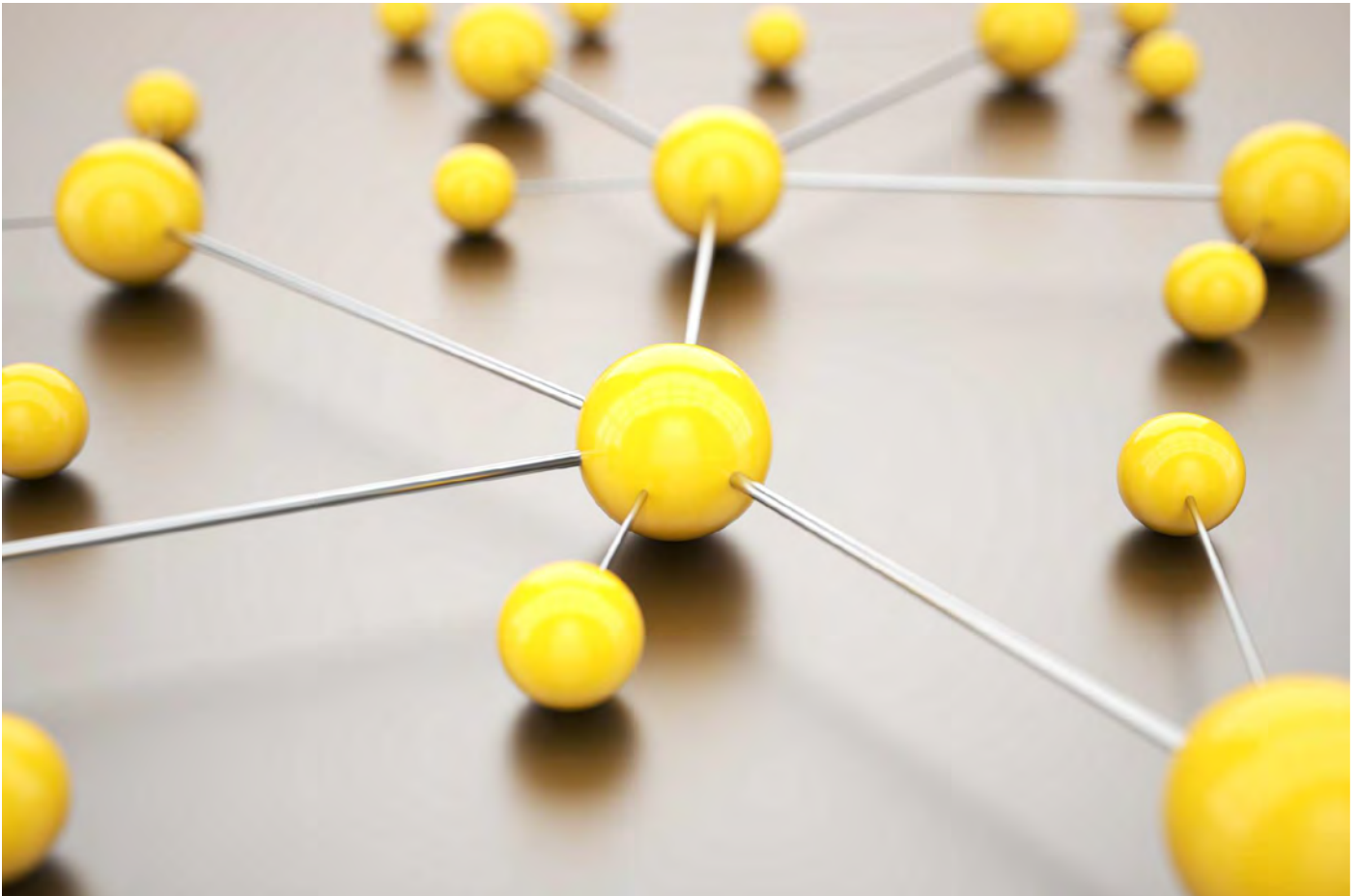
NETWORK STRUCTURE

Network structure can tell us about key players in the network. Consider the connectivity among members of the network – these data can help to assess whether there are vulnerabilities in the network (places where the connections are weak and/or need to be developed), find partners that are not well connected, and cut down on redundancy in connectivity. If there are numerous organizations, it is not feasible to have a high connectivity score because organizations do not have time to foster many meaningful connections.



Questions to Consider:

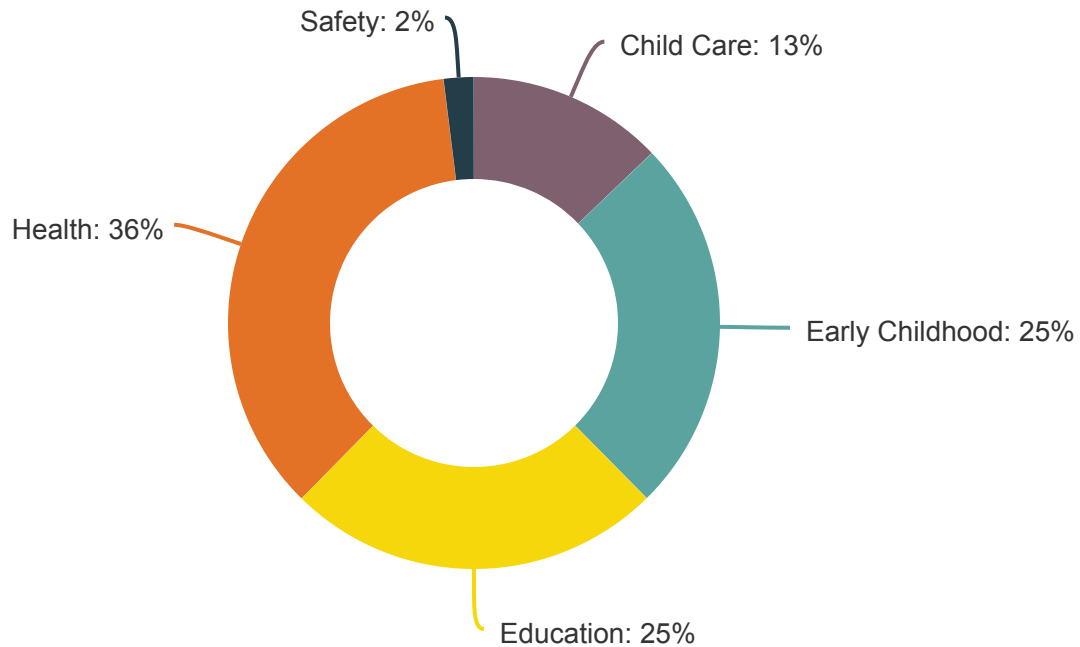
- What is the level of connectivity?
- Are most members connected to one another?
- Are there members who are not as connected as other members?
- How can they be brought more into the network?



Network Summary

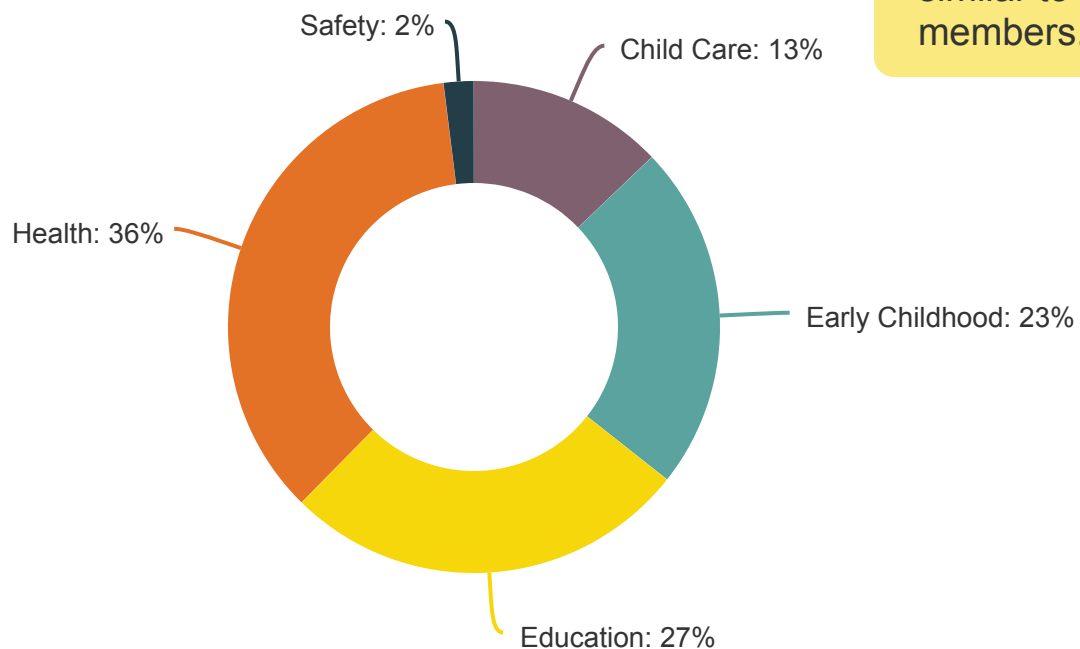
INVITED MEMBERS

This chart shows the breakdown of members invited to take the survey based on **Primary Organizational Function**.



RESPONDENTS

This chart shows the breakdown of members who responded to the survey based on **Primary Organizational Function**.



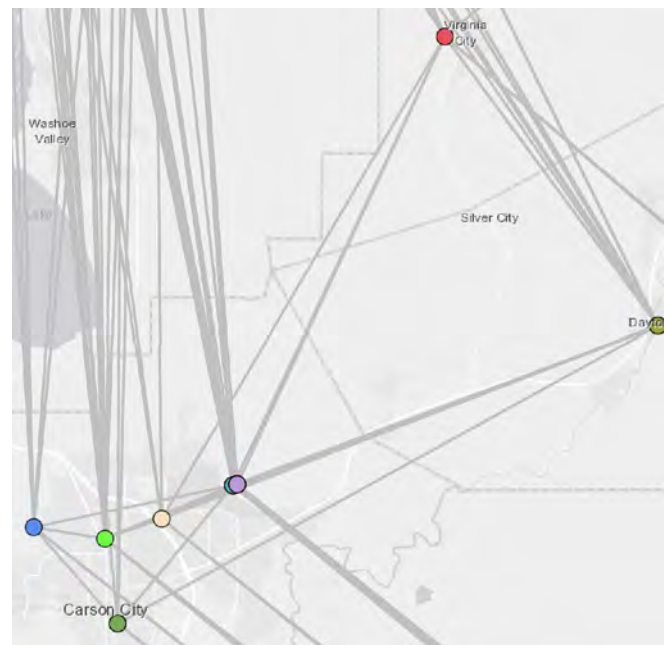
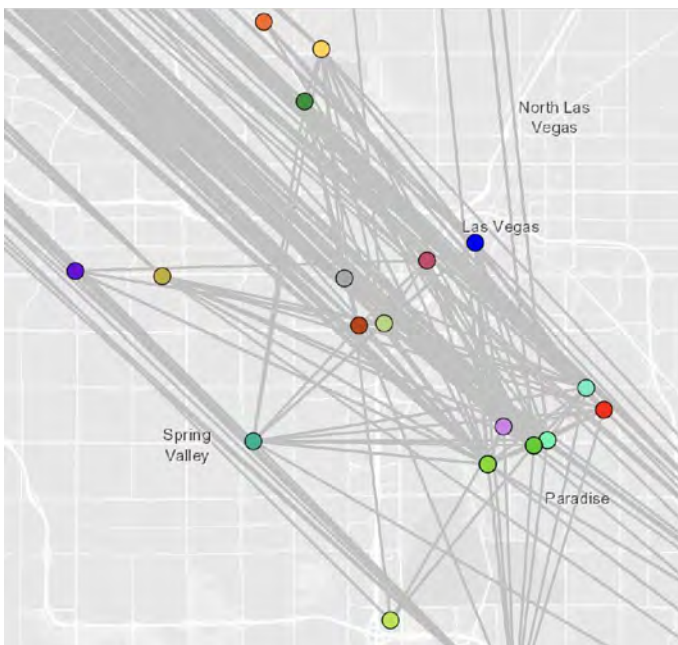
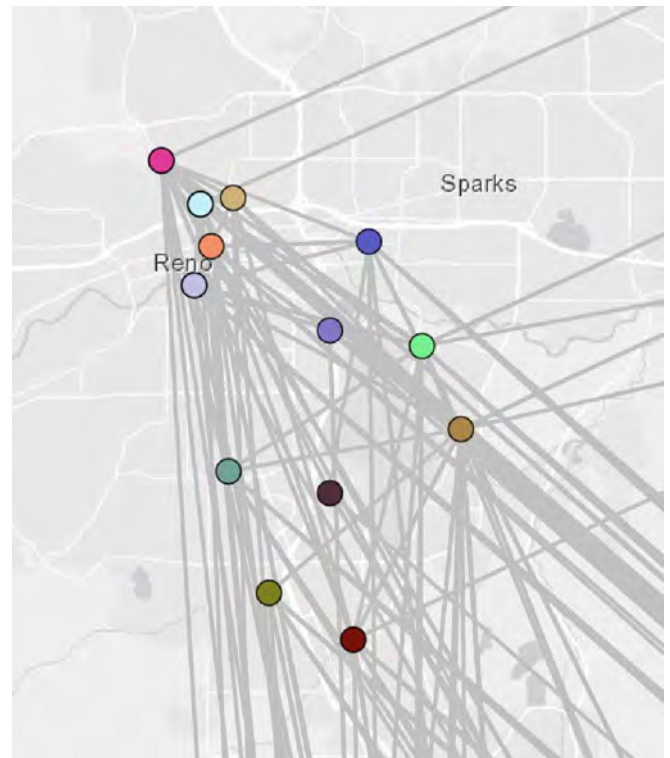
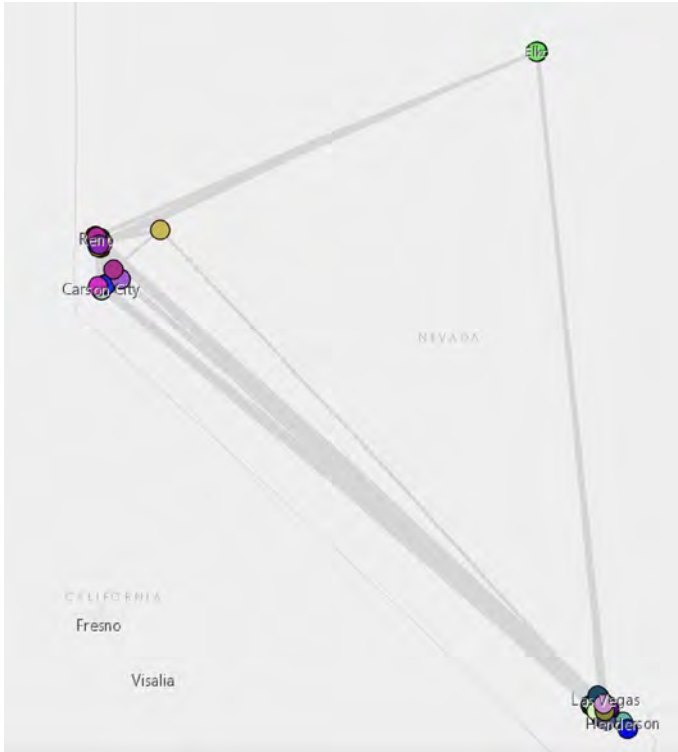
The makeup of respondents is similar to invited members.

Network Summary

CONNECTIVITY

Network measures show connectivity and activity among network partners. Of all the possible connections in the network, **20%** were reported. This means that there is some amount of connectivity already taking place within this network with opportunities to develop additional connections between organizations in this network.

GIS MAPS

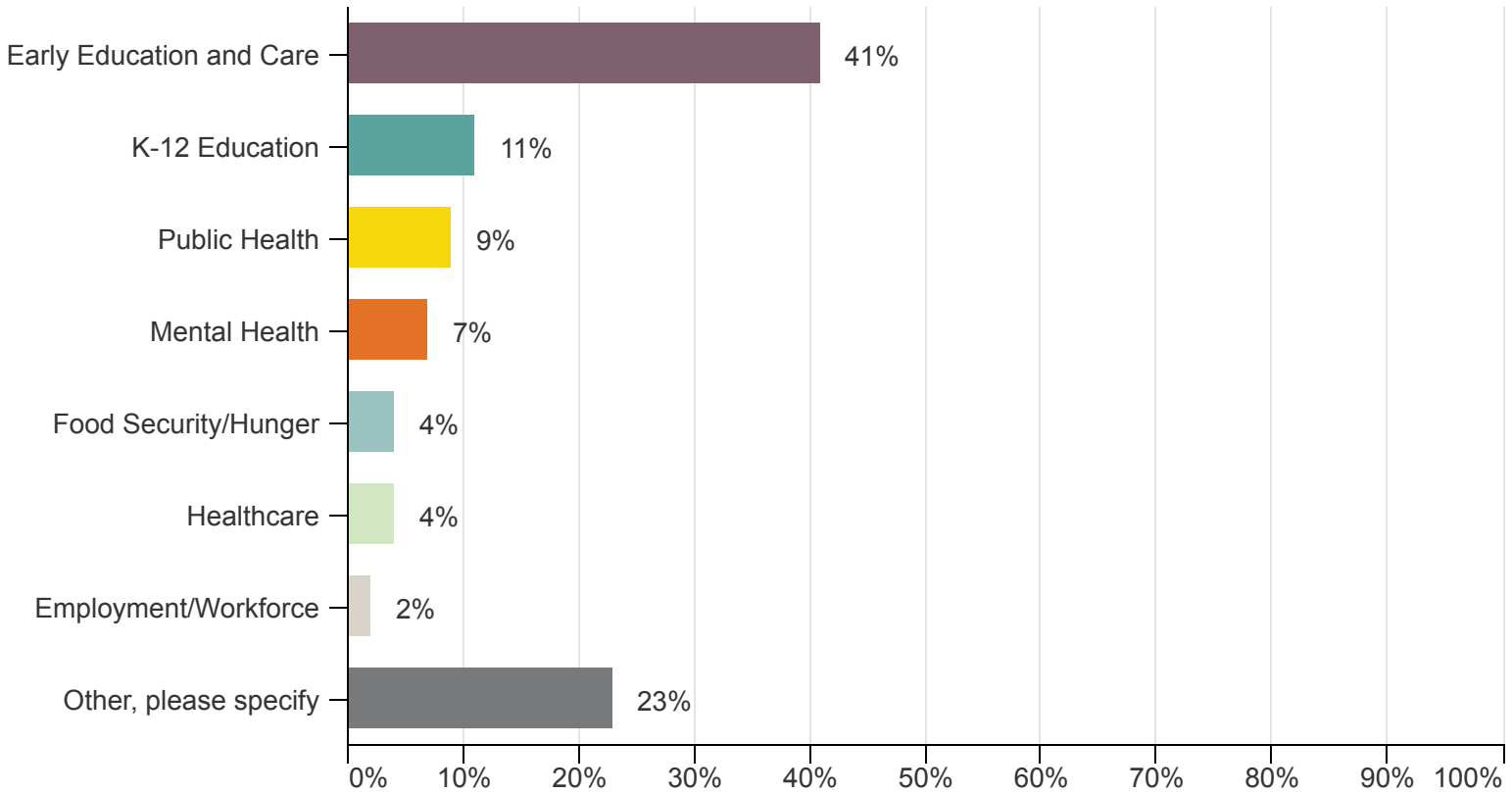


Network Composition



About half of respondents work in **early education and care (41%)** or **K-12 Education (11%)**.

Q1. What is the primary field that your organization works directly in?
n = 56 respondents reported for this question



Other, please specify:

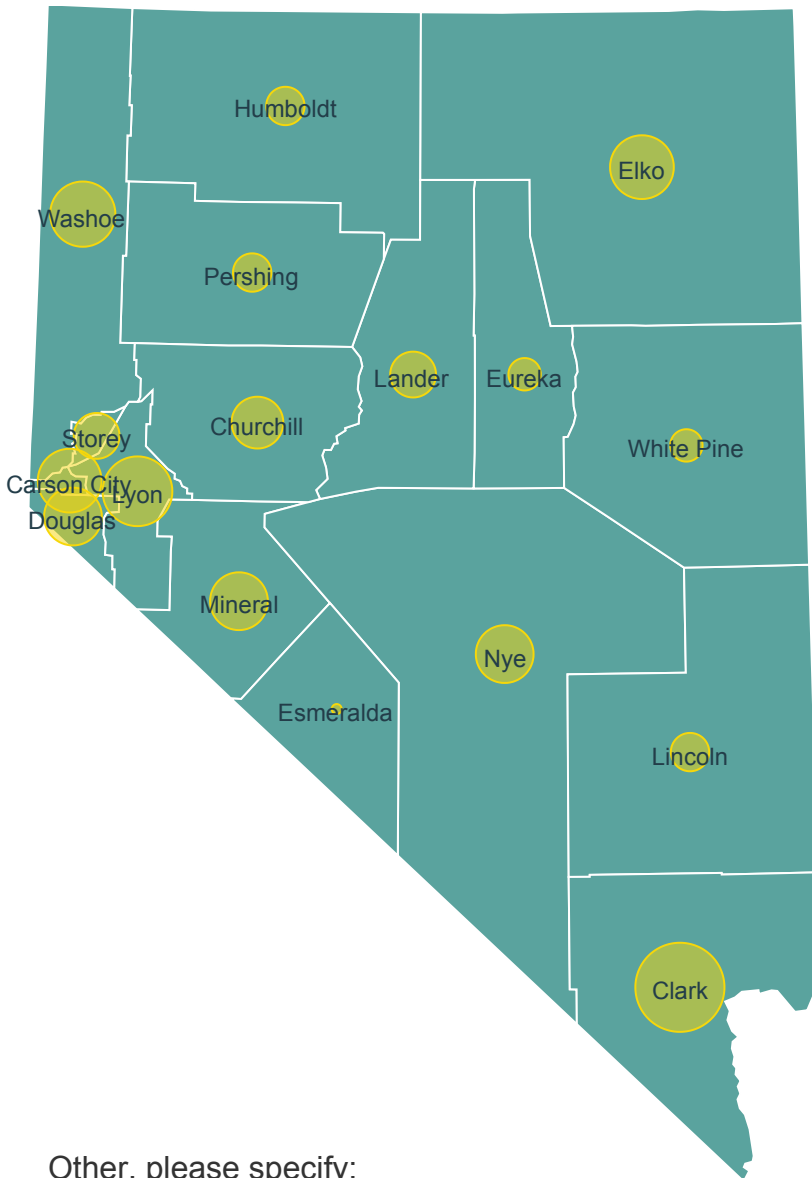
- Local Government
- Local government agency that focuses on most of the initiatives listed above in some capacity. My role is specific to ECE within the organization.
- Public Child Welfare
- PreK-12 Education
- EC systems
- Family education and support
- Child welfare
- Cross-sector network focused on rural community health and well-being
- Non-Profit focus to united our community to improve peoples lives through Student Success (quality early education to support HS graduation rates and obtain higher education), Workforce Development (career/educational/technical assistance to create skilled workforce) & Community Support (provide immediate food, shelter, utility and health assistance).
- Higher Education
- Higher Education
- Support for impoverished women and children

Network Composition



More than half of respondents serve the entire state of Nevada (64%).

Q2. What geographic area(s) does your organization serve? (Select all that apply)
n = 56 respondents reported for this question



Location	Response Rate
Statewide	64%
National	2%
Carson City	13%
Churchill County	9%
Clark County	27%
Douglas County	11%
Elko County	13%
Esmeralda County	2%
Eureka County	4%
Humboldt County	5%
Lander County	7%
Lincoln County	5%
Lyon County	16%
Mineral County	11%
Nye County	11%
Pershing County	5%
Storey County	7%
Washoe County	14%
White Pine County	4%
<i>Other, please specify</i>	<i>4%</i>

Other, please specify:

- Clark County and Washoe County
- All rurals, but often includes urban partners serving rurals

Network Composition

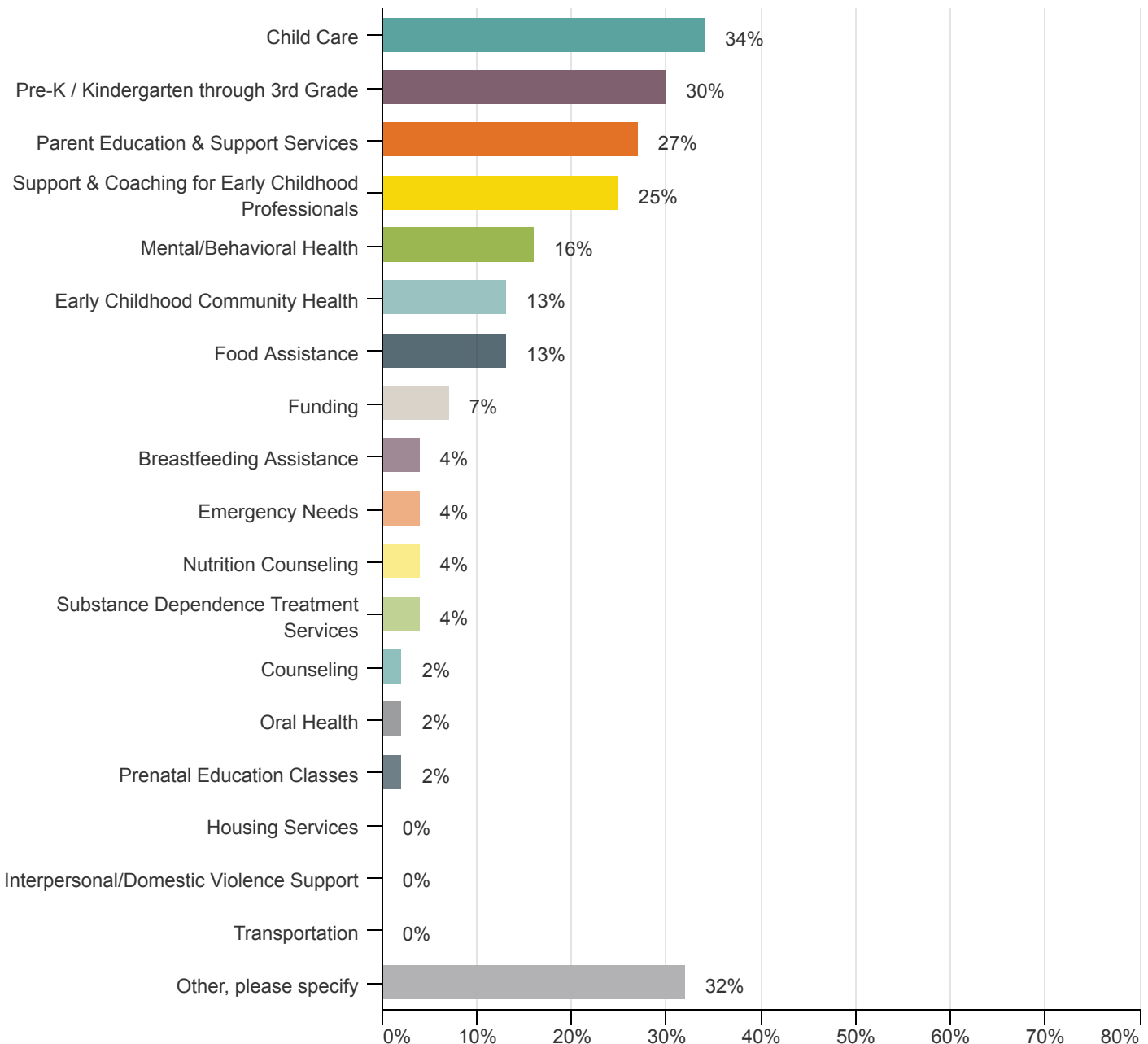


About a third of respondents provide **child care (34%)** within the Nevada Early Childhood System, while another **30%** provide **pre-K/Kindergarten through 3rd grade** services.

Q3. What is your organization's primary service(s) provided within the Nevada Early Childhood System*? (Select up to 3)

*The Early Childhood System can be defined as follows: "Early Childhood" means the prenatal period to age eight, which encompasses access to nutrition, health care, mental and behavioral health, protection, play and early learning to stimulate children's physical, cognitive, linguistic and social-emotional development. "Early Childhood System" includes all of the agencies, organizations, programs and infrastructure (inclusive of funding mechanisms, policies and procedures) needed to provide those services.

n = 56 respondents reported for this question



Please see next page for *Other, please specify* responses

Network Composition

Q3. What is your organization's primary service(s) provided within the Nevada Early Childhood System*? (Select up to 3)

**The Early Childhood System can be defined as follows: "Early Childhood" means the prenatal period to age eight, which encompasses access to nutrition, health care, mental and behavioral health, protection, play and early learning to stimulate children's physical, cognitive, linguistic and social-emotional development. "Early Childhood System" includes all of the agencies, organizations, programs and infrastructure (inclusive of funding mechanisms, policies and procedures) needed to provide those services.*

Other, please specify

- A range of healthcare services from community-based providers, inclusive of CHWs who connect families to the resources they need.
- Advocacy
- Early Intervention for children ages birth to 3 years with disabilities and their families
- Ensure early hearing detection is occurring statewide, ensuring appropriate follow-up to infants and families is occurring for those who did not pass the hearing screen
- Family engagement and family connection. Creating community within and between families with young children.
- Improving the quality of early care and education programs.
- Infant and Toddler Care
- Licensing of educators in districts, which includes early childhood education. Provide professional development funds for State professional development opportunities and some district professional development initiatives.
- National, Community, Faith-Based, and Parent and Family Educational Organizations.
- NOMHE provides support and technical assistance across the social determinants of health in regards to operationalizing health equity initiatives and concepts.
- None of these, we provide safety services
- Personnel preparation
- Primary and Specialty Pediatric Medical Care
- Professional recognition, tracking and data collection of the ECE workforce.
- Public Child Welfare Services
- Support for early childhood educators and professionals, advocacy
- Systems Building, Policy and Coordination
- Training and Technical Assistance



Considerations for Action Planning

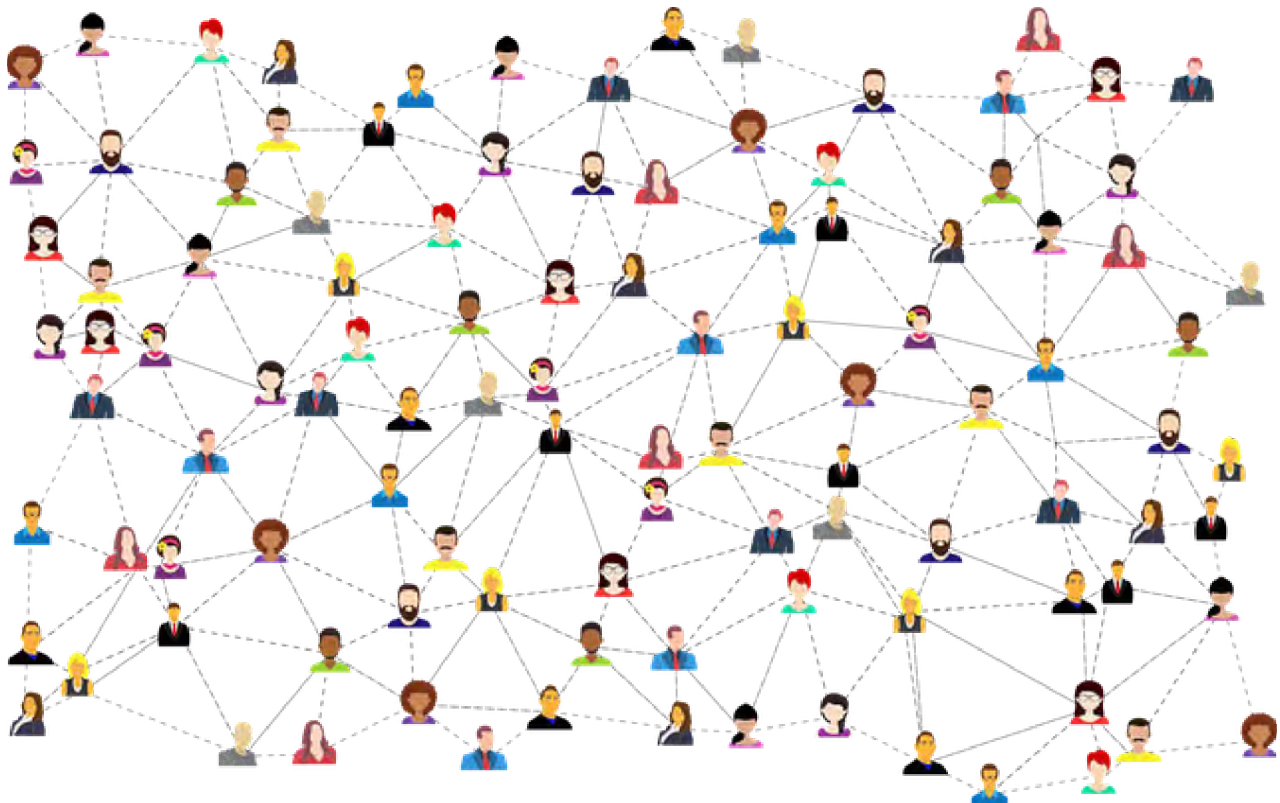
Diverse partners are thought to bring new ideas and resources to a network. At the same time, the more diverse organizations are, the more difficult it can be to manage them.

- ✓ Focus on member recruitment, based on identified gaps or redundancies.
- ✓ Think about the roles different members play; are all required roles filled?
- ✓ Focus on stability, turnover, and consistency within member organizations.

Questions to Consider:



- Does the network have all the essential members in the system?
- If not, which members are missing and what can be done to recruit them to the network?
- Are there any areas where additional/fewer members would help to strengthen the network?



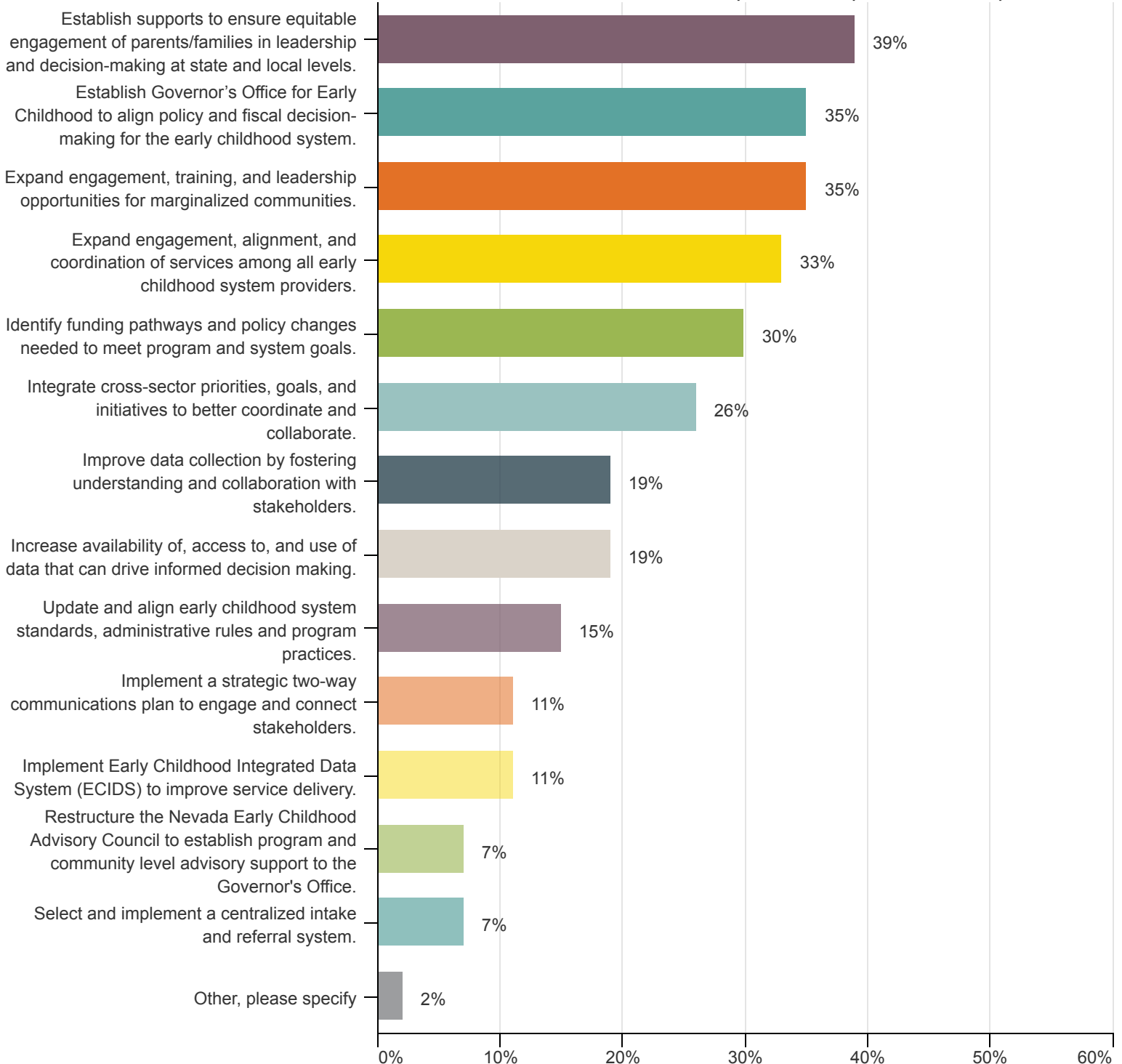
Network Outcomes



About a third of respondents hope to **establish supports to ensure equitable engagement of parents/families in leadership and decision-making at state and local levels (39%)**.

Q4. When thinking about improving coordination and collaboration with other organizations to improve early childhood programs and services, what top outcomes does your organization hope to achieve?

n = 54 respondents reported for this question



Other, please specify:

Improve access to prenatal care so that all mothers have the opportunity to delivery healthy babies.

Nevada Early Childhood Advisory Council

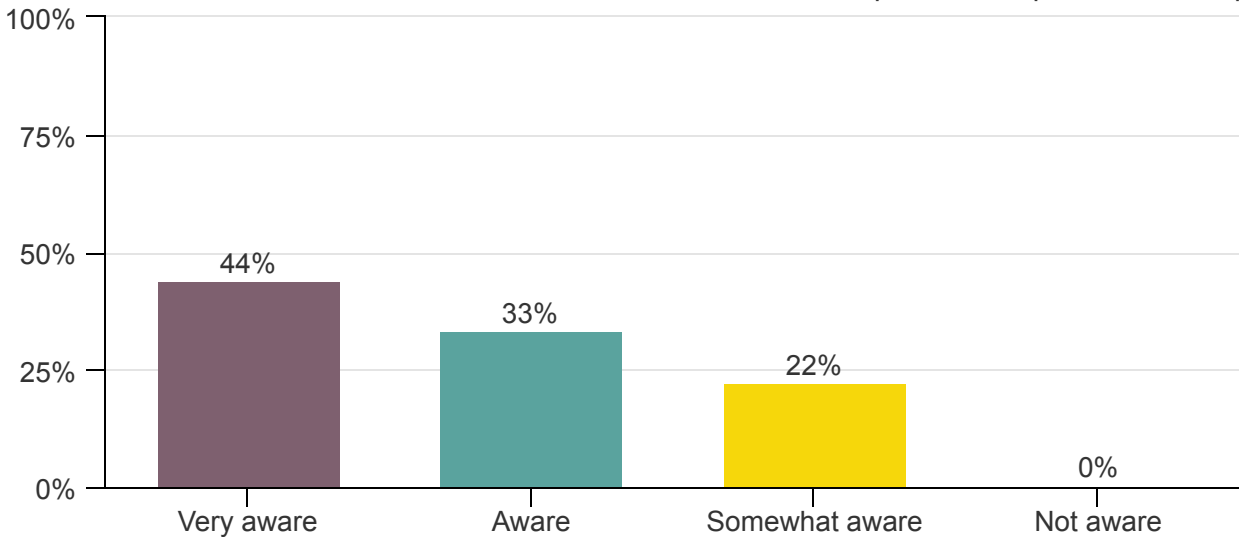
ALL RESPONDENTS



Among all respondents, nearly three-quarters are **very aware (44%)** or **aware (33%)** of the Nevada Early Childhood Advisory Council.

Q5. What is your **level of awareness** of the Nevada Early Childhood Advisory Council?

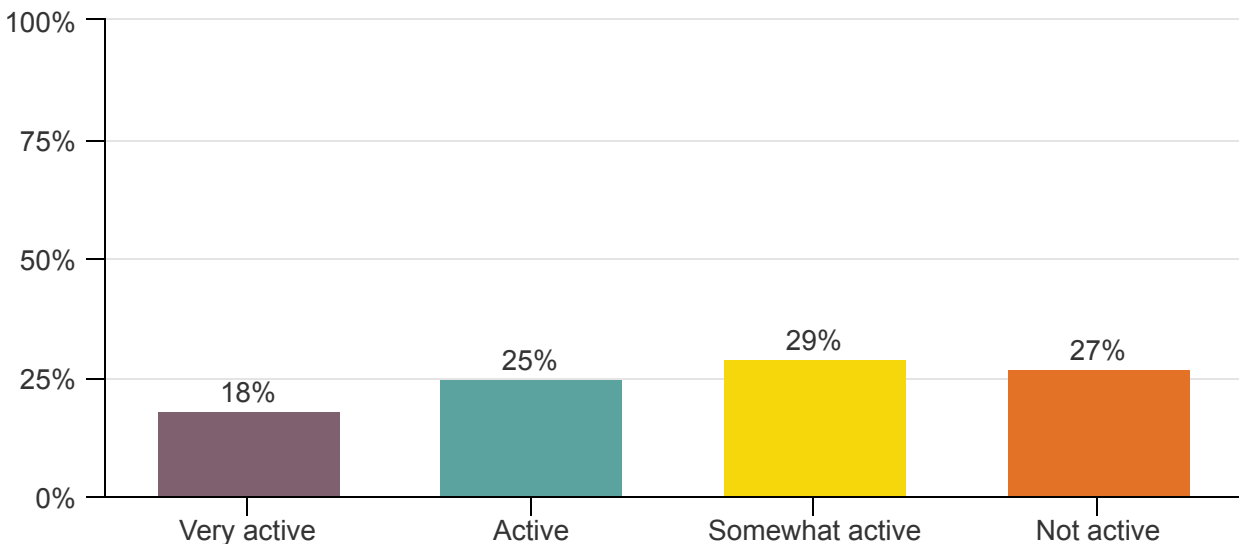
n = 54 respondents reported for this question



However, respondents are less active in the Nevada Early Childhood Advisory Council, with 18% responding they are **very active** and 25% are **active**.

Q6. What is your **level of participation** in the Nevada Early Childhood Advisory Council?

n = 55 respondents reported for this question



Nevada Early Childhood Advisory Council

BY REGION



In comparing responses across regions, organizations identified as **Statewide** are more aware of the Nevada Early Childhood Advisory Council than other regions.

Q5. What is your **level of awareness** of the Nevada Early Childhood Advisory Council?

n = 54 respondents reported for this question

Region	Not aware	Somewhat aware	Aware	Very aware
Statewide	0%	11%	22%	22%
Rural-North	0%	6%	4%	2%
Urban-North	0%	2%	2%	6%
Urban-South	0%	4%	6%	15%



The regions most active in the Nevada Early Childhood Advisory Council are those identified as **Statewide (39%)** and **Urban-South (19%)**. Additionally, Statewide organizations have the highest level of respondents reporting they are **not active (18%)**.

Q6. What is your **level of participation** in the Nevada Early Childhood Advisory Council?

n = 55 respondents reported for this question

Region	Not active	Somewhat active	Active	Very active
Statewide	18%	15%	15%	9%
Rural-North	2%	9%	0%	0%
Urban-North	2%	2%	4%	2%
Urban-South	5%	4%	7%	7%

Nevada Early Childhood System



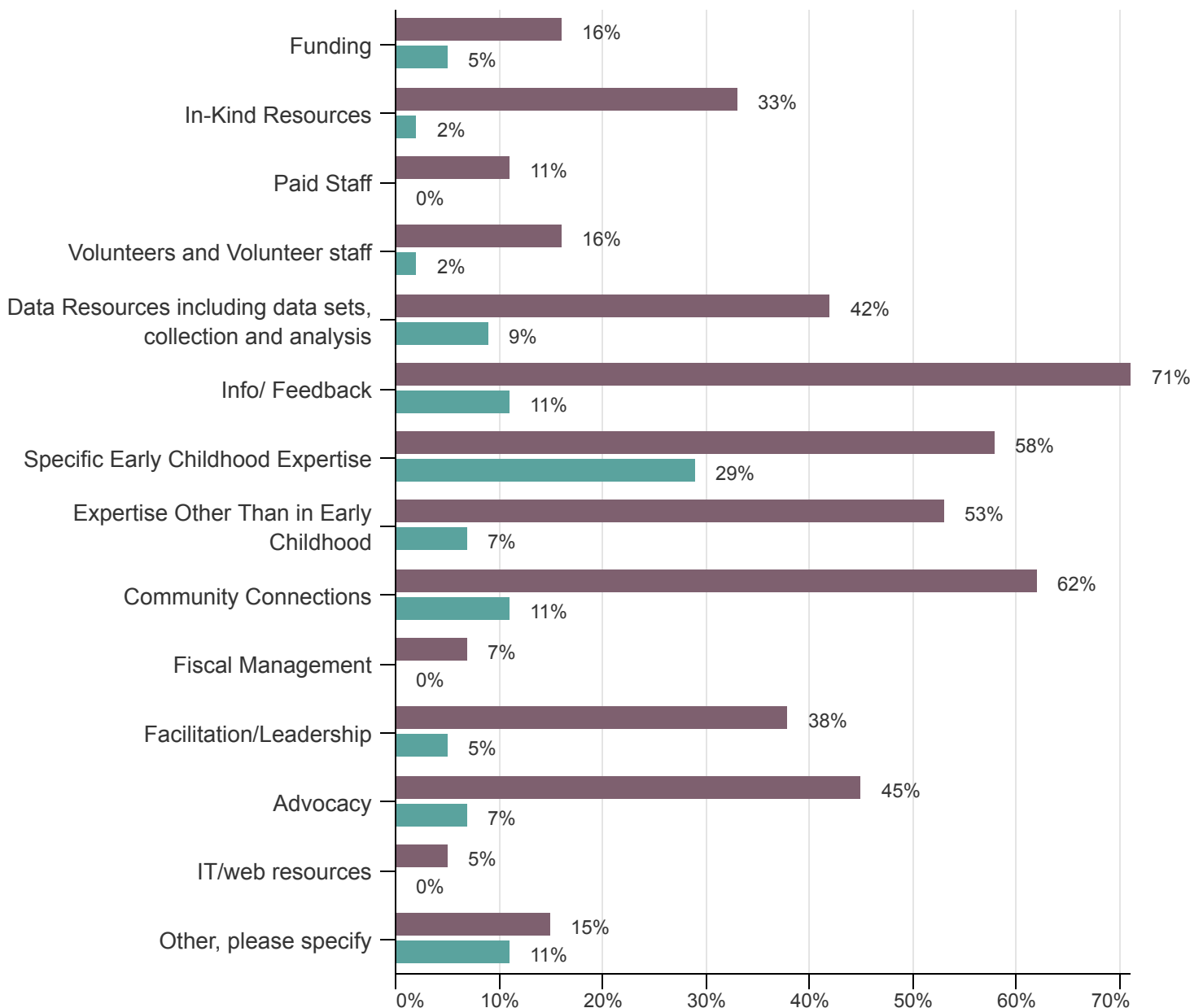
Respondent organizations indicated they contribute or can potentially contribute **info/feedback (71%)**, **community connections (62%)**, and **specific early childhood expertise**. Respondents view **specific early childhood expertise (29%)** as their most important contribution.

Q7. Leveraging resources is a key function of a network. Please indicate what your organization contributes, or can potentially contribute, to the Nevada Early Childhood System. (Select all that apply)

Q8. What do you think will be your organization's most important contribution to the Nevada Early Childhood System? (Select only one)

● Contributions ● Most Important Contribution

n = 55 respondents reported for this question



Please see next page for *Other, please specify* responses

Nevada Early Childhood System

(Continued)

Q7. Leveraging resources is a key function of a network. Please indicate what your organization contributes, or can potentially contribute, to the Nevada Early Childhood System. (Select all that apply)

Q8. What do you think will be your organization's most important contribution to the Nevada Early Childhood System? (Select only one)

n = 55 respondents reported for this question

Q7. Other, please specify

- Family education and support related to disabilities and mental healthcare needs
- Family Engagement expertise
- Funding and paid staff
- Locations and space to increase access to quality pre-k programs by partnering with local ECE providers
- Nevada Ready! State PreK Sub-Grantee supporting private childcare programs & Head Starts in Nevada; Family Friend & Neighbor training opportunities
- Professional development materials, access to webinars
- Support from Tribal Nations
- Use Faith-Based and Community Organizations to make consistent communications and connections to their children, parents, families, and parishioners.

Q8. Other, please specify

- Family education and support related to disabilities and mental healthcare needs
- Family Engagement expertise
- Funding and paid staff
- Nevada Ready! State PreK Sub-Grantee supporting private childcare programs & Head Starts in Nevada; Family Friend & Neighbor training opportunities
- Professional development materials, access to webinars
- Support from Tribal Nations



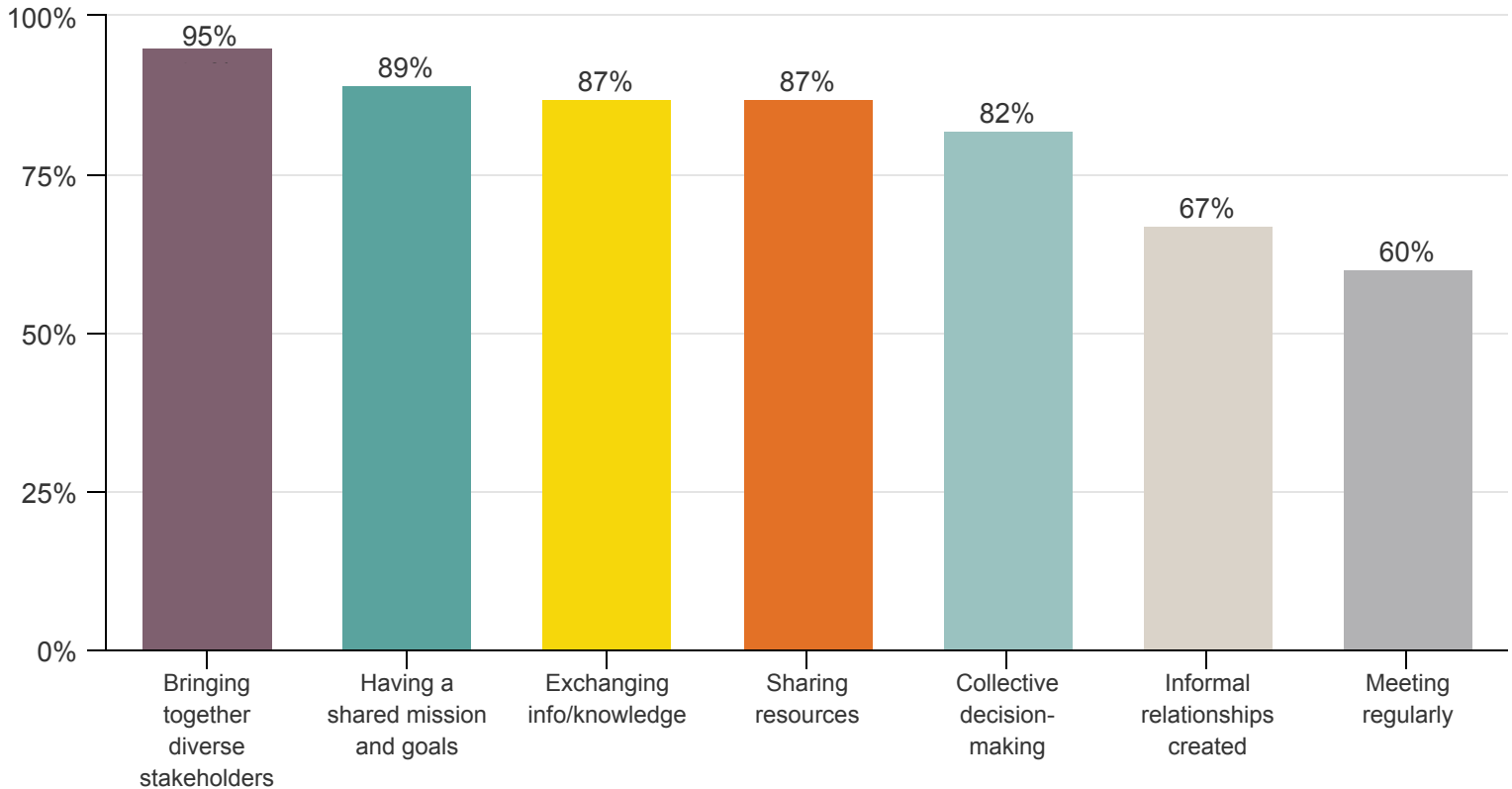
Nevada Early Childhood System



Almost all respondents selected **bringing together diverse stakeholders (95%)** as an aspect of collaboration that contributes to the success of the Nevada Early Childhood System.

Q9. What aspects of collaboration contribute to the success of the Nevada Early Childhood System?
(Select all that apply)

n = 55 respondents reported for this question

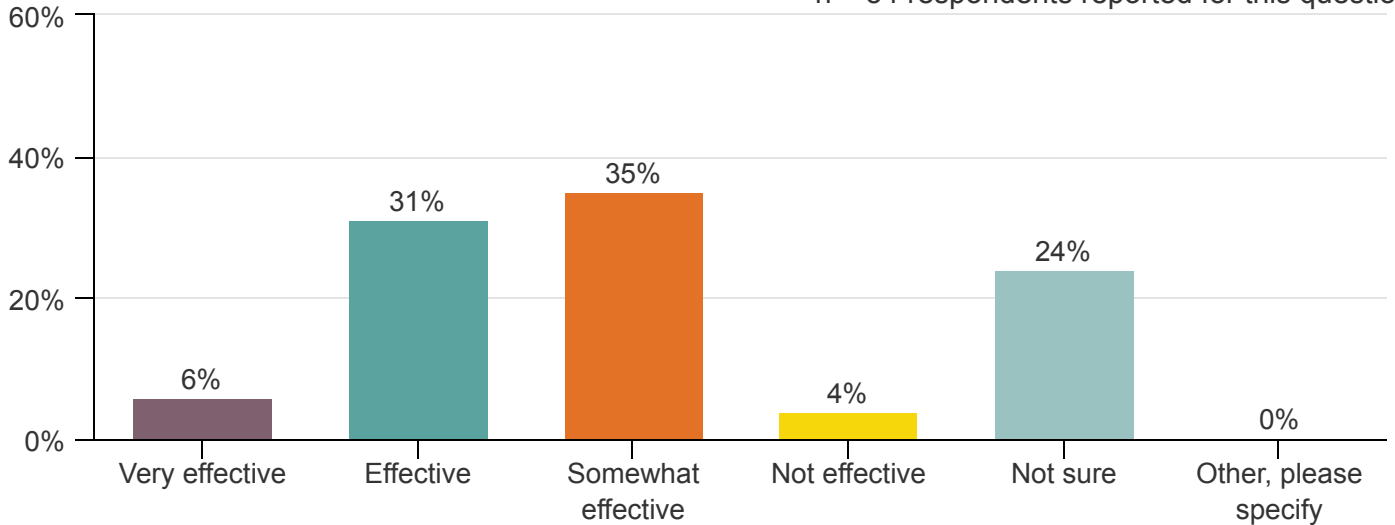


Nevada Early Childhood System



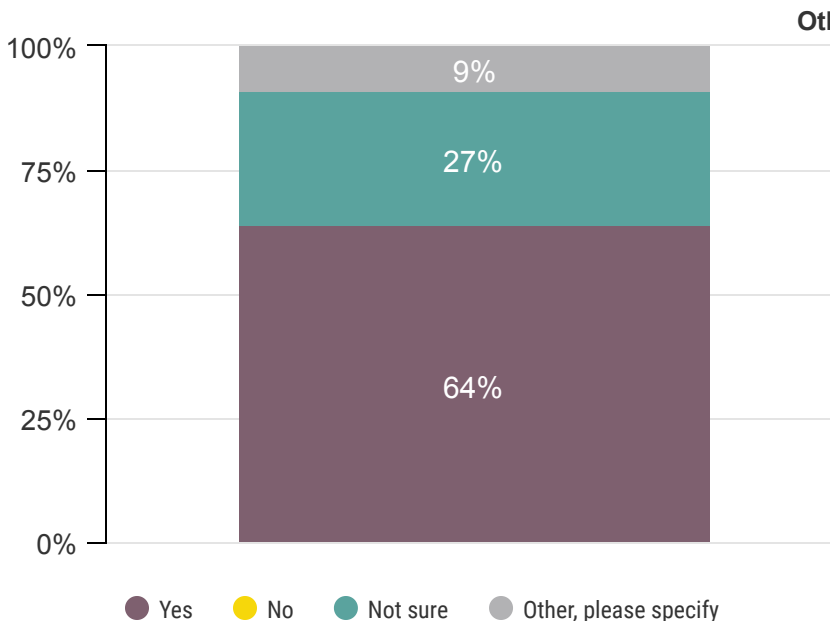
About a third of respondents believe the Nevada Early Childhood System is **very effective (6%)** or **effective (31%)** in engaging state-level agencies alongside community stakeholders.

Q10. How effective is the Nevada Early Childhood System in engaging state-level agencies alongside community stakeholders?
n = 54 respondents reported for this question



About two-thirds of respondents believe the Nevada Early Childhood System would be **more effective with a more formal structure within the government (64%)**. About another one-third of respondents are **not sure (27%)**. No respondents selected **no** as a response.

Q11. Would the Nevada Early Childhood System be more effective with a more formal structure within government, such as a state office dedicated to early childhood?
n = 55 respondents reported for this question



Other, please specify

- I believe yes but given the current governor, I'm not sure this is the time to try.
- I think this needs to be connected.
- If a state office was truly dedicated to connecting with groups or organization that were not in the mainstream of our society such as our homeless students, students who were in Foster Homes, students and families living in the lowest levels of poverty, mothers and fathers incarcerated, food insecurity issues, and limited housing and family employment support. Just to name a few!
- Not really sure. There are so many groups established that seem to be set up to make decisions on behalf of communities. Shouldn't the communities we seek to empower be the one's in the position to make their own decisions by exploring and understanding their choices in truth?
- There is a variety of state offices whose mission includes an early childhood focus.

Nevada Early Childhood System

BY PRIMARY FUNCTION



About a third of respondents believe the Nevada Early Childhood System is **very effective (6%)** or **effective (31%)** in engaging state-level agencies alongside community stakeholders.

Q10. How effective is the Nevada Early Childhood System in engaging state-level agencies alongside community stakeholders?

n = 54 respondents reported for this question

Primary Function	Not effective	Somewhat effective	Effective	Very effective	Not sure	Other, please specify
Child Care	0%	7%	2%	2%	2%	0%
Early Childhood	0%	9%	11%	2%	0%	0%
Education	2%	7%	9%	2%	7%	0%
Health	2%	9%	9%	0%	15%	0%
Safety	0%	2%	0%	0%	0%	0%

BY ORGANIZATIONAL SECTOR



Organizations from both the Public and Private answered **yes** at a similar rate (**33% and 31%**), but more organizations from the public sector responded with **not sure (18%)**.

Q11. Would the Nevada Early Childhood System be more effective with a more formal structure within government, such as a state office dedicated to early childhood?

n = 55 respondents reported for this question

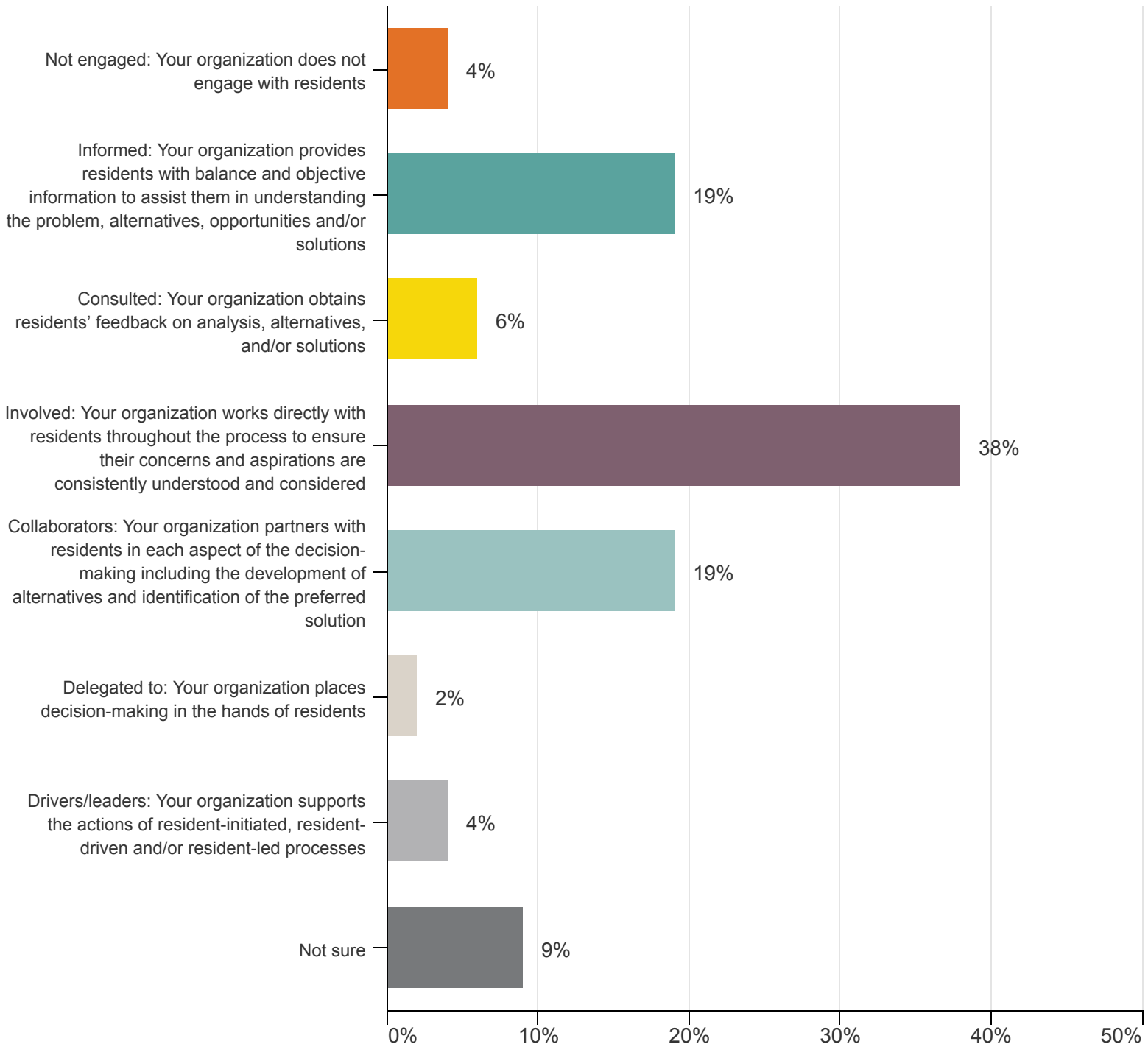
Org Sector	Yes	No	Not sure	Other
Private	33%	0%	9%	5%
Public	31%	0%	18%	4%

Network Collaboration



A total of **38%** of respondents are **involved** with community residents, working directly with residents throughout the process to ensure their concerns and aspirations are consistently understood and considered. Only **6%** of respondent relationships are **delegating to community members or making the community residents drivers/leaders**.

Q12. On average, how would you describe the relationship of your organization with community residents?
n = 53 respondents reported for this question



Network Collaboration



Respondents believe that the Nevada Early Childhood System has been most effective at providing forums for **authentic engagement** and least effective at providing forums for **equitable engagement**.

Q13. To truly improve coordination and collaboration across early childhood programs, the Nevada Early Childhood System needs to explore issues of authentic engagement and equitable inclusion within and across the network of partners and the work being done by the network in the community. How effective has the Nevada Early Childhood System been in providing this forum in the following areas (definitions listed below)?

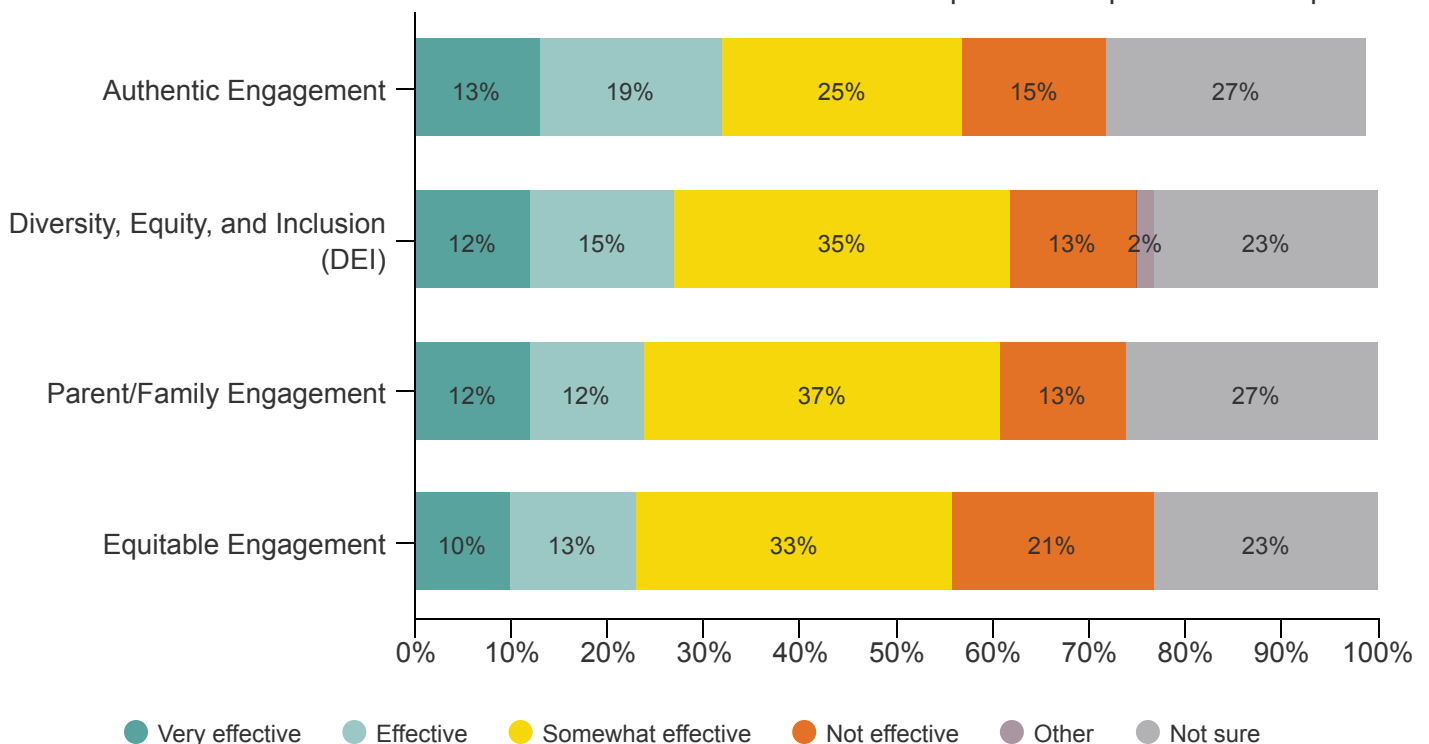
Parent/Family Engagement: Parents and families are actively engaged in system change and decision-making at all levels (program/organization, local and state levels).

Authentic Engagement: Consistent and persistent engagement with an intended population for the purpose of establishing a foundation of partnership, trust, and empowerment. This includes valuing input to establish power sharing and authority in decision-making.

Equitable Engagement: Ensures that the people most affected and most marginalized, especially those who have historically been left out of decision-making, have the supports, resources, and opportunities to authentically engage in the decision-making process.

Diversity, Equity and Inclusion (DEI): Policies, practices, and supports are in place to ensure the representation and participation of different groups of individuals, representative of the population served, including people of different ages, races and ethnicities, abilities and disabilities, genders, religions, cultures and sexual orientations, as well as individuals with diverse backgrounds, experiences, skills, and expertise.

n = 52 respondents reported for this question



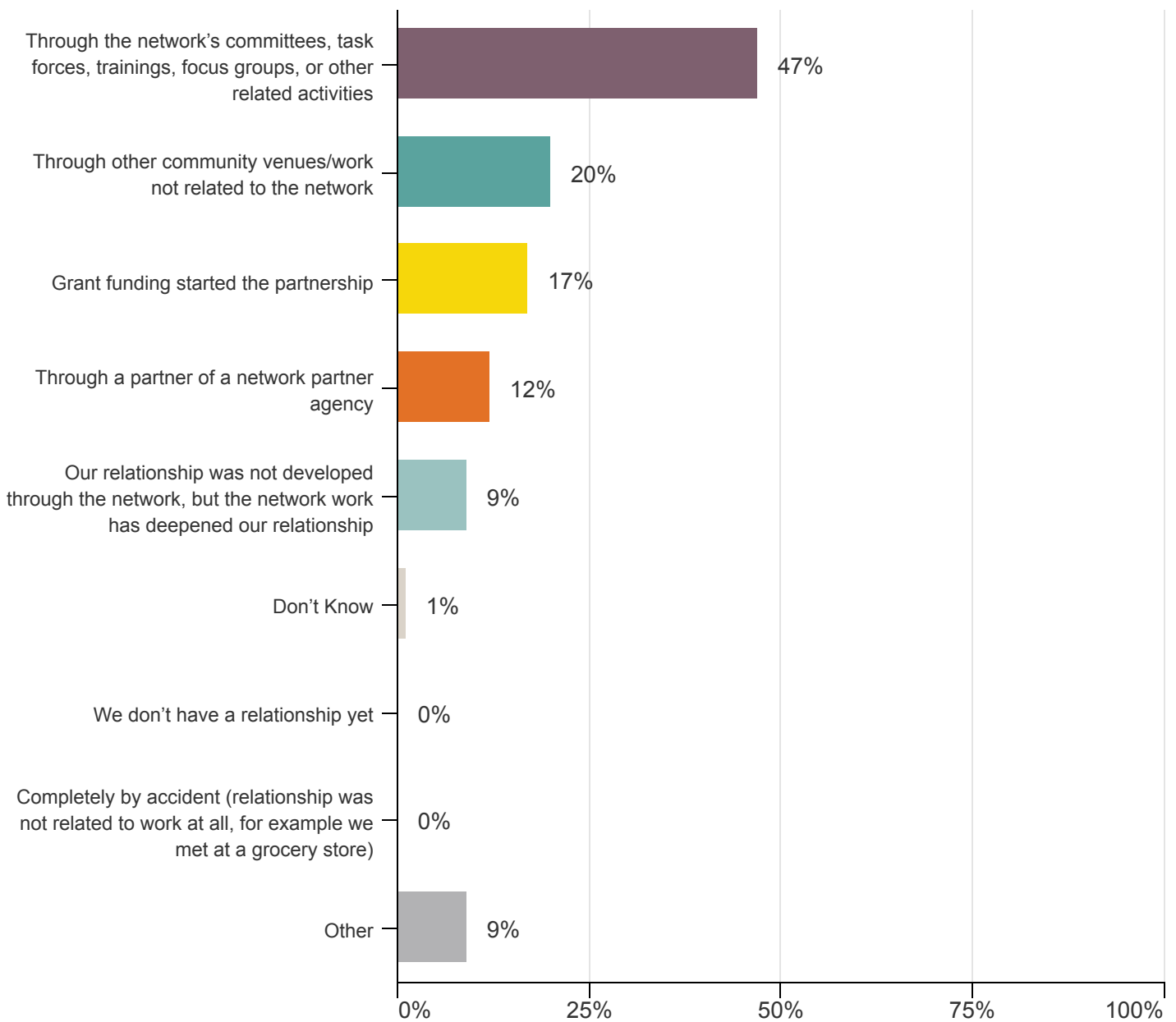
Network Relationships



Almost half of relationships among partners were developed through the network's committees, task forces, trainings, focus groups, or other related activities (47%). Another 10% of relationships were not developed through the network, but the network work has deepened the relationship.

Q16. Please describe how your relationship with each of these partners was developed (Select all that apply, and use the scroll bar to view all response options)

n = 738 relationships reported for this question

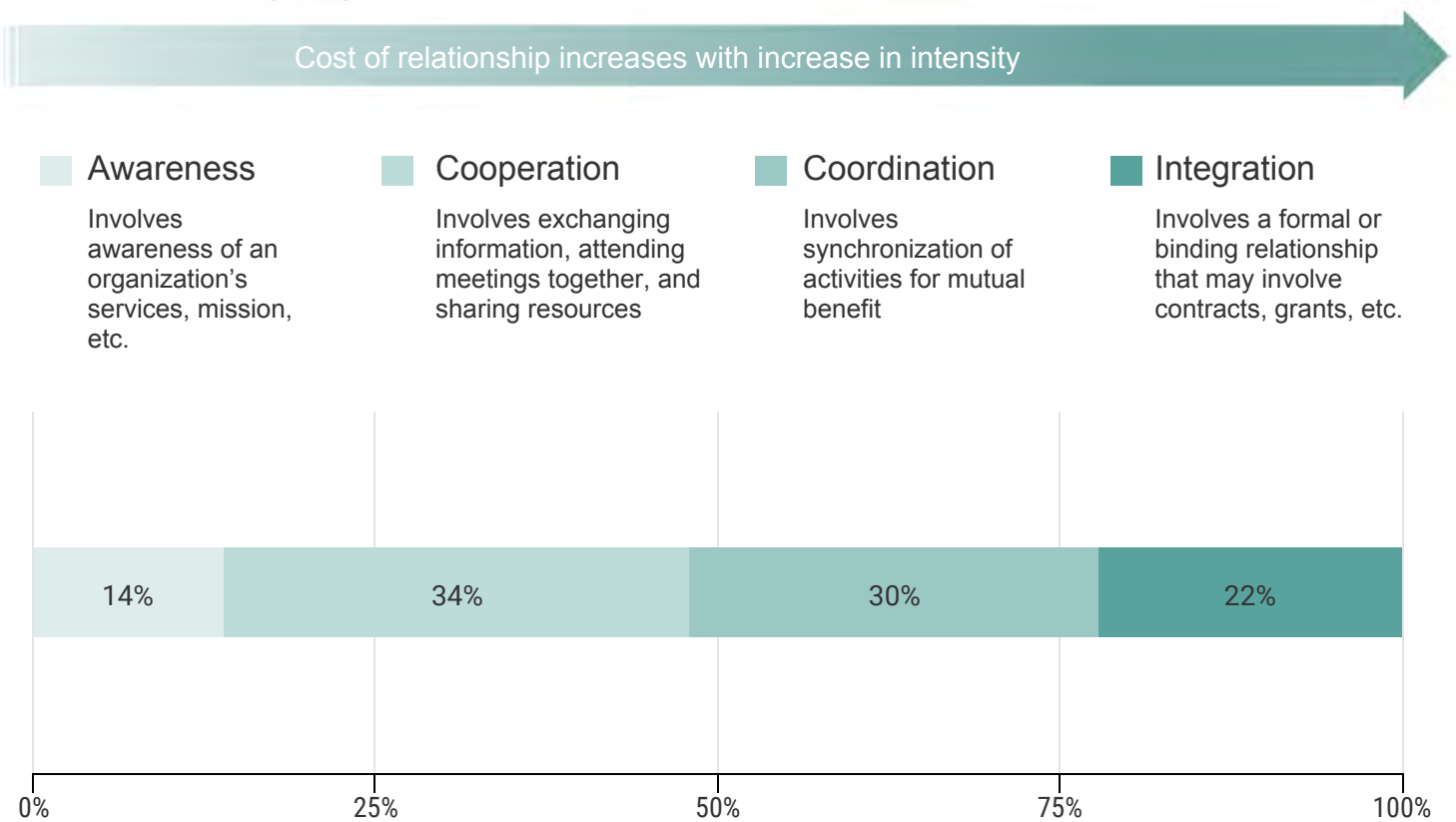


Network Relationships

Network relationships were assessed according to their level of intensity. This is important, because more connections and greater intensity of connections do not necessarily result in a thriving and sustainable network. While the appeal to create a more diverse network is strong, organizations are equally challenged with the reality that they have limited relationship budgets – that is, limited resources to build and manage diverse networks. We know that networks have advantages, but there is a limit on how many relationships we can manage before we lose the collaborative advantage altogether. And while it is our intuition that more network connections should indicate a better functioning network, this approach can be endlessly resource intensive.

Q17: What is your organization’s most common way of interacting with each organization listed? (Select one)

n = 691 relationships reported



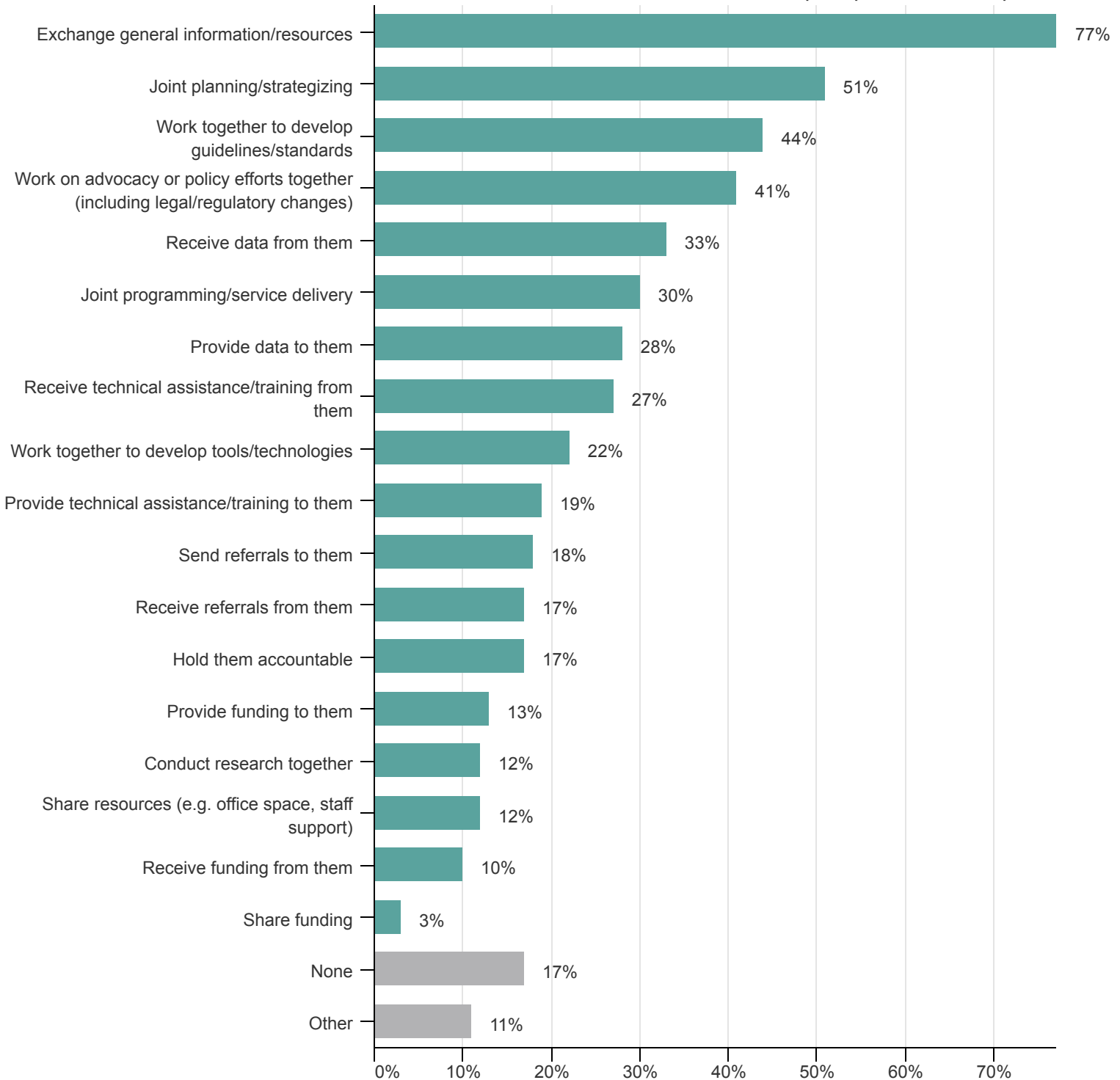
It is a positive result that connections are somewhat distributed across the levels, with **most relationships categorized as cooperative or coordinated**. If a majority of relationships involved awareness only, that would indicate that the network is not fully leveraging its collaborative advantage. If a majority of relationships were integrated, the network might not be sustainable over time because relationships require a greater number of resources to maintain.

Network Relationships



About three-quarters of respondents **exchange general information/resources** with other organizations (**77%**) and half of respondents participate in **joint planning/strategizing** (**51%**). Alternatively, **only 3% share funding with other organizations.**

Q18. What is the nature of your relationship with each organization listed?
n = 678 relationships reported for this question



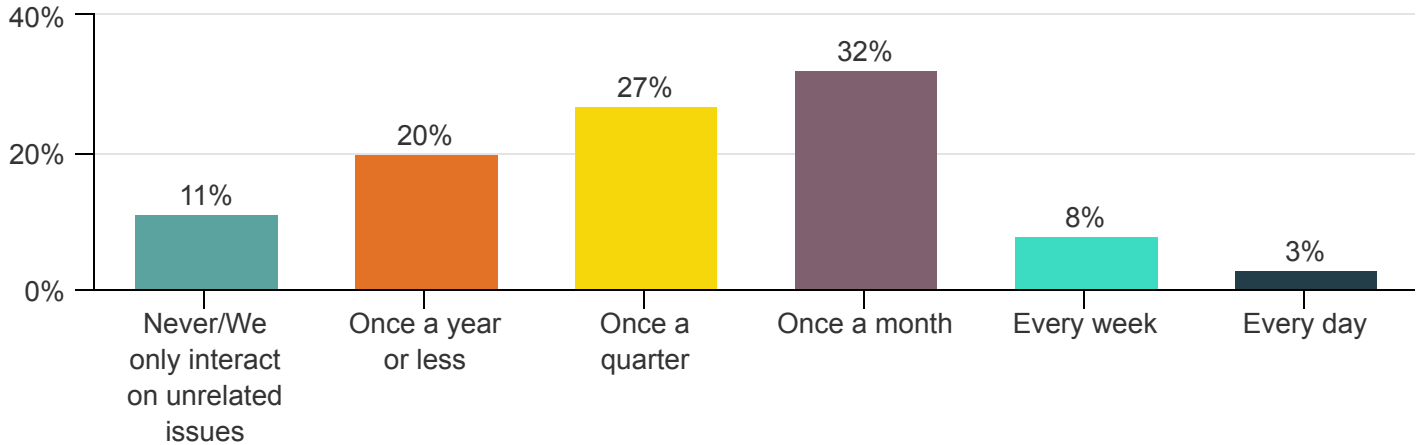
Network Relationships



One-third of respondents work with each organization **once a month (32%)**, and **11%** of respondents **never interact or only interact on unrelated issues**.

Q19. How frequently does your organization work with each organization listed on issues related to the Nevada Early Childhood System?

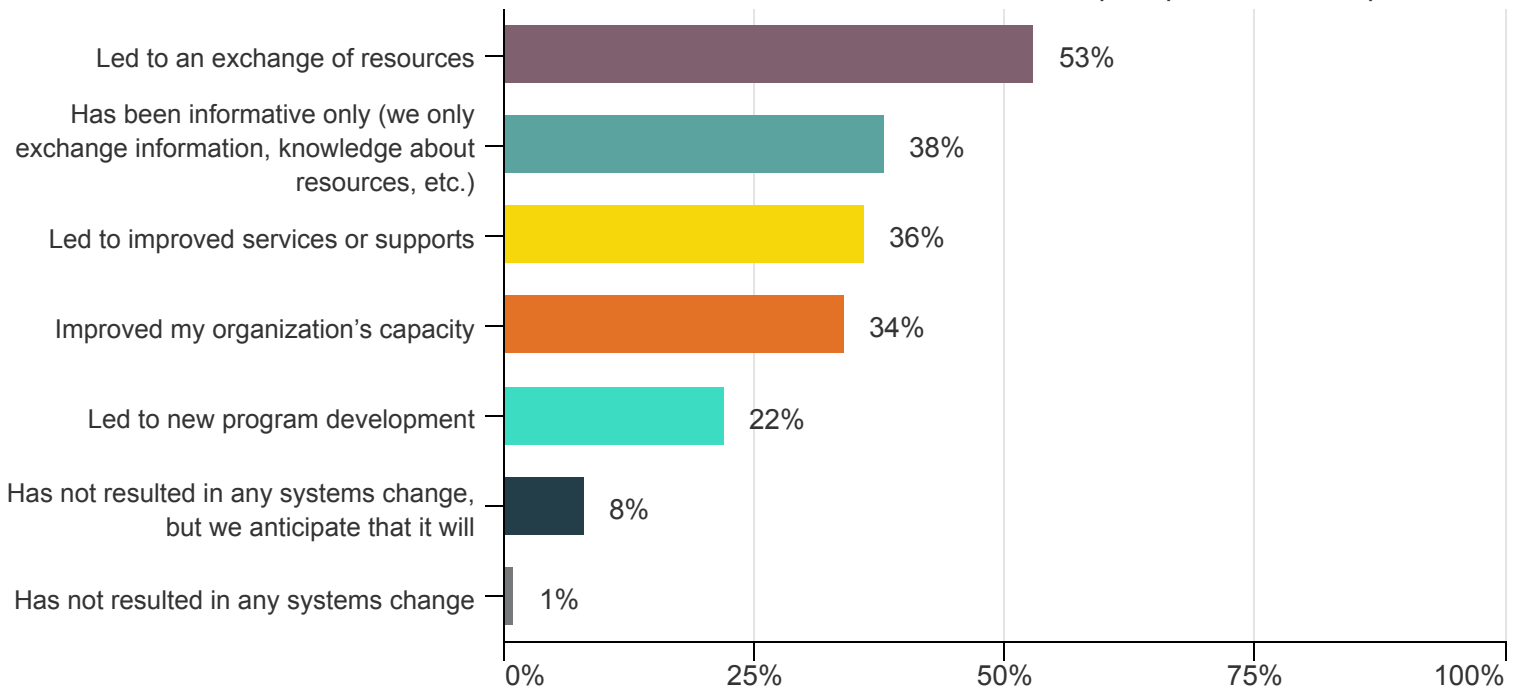
n = 672 relationships reported for this question



About **half of respondent partnerships led to an exchange of resources (53%)** and another **38%** of relationships **have been only informative**. Another **36%** of partnerships have led to improved services and **34%** have improved organizational capacity.

Q26. This partnership has (Select all that apply, and use the vertical scroll bar to view all response options):

n = 609 relationships reported for this question






Relational Value and Trust

Value

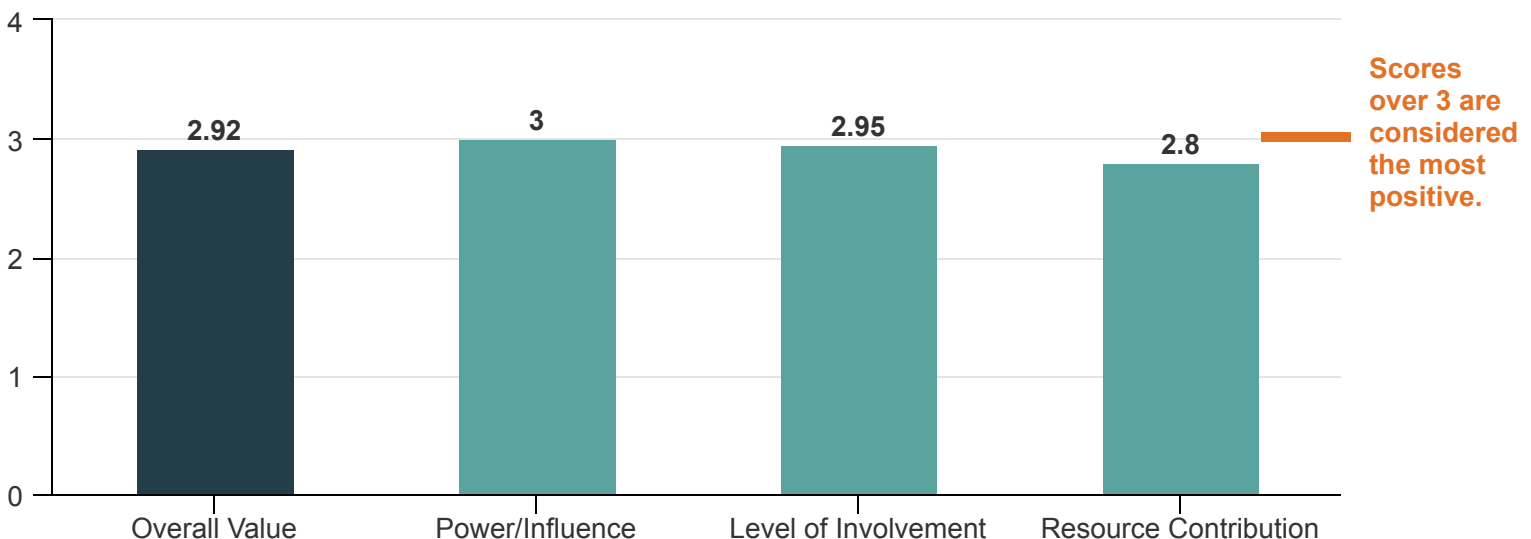
Organizational partners bring different forms of value to a network. The survey assessed three validated dimensions by which partners may be valued: power and influence, level of involvement, and resource contributions (see definitions below).

As with trust, survey participants assessed each of their reported relationships on these three dimensions according to a 4-point scale, with 1 = Not at all, 2 = A small amount, 3 = A fair Amount, and 4 = A great deal. Scores over 3 are considered the most positive. **Understanding the perceived value of network relationships is important in leveraging the different ways in which members contribute to the network.**

	Power & Influence: The organization 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 is strongly committed and active in the partnership and gets things done.
	Resource Contribution: The organization brings resources to the partnership like funding, information, or other resources.

The bar chart below depicts the average value scores within the network. Of the three dimensions of value, **survey respondents rated their network partners' power/influence the highest and resource contributions the lowest.**

Q20, Q21 & Q22 Value Scores






Relational Value and Trust

Trust

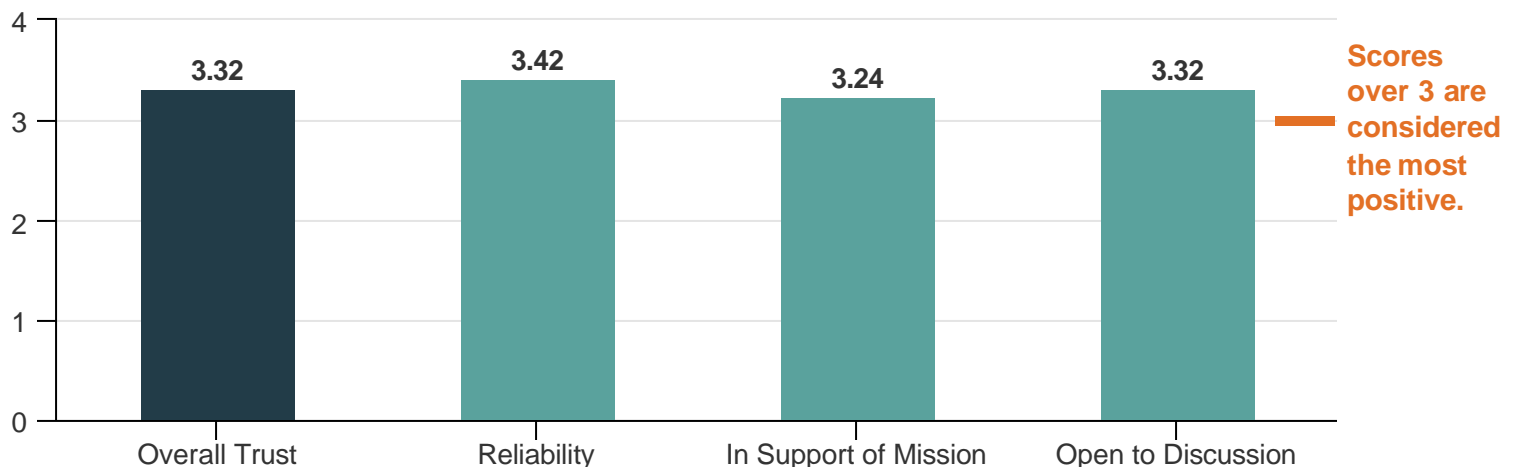
Trust in inter-organizational network relationships facilitates effective information exchange and decision-making, and reduces duplication of effort among groups that may have previously competed.

The survey assessed trust between network partners on three validated dimensions: reliability, mission congruence, and openness to discussion (see definitions below). Survey participants assessed each of their reported relationships on these three dimensions according to a 4-point scale, with 1 = Not at all, 2 = A small amount, 3 = A fair amount, and 4 = A great deal. Scores over 3 are considered the most positive.

	Reliability: This organization is reliable in terms of following through on commitments.
	In Support of Mission: This organization shares a common vision of the end goal of what working together should accomplish.
	Open to Discussion: This organization is willing to engage in frank, open, and civil discussion (especially when disagreement exists). The organization is willing to consider a variety of viewpoints and talk together (rather than at each other). You are able to communicate with this organization in an open and trusting manner.

The bar chart below depicts the average trust scores within the network. Members placed a very high level of trust in their network relationships. In particular, **network partners were perceived as extremely reliable.**

Q23, Q24, & Q25 Trust Scores



Open-Ended Responses

Q14: In what ways could government funders, foundations, and other types of funders in your community be more supportive of the network way of working*? Consider tangible resources and funding strategy, policy, systems, and environmental change (PSE), as well as identifiable opportunities to support coordination and collaboration or removing competition/barriers to collaboration. Please specify type of funder in your recommendations as applicable.

**The network way of working refers to collective work on a shared problem through coalitions, collaboratives, or collective impact efforts.*

The responses for this question were reviewed, analyzed and coded in a way that allowed for grouping of similar responses. The general themes identified from the responses include the following:

General funding is needed for ECE staff incentives, teacher salaries, training, and housing.

Several respondents noted the need for funding from all sources for recruitment and training of qualified teachers and staff as well as other incentives including paying off student loans and money for housing.

"We need funders who might also look at support for housing to recruit and retain health providers, interns, and those working toward a position in the early childhood field."

"Funding from private – public revenue sources are needed to retain early education educators with degrees and teaching experience by providing current fair market wages."

For all funding sources, more local engagement in decision-making and funding priorities is needed. Respondents emphasized the need for increased participation from parents and community members, those most impacted by programs, and local experts who are aware of the greatest community needs.

"Informed funding and decision-making - ensuring that systems experts are involved in funding and decision-making."

"By focusing on equity and relying heavily on meaningful engagement and partnership with stakeholders who have lived expertise in NV early child systems and who represent the racial and ethnic populations in the communities."

Open-Ended Responses

For all funding sources, increase funding to develop and sustain networks and collaborations.

Many respondents stated that funding is often siloed and limited to a specific project or goal which limits impact. Instead, funding should be put towards the further development of collaborative networks, including funding for staff capacity to allow more organizations the resources to fully participate as a collaborative partner.

"Government funders can specify directly that funds should support the development and longevity of coalitions and collaborations to uplift efforts and make greater impact."

"Remove barriers to competition and collaboration by applying for funds as a community collaborative and identify the lead organization with the financial stability to oversee the success of sub-grantees."

Other themes that emerged included:

- General funding for comprehensive data collection system
- The network should tap into more private funding and local businesses
- General funding for public awareness, and improved inclusive communication of initiatives
- General need for aligning funding priorities
- Generally, more funding opportunities and quicker awareness of funding opportunities
- All funder types should invest in comprehensive early childhood system
- Convene state agencies to develop funding framework
- Foundation and Business funding is needed for comprehensive data system
- General funding for technical assistance



Open-Ended Responses

Q27: Are there organizations that were not listed above that are important stakeholders in the Nevada Early Childhood System? If yes, please list the organization name (and contact person, if possible) below.

- Boys & Girls Club of Truckee Meadows
- Community Services Agency
- Early Head Start programs statewide
- CCSD Title I Hope
- Sunrise Children's Foundation
- NV Homelessness Alliance
- Clark County Library District
- Elko County School District
- Governor's Office, Legislative Officers, and elected officials
- Health sector (local pediatrician networks)
- Nevada System of Higher Education (NSHE)
- Family/parent organizations (e.g. PTA)
- City of Las Vegas
- City of North Las Vegas
- Nellis Air Force Base CDC
- Local Chamber of Commerce
- Work Force Connection
- College of Southern Nevada
- YMCA, Boys & Girls Club
- Local Head Start and Early Head Start organizations
- Nurse Home Visiting Programs
- Maternal/Child Health programs
- Lyon County Human Services
- Municipal parks and recreation
- Nevada Division of Outdoor Recreation
- Nevada Department of Wildlife
- NDE - Office of Educator Licensure
- Nevada Commission for Persons who are Deaf and Hard of Hearing.
- Washoe County Child & Family Services/ECE Department
- SNHD
- WestEd
- National Equity Project
- SRI
- The City of North Las Vegas
- The Village Foundation
- LJP
- There should be more local government entities involved as they provide a number of social services and or contribute local revenue to regional resources. This would include both county and city government officials.
- We can run reports from our CHW student list to provide a spreadsheet of organizational contacts. This list could be used to integrate community-led organizations in decision making and EC system implementation. Many of these organizations need training and support to invest time in macro planning. In addition, simplified feedback mechanisms could reduce barriers to integrating diverse leaders with Nevada's Early Childhood System.
- Nevada Early Intervention Services, State Program
- Other community/state colleges (TMCC, SNC, etc.,)
- TMCC
- The Nevada Registry
- TEACH Early Childhood Nevada
- Nevada PreK Standards

Open-Ended Responses

Q28. Do you have any advice, thoughts, questions or additional comments?

- As you are a statewide organization, regular interaction with the Rural Nevada Health Network and its partners is recommended as it's easy to pass over the unique conditions, constraints and strengths these communities offer and utilize to build healthy communities.
- Funding to community college programs in Nevada has promoted no cost tuition for high need fields. This type of funding is also needed at the 4 yr degree and graduate degree programs for quality educator programs in order to address critical teacher and child care provider shortages.
- Grassroots work is effective and I believe more of it should be done.
- I appreciate the opportunity to provide feedback.
- I left some questions blank because either I did not know the answer or there was not an applicable one. E.g., the question on power and influence, I don't know and would not feel comfortable commenting on something like that.
- I think elevating Early Childhood Systems/Services to a Governor's level Office could be very helpful in sustaining the service in place at this time. Grant funded programming is never sustainable without longterm commitment of Nevada State General Fund dollars or legislation that supports a specific tax (cannabis?) to support EC programming statewide.
- In this questionnaire you asked me what organization we have a relationship with. Then in follow-up question the survey asked me questions about those organization of which I do not have direct knowledge. The organizations themselves would be best to answer those questions.
- Interested to see how we can change the systems level issues here in Nevada.
- Looking forward to the analysis! Thank you!
- Many organizations are effective in their work with clients. However, outcomes are inconsistent in underrepresented urban and rural communities that are not well integrated with the state-level systems.
- NV Early Childhood System network should focus on fostering a healthy organizational culture and climate and improve the well-being of the early childhood workforce.
- Thank You for all of the Hard Work & Dedication!
- The Office of Early Childhood, if/when created, should have some type of authority so it is able to coordinate/implement its strategic mission. Also, universal PreK has to be implemented across the mixed delivery system and messaged in that way when seeking funding.
- There are so many coalitions, organizations, etc all working on behalf of early childhood entities. There is so much being done, so much that those of us on the front lines are unaware. Forming a network could be very helpful but a group this size is daunting. There will need to be strong initial guidelines and structure prior to moving forward.
- This was a very extensive and comprehensive survey, and you asked some important questions. I hope my responses were helpful and provide some insight. Thank you.
- We are interested in being involved in systems change and further collaborating with partners.



Conclusions and Next Steps



Network Composition

The Nevada Early Childhood System Network is made up of organizations working in Early Education throughout the state of Nevada, providing child care and early educational services.

- About half of respondents work in Early Education and Care (41%) or K-12 Education (11%).
- More than half of respondents serve the entire state of Nevada (64%).
- About a third of respondents provide Child Care (34%) within the Nevada Early Childhood System, while another 30% provide Pre-K/Kindergarten through 3rd grade services.

Network Outcomes

Respondents generally prioritized the engagement of parents/families and community members in decision making as well as expanding engagement opportunities to marginalized communities. They also see value in establishing a Governor’s Office for Early Childhood to align policy and fiscal decision-making for the early childhood system. This was echoed in the open-ended questions in which respondents stated the need for all funding sources to support increased local engagement in decision-making and funding priorities.

- About a third of respondents hope to establish support to ensure equitable engagement of parents/families in leadership and decision-making at state and local levels (39%).
- Establish Governor’s Office for Early Childhood to align policy and fiscal decision-making for the early childhood system (35%).
- Expand engagement, training, and leadership opportunities for marginalized communities (35%).

Conclusions and Next Steps

Nevada Early Childhood Advisory Council

All respondents noted they were aware of the Nevada Early Childhood Advisory Council at some level. However, respondents differed on level of participation in the Nevada Early Childhood Advisory Council. About three-quarters of respondents are active on some level and one-quarter of respondents are not actively involved. Across regions, Statewide and Urban-South organizations are slightly more aware of the Nevada ECAC and are also more actively involved.

- Among all respondents, nearly three-quarters are Very Aware (44%) or Aware (33%) of the Nevada Early Childhood Advisory Council.
- However, respondents are much less active in the Nevada Early Childhood Advisory Council, with 18% responding they are Very Active and 25% are Active.
- In comparing responses across regions, organizations identified as Statewide are more aware of the Nevada Early Childhood Advisory Council than other regions.
- The regions most active in the Nevada Early Childhood Advisory Council are those identified as Statewide (39%) and Urban-South (19%). Additionally, Statewide organizations have the highest level of respondents reporting they are Not Active (18%).

Nevada Early Childhood System

While respondents are most often able to contribute information, community connections, and early childhood expertise, they view specific early childhood expertise as the most important contribution. Specific early childhood expertise may be an area to increase organizational capacity, as it was the third most selected response for what organizations *can* contribute, but it was identified as what respondents view as the most important. Nearly all respondents view bringing together diverse stakeholders as an important aspect of the Nevada Early Childhood System success. Many respondents agreed that the system would be more effective with a more formal structure within the government, echoing the desire to establish a Governor's Office for Early Childhood.

- Respondent organizations indicated they contribute or can potentially contribute Info/Feedback (71%) and Community Connections (62%). However, organizations view Specific Early Childhood Expertise (29%) as the most important contribution.
- Almost all respondents selected bringing together diverse stakeholders (95%) as an aspect of collaboration that contributes to the success of the Nevada Early Childhood System.
- About a third of respondents believe the Nevada Early Childhood System is Very Effective (6%) or Effective (31%) in engaging state-level agencies alongside community stakeholders.
- About two-thirds of respondents believe the Nevada Early Childhood System would be more effective with a more formal structure within the government (64%). About another one-third of respondents are Not Sure (27%). No respondents selected No as a response.
- About a third of respondents believe the Nevada Early Childhood System is Very Effective (6%) or Effective (31%) in engaging state-level agencies alongside community stakeholders.
- When asked if Nevada Early Childhood System would be more effective with a more formal structure within government, organizations from both the Public and Private answered Yes at a similar rate, but more organizations from the public sector responded with Not Sure (18%).

Conclusions and Next Steps

Network Collaboration

Most respondent organization relationships are not at the higher levels of involvement, including delegating decision-making to community members or ensuring community members are drivers of initiatives and processes. In the survey questions, as well as the open-ended responses, there is a recurring theme of the importance and need to involve communities and those directly impacted by programs. As such, respondents selected Equitable Engagement as the aspect in which respondents believe the Nevada Early Childhood System has been least effective at providing forums.

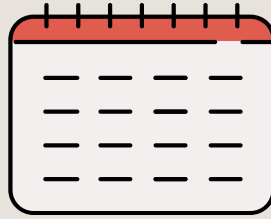
- A total of 38% of respondents are Involved with community residents, working directly with residents throughout the process to ensure their concerns and aspirations are consistently understood and considered. Only 6% of respondent relationships are delegating to community members or making the community residents drivers/leaders.
- Respondents believe that the Nevada Early Childhood System has been most effective at providing forums for Authentic Engagement and least effective at providing forums for Equitable Engagement.

Network Relationships

Notably, about half of respondent organization relationships were established through the network's programs. These relationships have primarily led to exchanging resources and information as well as improved services, supports, and organizational capacity. The nature of most relationships is around exchanging information/resources and joint planning/strategizing. There were very few relationships that involved sharing, receiving, or providing funding. Respondents selected network partner's power and influence and reliability as the highest value and trust measures. Additionally, respondents expressed the need for funding sources to fund the development and sustainability of networks and collaborations, rather than siloed programs.

- Almost half of relationships among partners were developed through the network's committees, task forces, trainings, focus groups, or other related activities (47%). Another 10% of relationships were not developed through the network, but the network work has deepened the relationship.
- It is a positive result that connections are somewhat distributed across the levels of intensity, with most relationships categorized as cooperative or coordinated.
- About three-quarters of respondents exchange general information/resources with other organizations (77%) and half of respondents participate in joint planning/strategizing (51%). Alternatively, only 3% share funding with other organizations.
- One-third of respondents work with each organization once a month (32%), and 11% never interact or only interact on unrelated issues.
- About half of respondent partnerships led to an exchange of resources (53%) and another 38% of relationships have been only informative. Another 36% of partnerships have led to improved services and 34% have improved organizational capacity.
- Of the three dimensions of value, survey respondents rated their network partners' power/influence the highest and resource contributions the lowest.
- Members placed a very high level of trust in their network relationships. In particular, network partners were perceived as extremely reliable.

Conducting Your Next Network Evaluation Survey



When Should You Conduct Your Next Network Evaluation Survey?

When is the right time to conduct a network evaluation survey?

There is no one correct answer to prescribed frequency for collecting network data for evaluation and continuous improvement. Instead, it is essential to consider the context of your network and identify indicators that suggest it is an appropriate time to collect network data. Here are several tools and ideas to think through.

What tools can help identify opportunities for network analysis?

Many organizations across the nonprofit, public, and philanthropic sectors use a theory of change criteria or methodology to plan, implement, and evaluate social change that aligns with their organizational mission and vision. A theory of change is one tool that can be leveraged to identify key distinctions between desired and actual outcomes.

Establishing a baseline network analysis in alignment with your organization's theory of change can further help identify distinctions between outcomes in the short-, intermediate, and long-term. Additionally, data collection may be useful when assessing activities and outcomes focused on collaboration or collective work established through the theory of change.

Another tool organizations may consider in identifying when to conduct a survey is a network sustainability plan. A sustainability plan serves as a roadmap toward achieving long-term collective goals, particularly in documenting strategies to maintain and support existing programs, activities, and partnerships across the network.

Similar to the theory of change, establishing a baseline survey in alignment with your network sustainability plan can help in identifying key moments or connections across your network to identify how it can support sustainability. Further, when notable shifts occur in your sustainability plan, it may indicate an effective time to re-engage in data collection.

Conducting Your Next Network Evaluation Survey

What suggests that it may be a good time to collect network data?

- **Change in the network:** When shifts occur that are likely to highlight noticeable changes in the relationship structure, attitudes, or content of the network's efforts, it may be time to conduct a survey. Several shifts that may indicate such a change include: growth or change in membership across the network; change in organizational or network-wide capacity or resources; and change in the mission or goals of an organization within the network or network-wide (e.g., organizational strategic planning).
- **Change in the context:** In addition to substantive changes across the network over time, the surrounding environment and context in which the work of the network is done will shift. Such changes in the community, whether environmental changes in the long-term or significant shocks to the system (e.g., COVID-19 pandemic), can create drastic shifts in the network. Additional systemic changes such as a policy change or political shift may influence organizations within the network or the network-at-large to consider an opportunity for data collection.
- **Change in reporting or evaluation requirements:** Reporting and evaluation requirements often create an opportunity for network data collection. Funders or fiscal sponsors often set requirements for the type and frequency of data collection. When reporting or evaluation requirements focus on collaborative activities, relationship-building, or how groups leverage their partnerships, it can be useful to collect network data. Networks may consider reporting or evaluation requirements in tandem with other indicators on this list to optimize their data collection efforts.
- **Baseline measurement of a new network:** When a new network is forming, network members often have pre-existing relationships (Kegler, Rigler, & Honeycutt, 2010). Conducting a survey of new network members can illuminate the existing topography of collaboration, highlighting key members who can disseminate information, areas of strong collaboration, and opportunities for deepening or creating relationships to achieve shared goals. This data can inform strategy for network development and can be used as a baseline to identify progress with future network survey collections.

This social network analysis was conducted using [PARTNER CPRM](#) by Visible Network Labs. For more information about [Visible Network Labs](#) and the tools and resources available, please visit www.visiblenetworklabs.com.

