



TRANSFORMATIVE LEARNING NETWORKS

INSIGHTS FROM FOUR CASE STUDIES OF NETWORKS

Bruce Evan Goldstein, University of Colorado Boulder

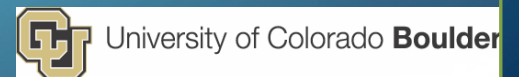
Claire S. Chase, University of Colorado Boulder

Lee Frankel-Goldwater, University of Colorado
Boulder

Jeremiah Osborne-Gowey, University of Colorado
Boulder

Julie Risien, Oregon State University

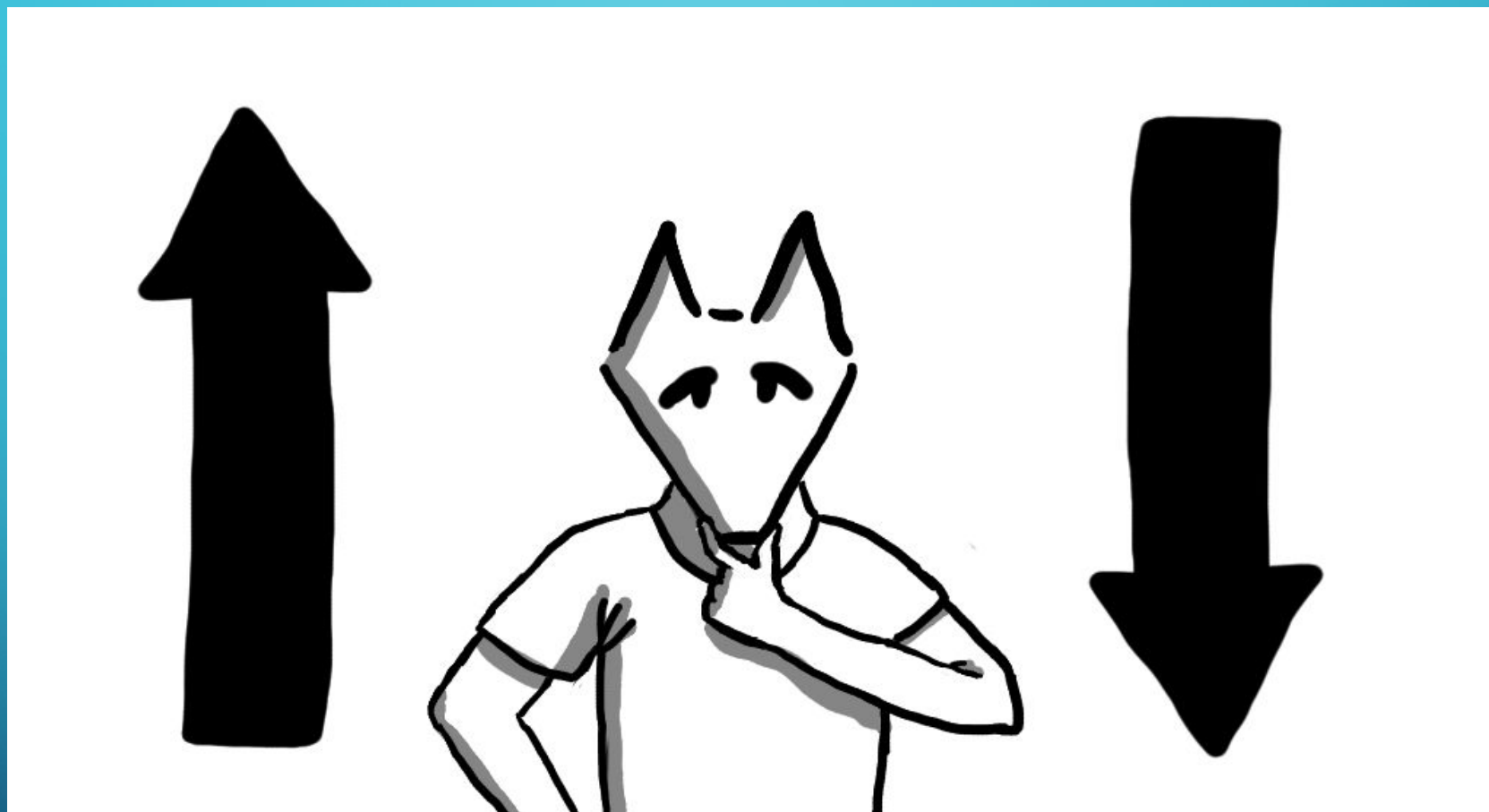
Sarah Schweizer, University of Colorado Denver



WHAT ARE LEARNING NETWORKS?

- Place-based collaboratives
- Multi-scalar relationships
- Voluntary and facilitated
- Inter-organizational/multi-jurisdictional
- In environmental management, public health, and education





WHAT IS THE PURPOSE OF A LEARNING NETWORK?

- Transformative capacity building
- A bridging organization
 - Ways of Practice/Knowing
 - Alternative Futures

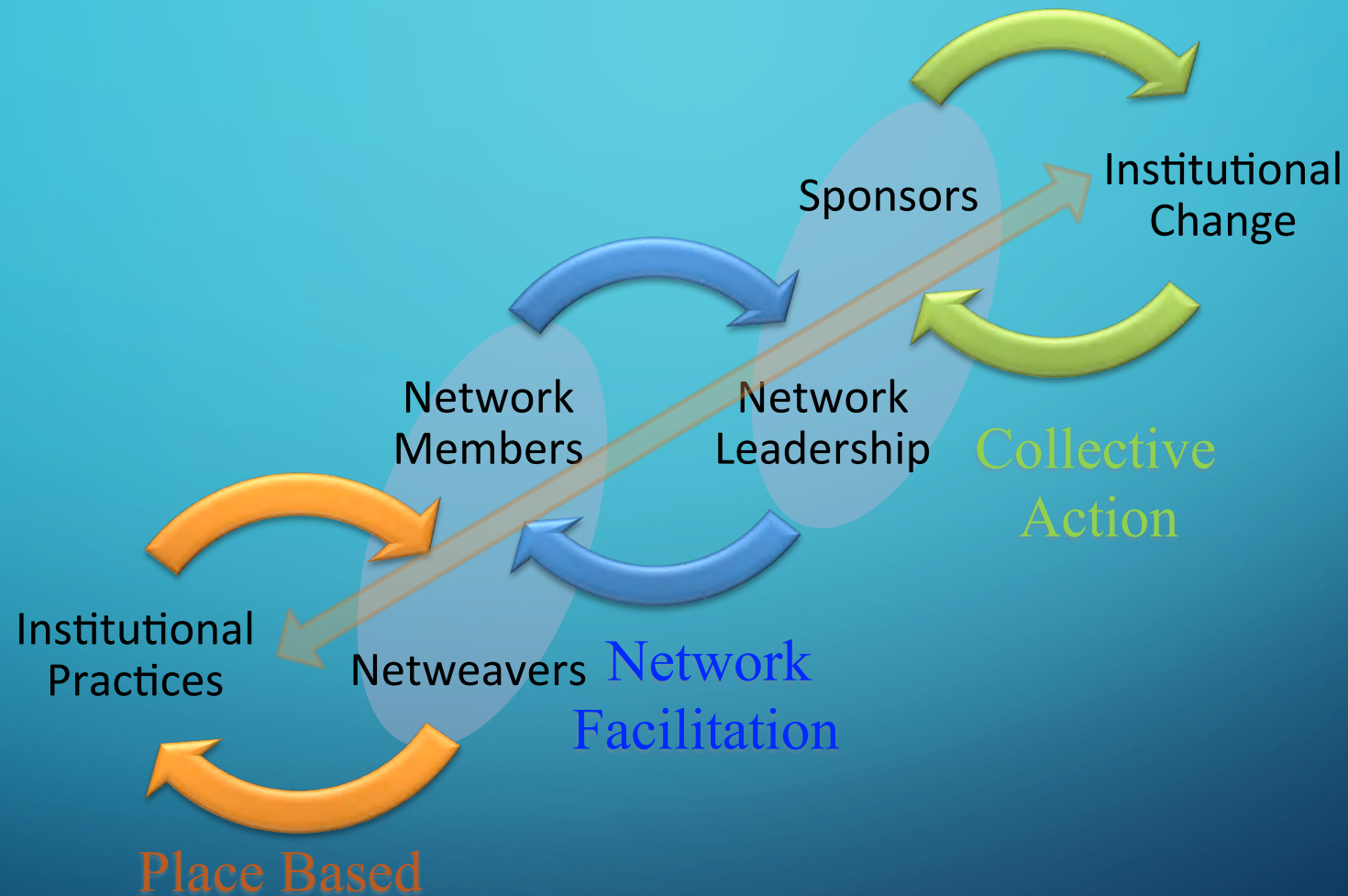


WHAT CAN A LEARNING NETWORK DO?

- Nurture professional expertise
- Disrupt old habits
- Foster new collaborative relationships
- Foster autonomy AND cohesion

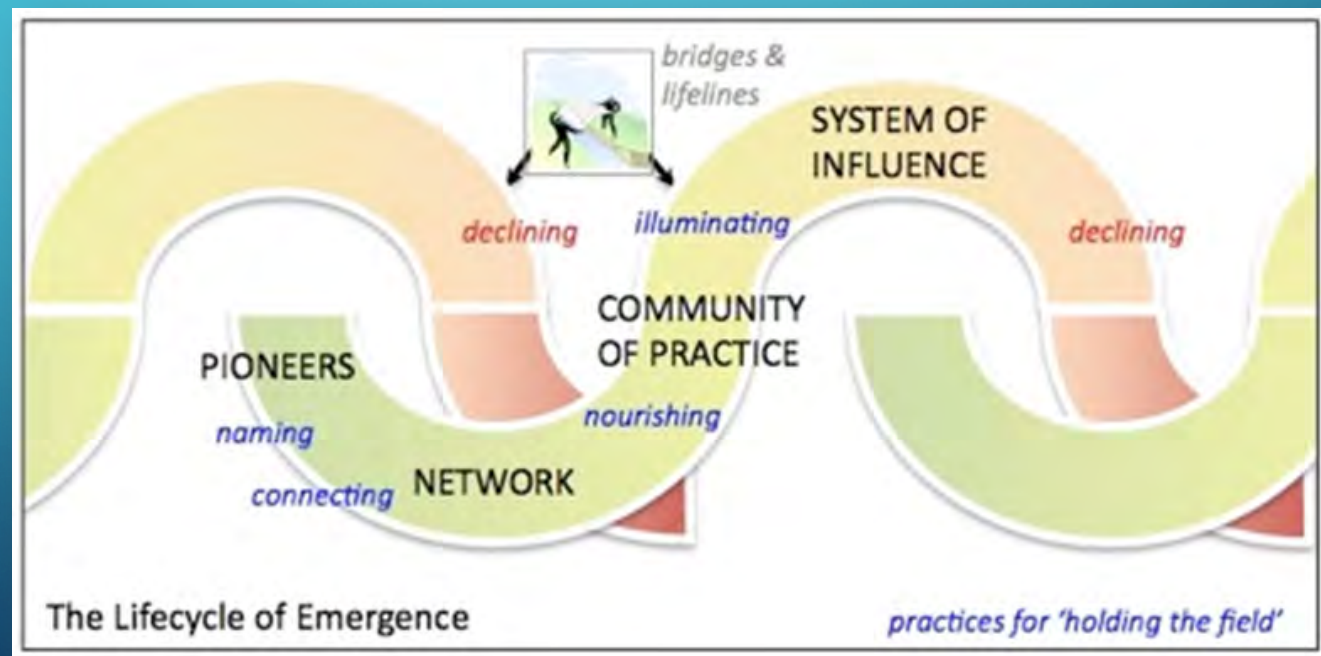


HOW CAN A LEARNING NETWORK DO THIS?





THE NETWORK LIFECYCLE



LEARNING NETWORK DESIGN CHALLENGES

- Voluntary, require high commitment
- Operate at multiple scales and use multiple modalities
- Promote change in turbulent institutional environments
- Reliant on support from multiple fickle sponsors, lightly resourced and staffed



THE LEARNING NETWORKS LAB AT CSTPR

COLLABORATIVE LEARNING NETWORKS

CAPACITY BUILDING FOR RESILIENCE

MEET THE TEAM

RESEARCH

COLLABORATIVE LEARNING BLOG

PUBLICATIONS, PRESENTATIONS & OUTREACH



Learn more about the Fire Adapted Communities Learning network...

[Read more »](#)



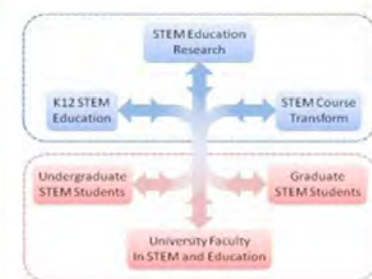
Learn more about the 100 Resilient Cities Initiative...

[Read more »](#)



Learn more about the Locally Managed Marine Areas Networks...

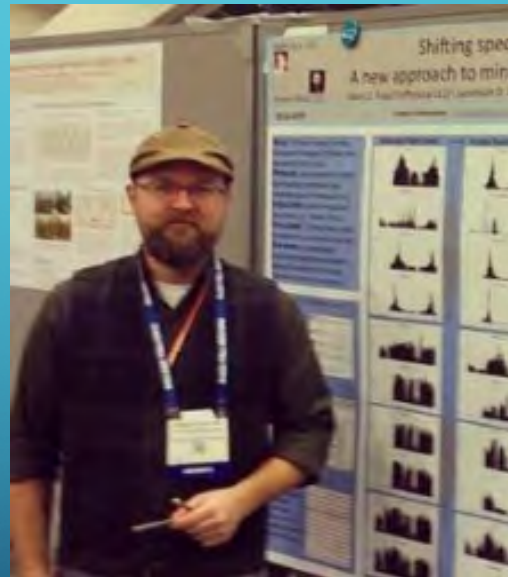
[Read more »](#)

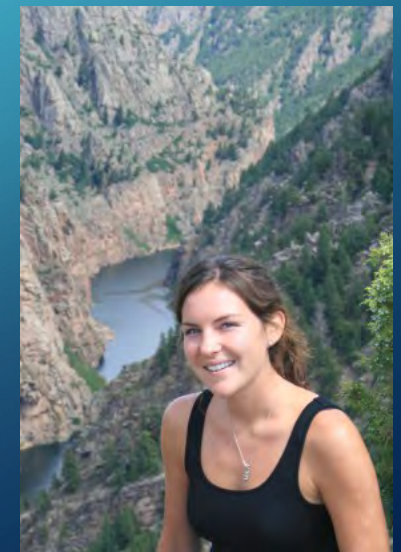
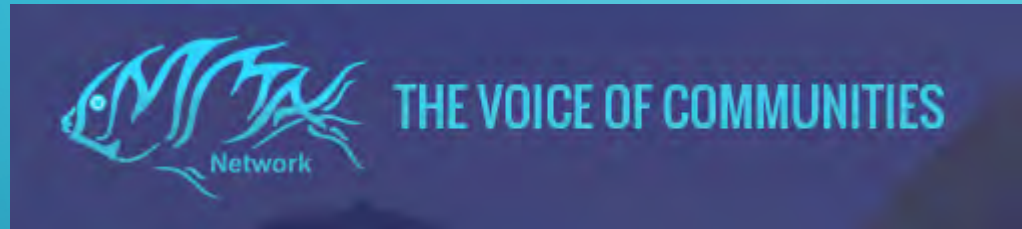


Learn more about the STEM Learning Network...

[Read more »](#)

Website: www.brugo.org





CASE STUDIES FOR THE NETWORK OF STEM EDUCATION CENTERS (NSEC)





- National Alliance for Broader Impacts (NABI)
- 100 Resilient Cities (100RC)
- Fire Adapted Communities Learning Network (FACNet)
- Global Change SysTem for Analysis, Research and Training (START)



STRUCTURE OF ANALYSIS

- Review each networks origins and history, design and approach
- Explore network contributions to:
 - Organizational learning,
 - Cross-scale integration
 - Netweaving
 - Transformative capacity building
- Method: Interviews, document analysis, literature review
 - Participant observation and feedback
- Cases: 100RC/Lee, FAC-Net/Jeremiah
- Discussion: Jeremiah



				
Goal	Improving the connection between research and society, 2014	Coordinated action for sustainability in municipalities, 2013	New directions after 100 years of failed wildfire mgmt, 2013	Science-based solutions to global challenges in the developing world, 1990
Structure	~450 self-identified members, most Univ. based BI brokers	100 cities competitively selected, Each with CRO, liaisons & RF managers	Members invited. Flat w/ local, regional & nat. scale activities.	Int. Secretariat w/ distributed system of regional hubs.
Funding	NSF RCN \$100K/Yr – 5 yrs	Rockefeller Foundation Grants 1 mil to each city	Multi-partner collab. funds logistical staff at an NGO	1.5-3mil/yr from the US Global Change Research Program
Activities	An. meetings, mo. committee calls, listserv, advocacy, training subcommittee work.	Comm. between CROs and RF mediated by managers. CRO working at the city level.	Monthly check-in, quarterly regional meeting, annual conf. and working groups.	Grants, workshops, online training and platform, connections between members.

KEY INSIGHTS - NETWEAVING

- Differing understandings
- Deft at operating at various scales, levels
- Facilitate flow of info
- Forging social ties
- Promote shared identity
- Spontaneous feedback
- Flexibility of their role



KEY INSIGHTS – ORGANIZATIONAL LEARNING

- Multiple opportunities:
 - Communication
 - Feedback
- Experimentation across scales
- Flexible structure
- Face-to-face interactions



KEY INSIGHTS – TRANSFORMATIVE CAPACITY

- Reflexive work, intentioned adaptation is necessary
- Network identity requires thoughtful intention, action
- Netweavers as linchpins, cross-scalar integrators



INSIGHTS – TRANSFORMATIVE CAPACITY

Transformation timescales are long, but...

- Individual and organizational learning can be observed early on
- Collective actions and incremental change can occur on the way to transformation



CONCLUSIONS

- “Soft touch” is necessary
- Loose, flexible network structure
- Cross-scalar interaction enhances potential for transformation
- Transformation timescales are long, but...
 - Individual and organizational learning can be observed early on
 - Collective actions and incremental change can occur on the way to transformation





THANK YOU!

QUESTIONS?

Contact

Bruce Goldstein brugo@colorado.edu, <http://www.brugo.org>

Jermiah.OsborneGowey@colorado.edu, Twitter: [@JeremiahOsG](https://twitter.com/JeremiahOsG)