



CHRISTENSEN
INSTITUTE

Building Social Capital

the role of networks in getting by and getting ahead

@ChristensenInst
#WhoYouKnow

During today's discussion....

- Endorphins & Alarm Bells - What are you hearing that excites you and what questions/curiosities do you have?
- Current Practice - All of us already have relationship assets around us - the big question is whether we recognize and cultivate them purposefully. How are you currently building high-quality relationships and networks?
- Opportunities - Are there particular relationships you think are out of reach or ones you're not purposefully building that you should? How might you start to bridge those gaps (independently or through the program)?



How did you get here?

Who helped you?



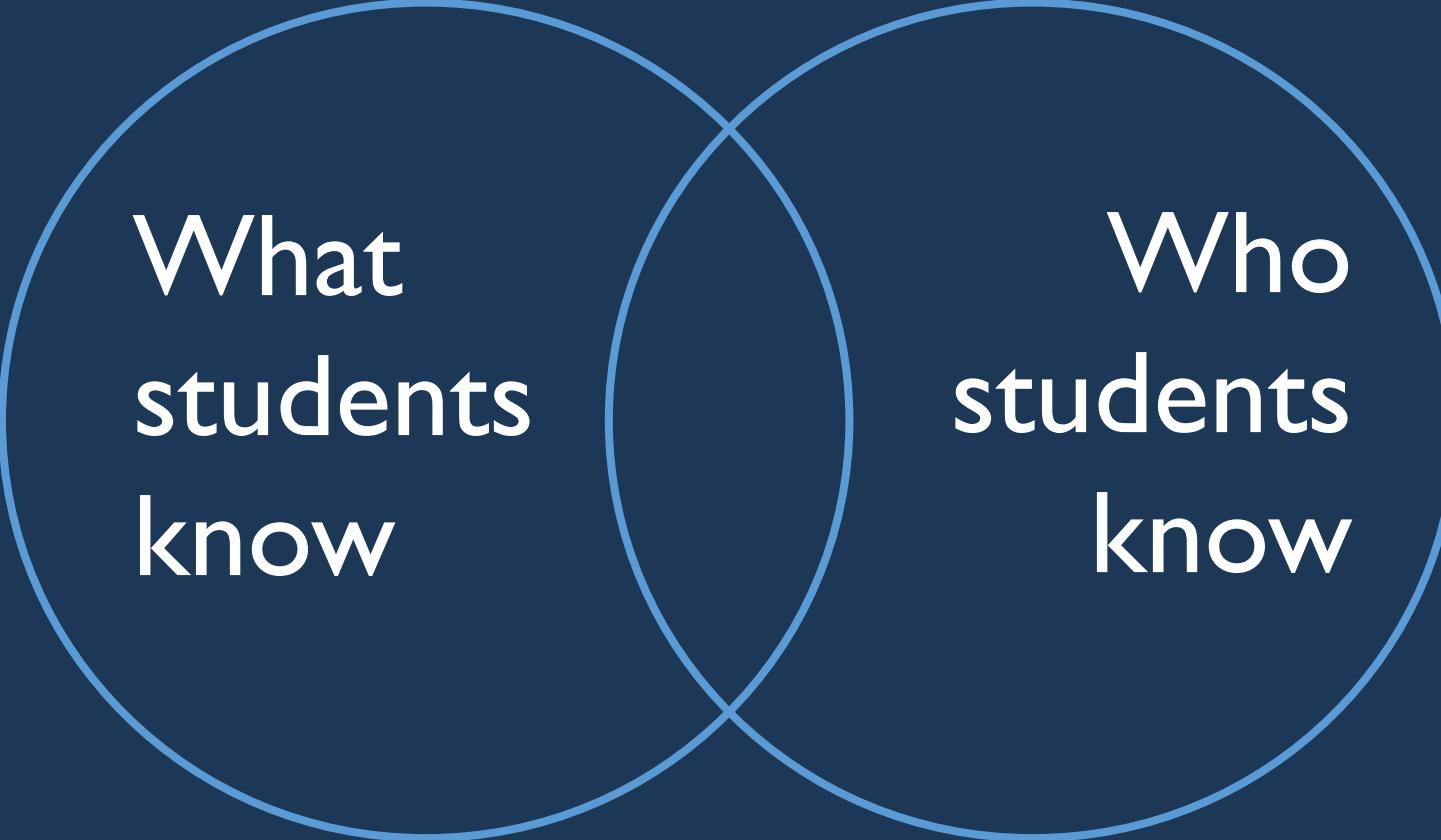
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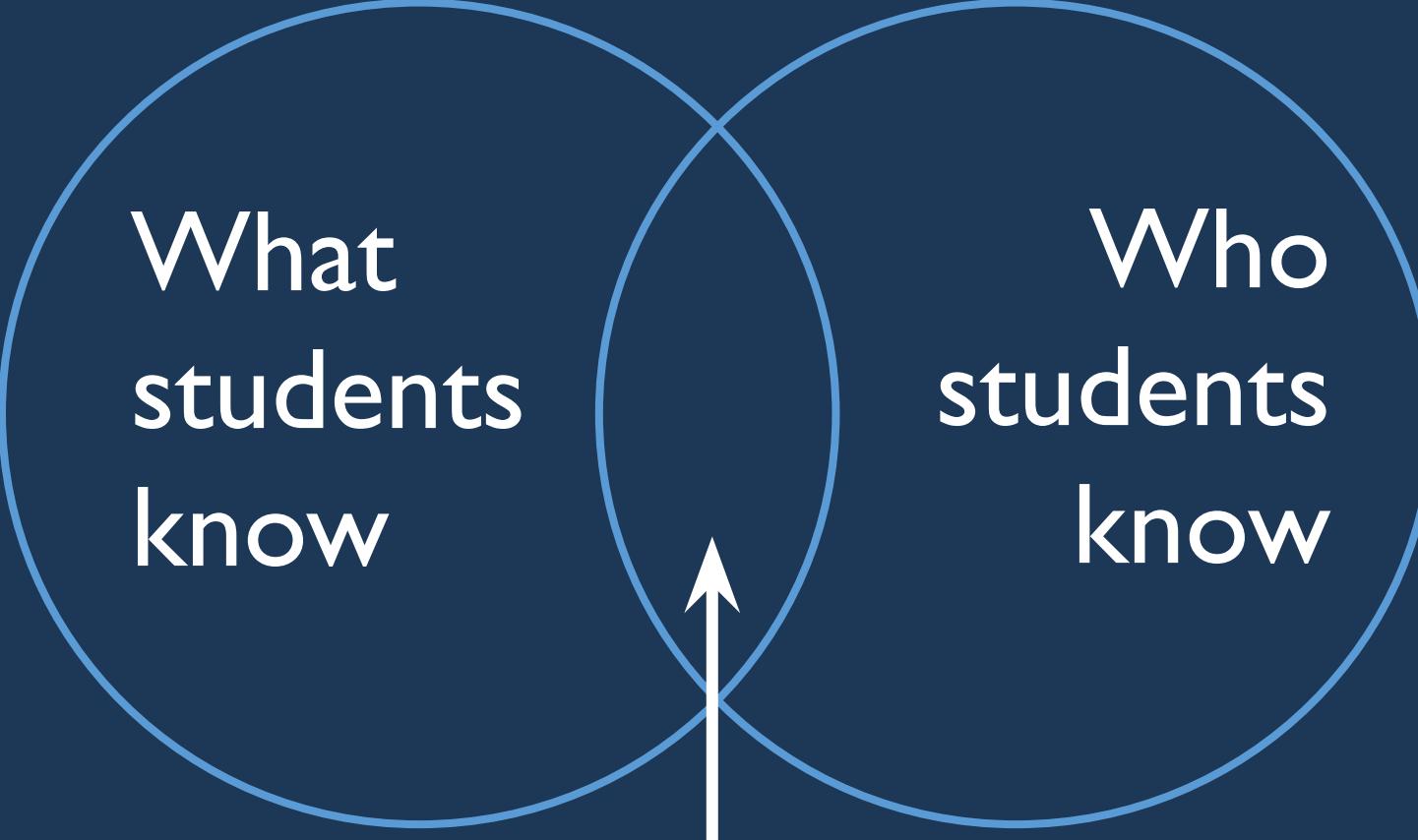




What
students
know

Who
students
know





What
students
know

Who
students
know

Opportunity



School/Program

Inherited Networks

What
students
know

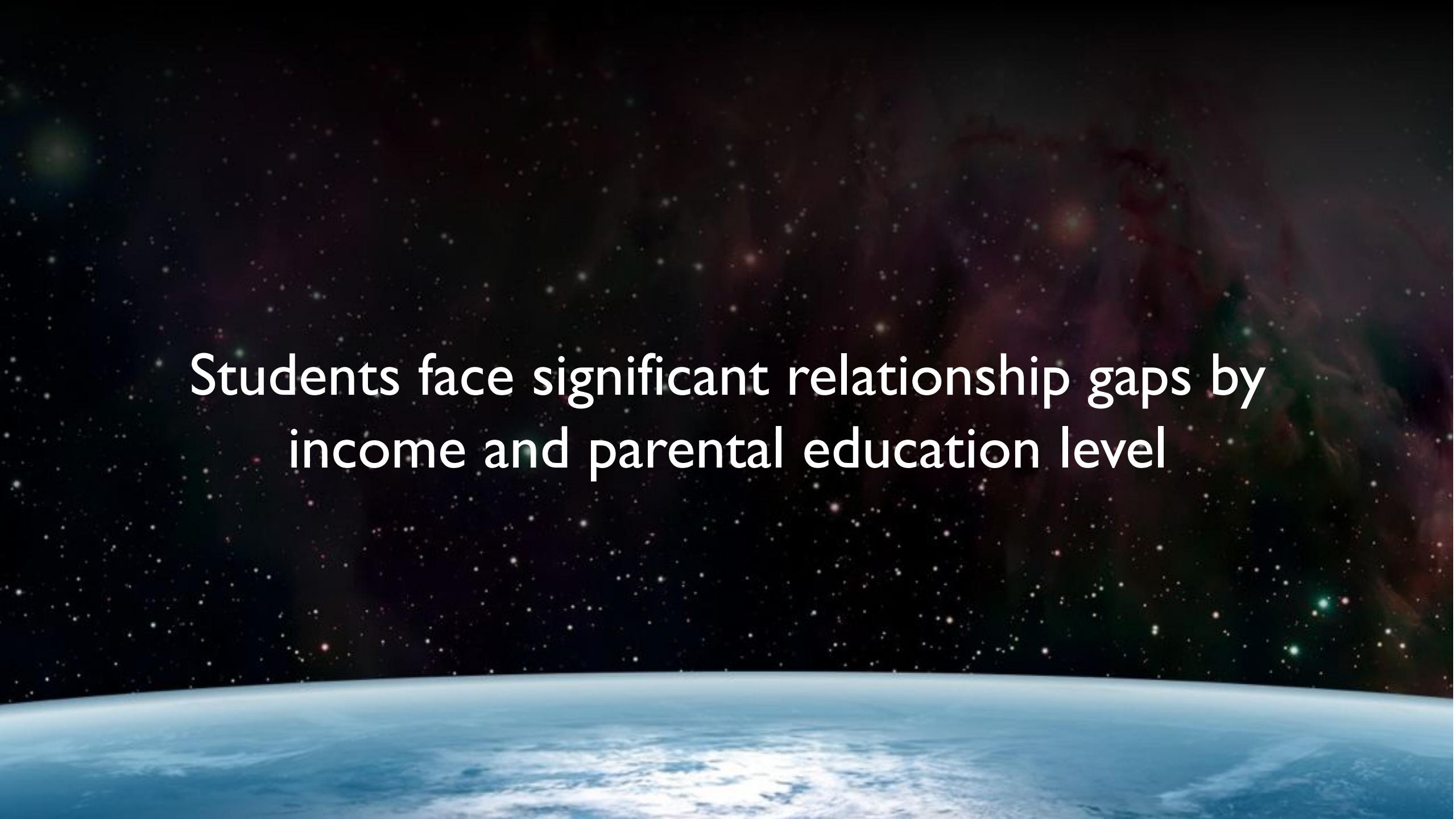
Who
students
know

Opportunity



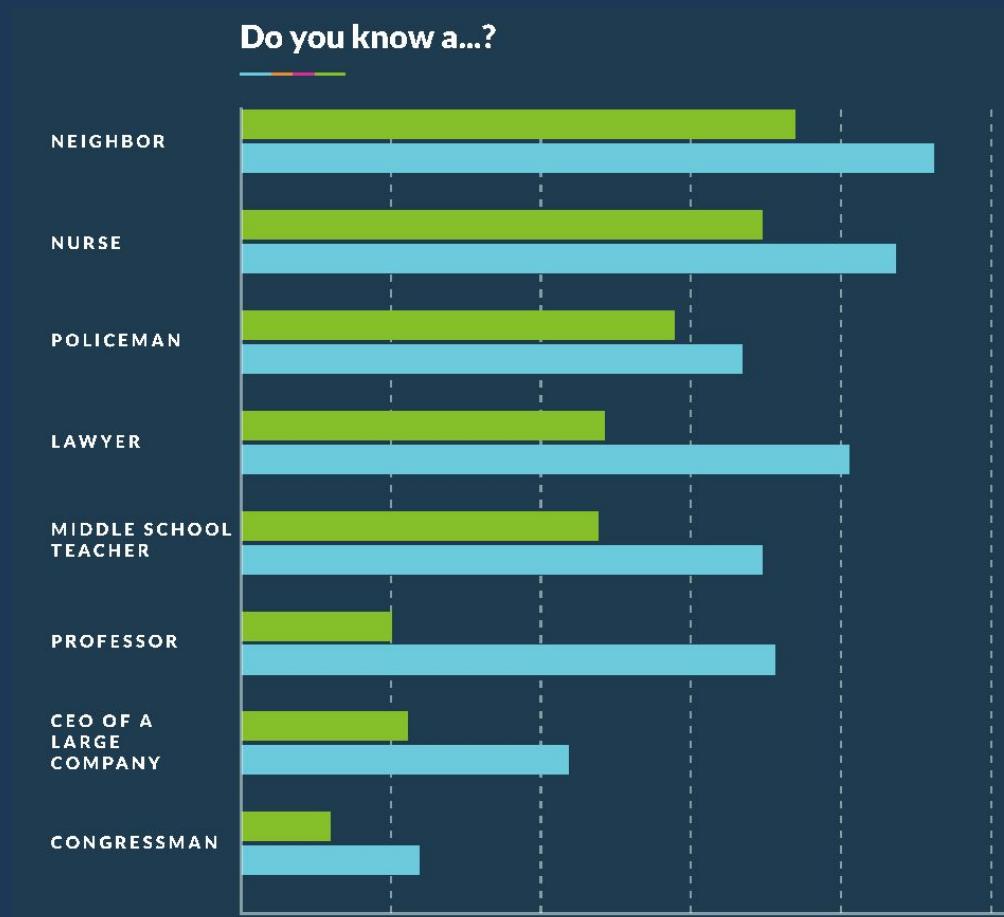
To tackle opportunity
gaps, address
relationship gaps.





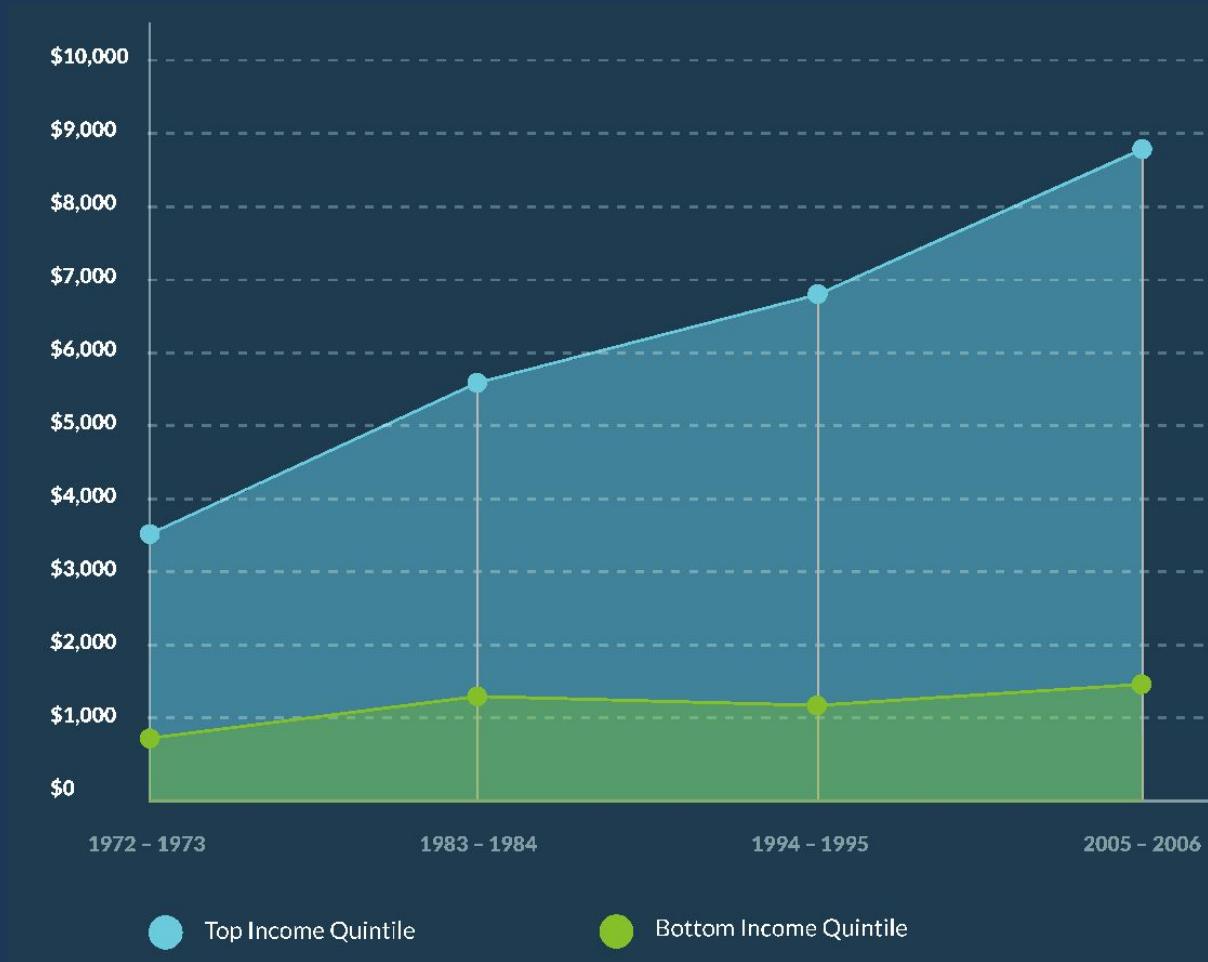
Students face significant relationship gaps by income and parental education level

Parents' own professional networks differ



Source: Putnam, 2015 based on Pew survey

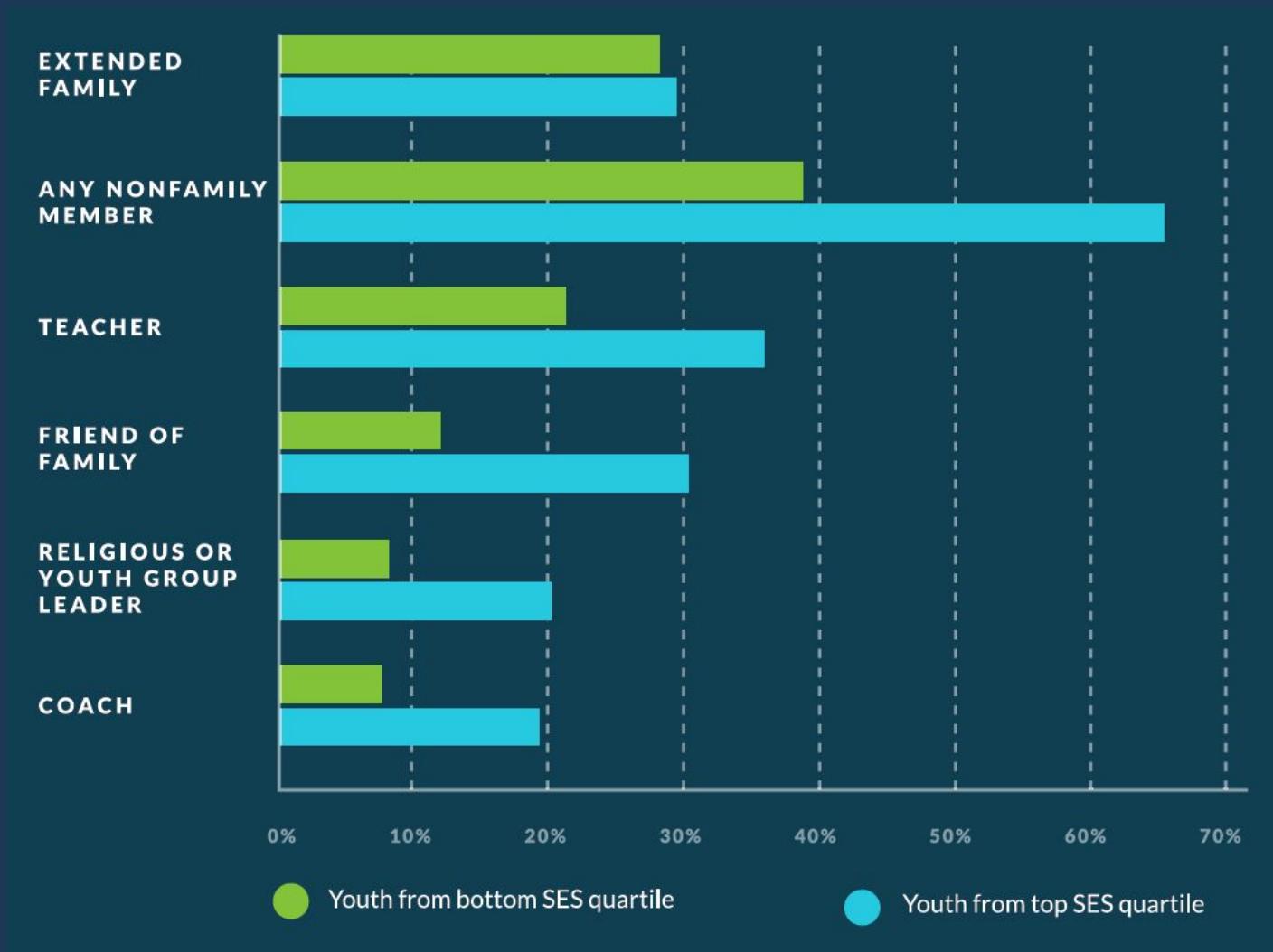
Gaps in enrichment spending are growing



*Source: Duncan & Murnane,
2011.*



Students' unequal access to informal mentors



Source: Putnam, 2015 based on *The Mentoring Effect*



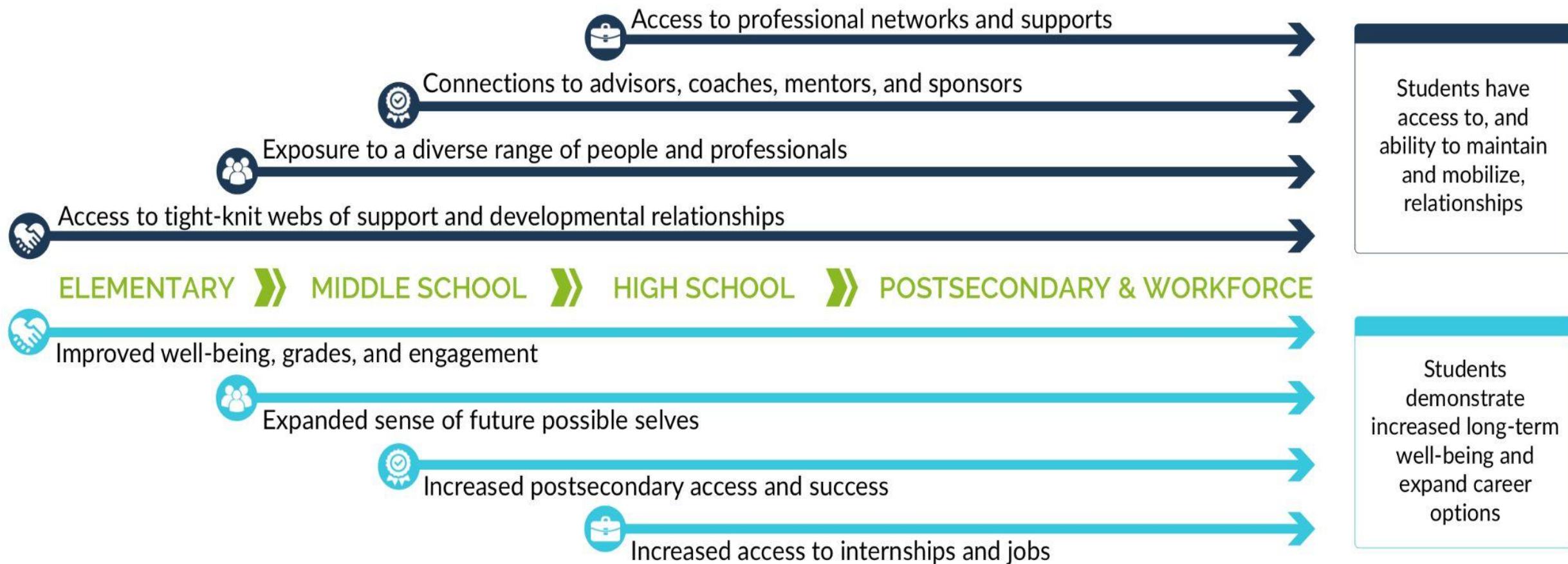
Our networks contain value.



What is social capital?

Social capital describes access to, and ability to mobilize, relationships that help further an individual's potential and goals. Just like skills and knowledge, relationships offer resources that drive access to opportunity.





86%

of adults reported
strong developmental
relationships with
young people

45 %

of young people reported
they experienced strong
developmental
relationships



%

of middle school students reported gaining confidence in their abilities for a future job if they “personally know someone who has done this job”



54%

of middle school students reported gaining confidence in their abilities for a future job if they “personally know someone who has done this job”



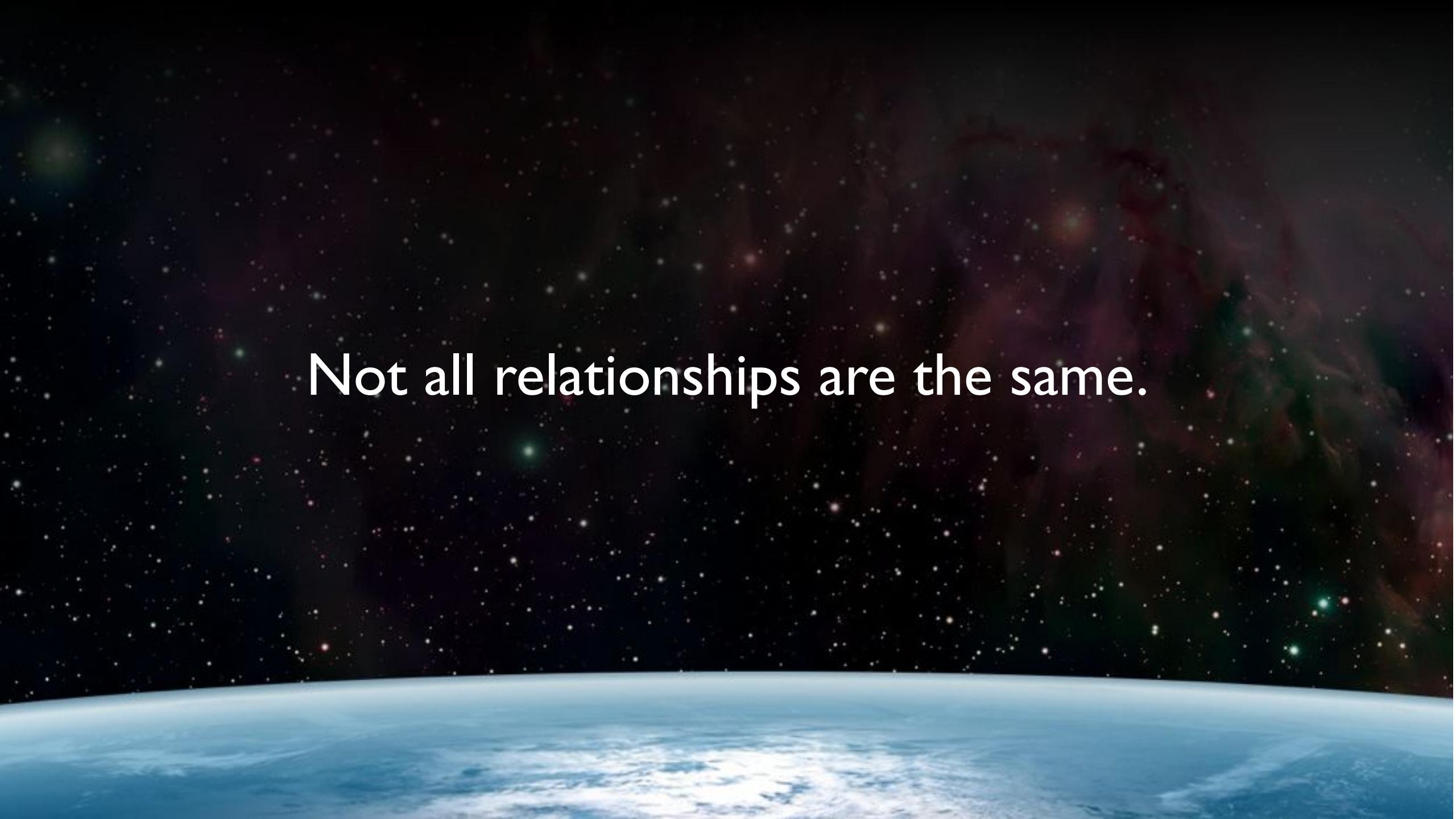
% of jobs come
through personal
connections



50 %

of jobs come
through personal
connections



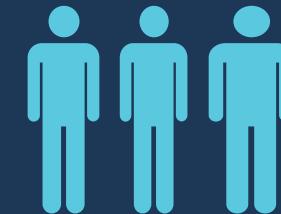


Not all relationships are the same.



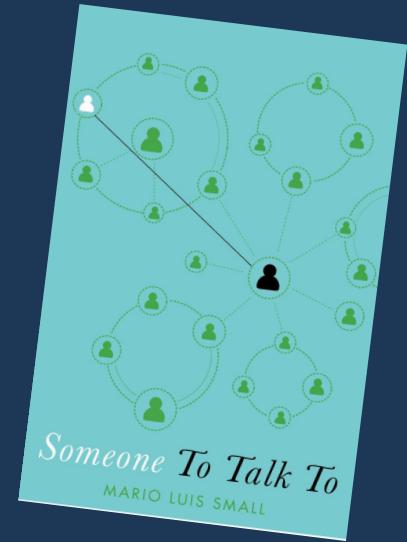
- **Strong Ties**

care, resources



- **Weak Ties**

new information, opportunities



Pulse check

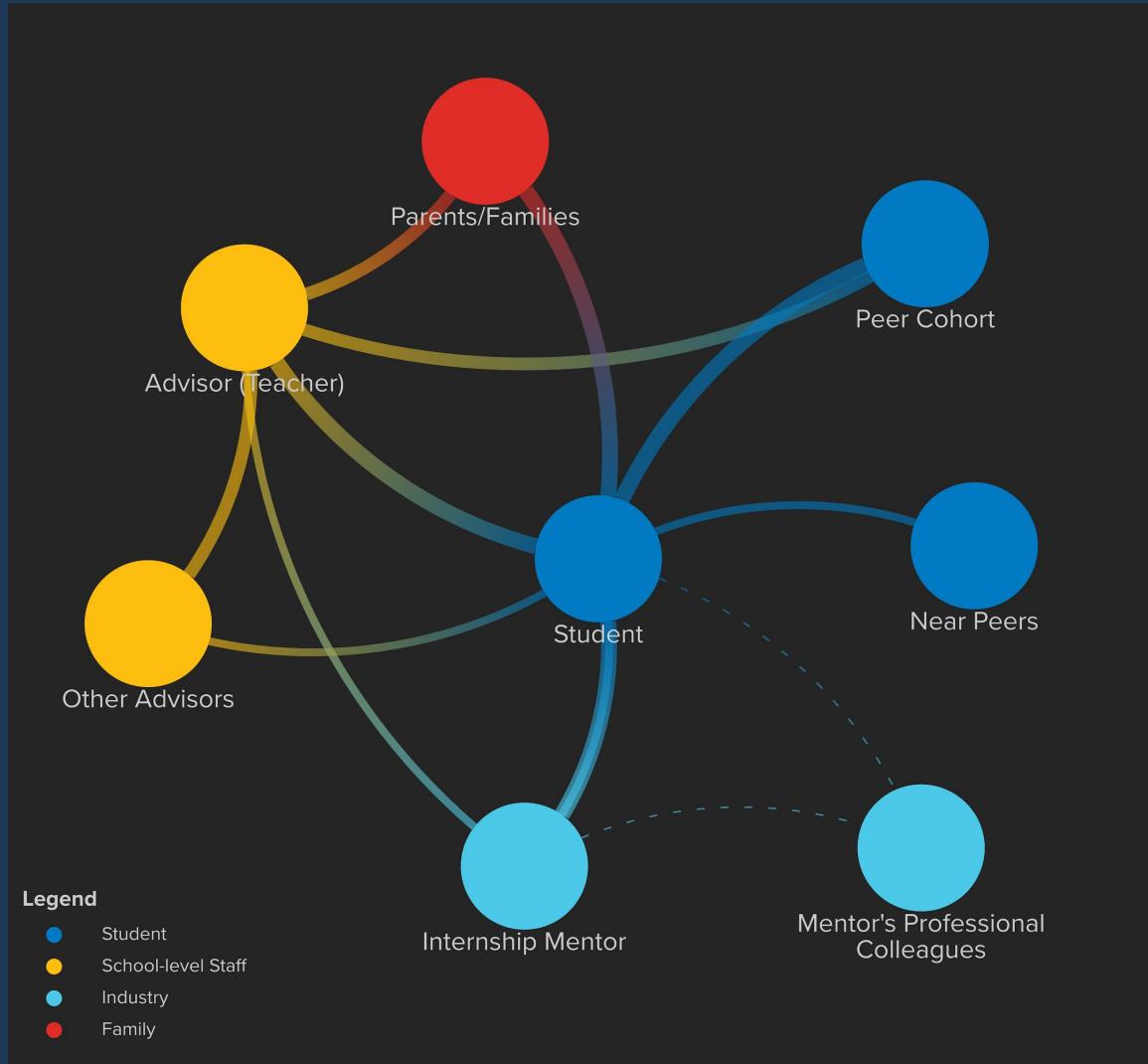
- What excites you about the idea of building social capital?
- What concerns or questions do you have?



Taking Stock of Relationships: What types of relationships and networks are within reach for you?



A sample of an organization's relationship model



Your Graduate Program is a network with resources

- Community resource groups
- Program staff
- Peers and near peers
- Others?

**How are you
activating
these
relationships?**



“Young people are more likely to graduate if they have access to a web of supportive relationships ... At least **one stable, anchoring relationship** can act as a gateway to this wider web of support.”

- Jonathan Zaff, Boston University

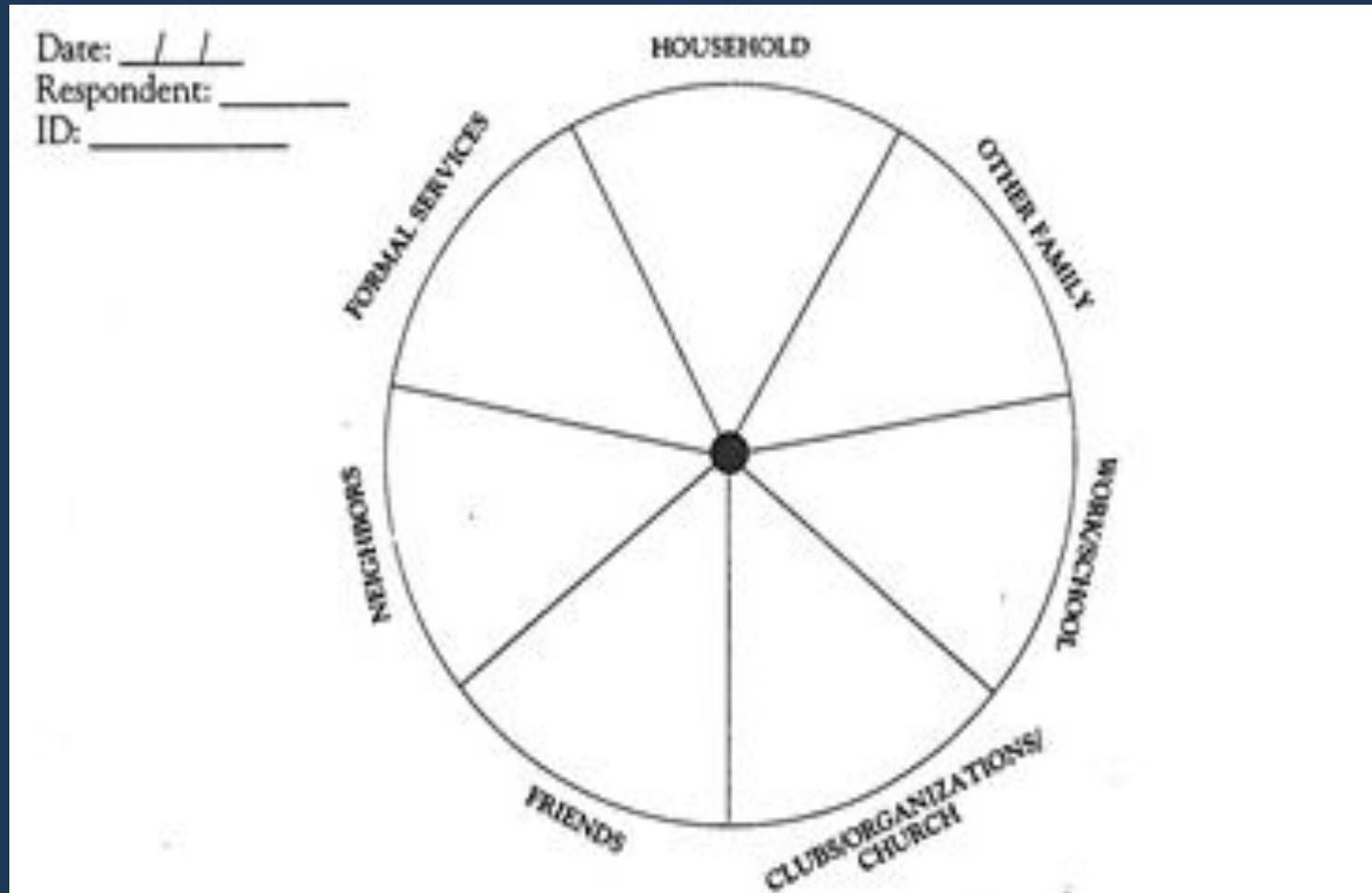


Pulse check

- Who is currently in your network?



Mapping your existing network:



- Strong ties
- Weak ties
- Anchoring relationship(s)



Purposeful relationship building:
Strengthening YOUR ability to
build and maintain relationships
online and offline



How many Facebook “friends” know
each other in real life?

93%



Social networking sites disrupt how
we *maintain* connections....

... but not *who* we forge them with.

They *sustain* our networks.



“

Facebook has been focused on helping you connect with *people you already know*. We've built AI systems to recommend "People You May Know". But it might be just as important to also connect you with ***people you should know*** -- mentors and people outside your circle who care about you and can provide a new source of support and inspiration. - Mark Zuckerberg

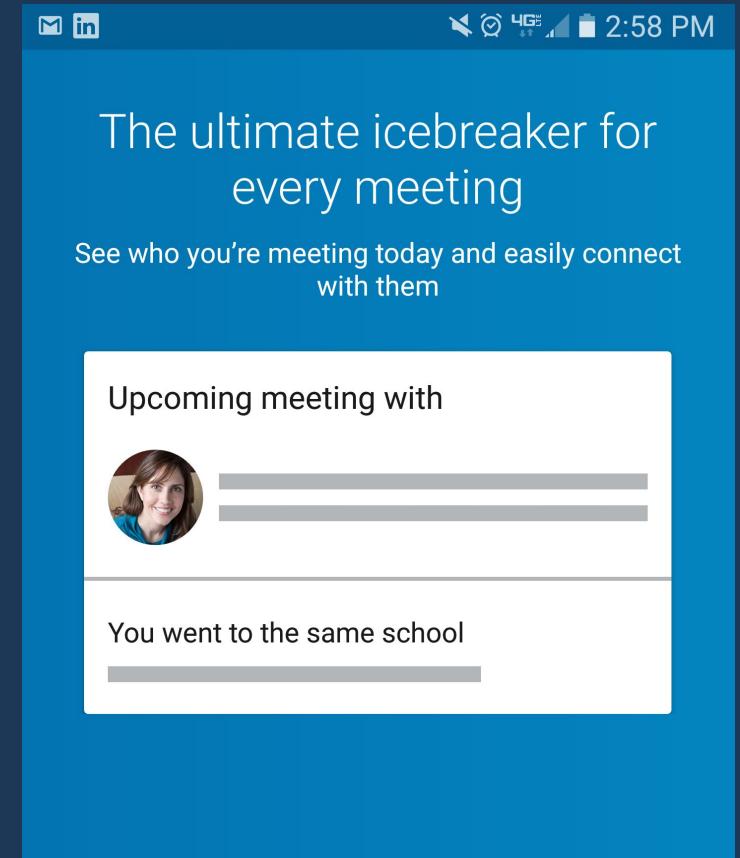


expanding access to new virtual or blended relationships is not necessarily best for forging *strong ties*, but edtech is powerful for introducing *weak ties*



Tips for Leveraging EdTech that Connects

- **Because similarity breeds trust, establish new connections on the basis of shared background, interests, experiences rather than emphasizing difference or asymmetry or power**
- **Keep track of relationships that you've brokered using digital tools**



Discussion Questions:

- Are there relationships you wish could be more within reach but can't access due to lack of time, resources, or geographic constraints?
- How might strengthen or leverage peer and near-peer relationships in the coming year?



Measuring What Matters: Your ability to mobilize relationships



Measuring Relationships as Outcomes

A four-dimensional framework for measuring students' social capital



Definition:

The number of people in a student's network over time.

Why it matters:

The more relationships students have, the better their chance of finding support and accessing opportunities.

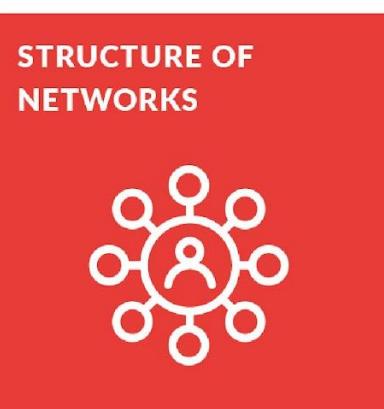


Definition:

How the student experiences the relationship.

Why it matters:

Different relationships offer different value as students' needs evolve. Positive relationships can help meet students' relational, developmental, and instrumental needs.



Definition:

The different people the student knows and the ways in which they're connected.

Why it matters:

Different network structures serve different, critical functions. Tight-knit webs of relationships offer students reliable support. Diverse networks provide channels for discovering new opportunities.



Definition:

The mindsets and skills a student needs to activate relationships.

Why it matters:

Teaching students the value of social capital enables them to be active builders of their networks. Knowing how to cultivate and maintain networks enables them to leverage a reservoir of relationships throughout their lives.

Pulse check

- What mindsets or skills would you like to work on to improve your ability to forge and maintain your networks?



Reflection...

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Our work at the Institute

<https://whoyouknow.org/playbook>



Can you achieve equitable results ... without investing more purposefully in relationships?

- What if we designed schools so that educators knew more about whom their students know?
- What if we designed schools so that students could connect to professionals and peers otherwise out of reach and beyond their inherited networks?
- What if we designed schools so that relationships outlasted interventions?
- What if we measured social capital as an outcome alongside academic and SEL skills, knowledge, mindsets?



Explore the playbook

Getting Started

Step 1. Take Stock of Who Your Students Know

Step 2. Shore up Support Networks

Step 3. Expand Networks to Expand Opportunities

Step 4. Leverage Edtech that Connects

Step 5. Build Networks that Last





Questions? Keep in touch!

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