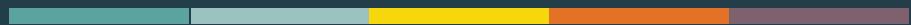


Describing a Southeast Landscape of the Future: Integrating Findings from the Keeping Forests and SECAS Social Network Analyses

2025

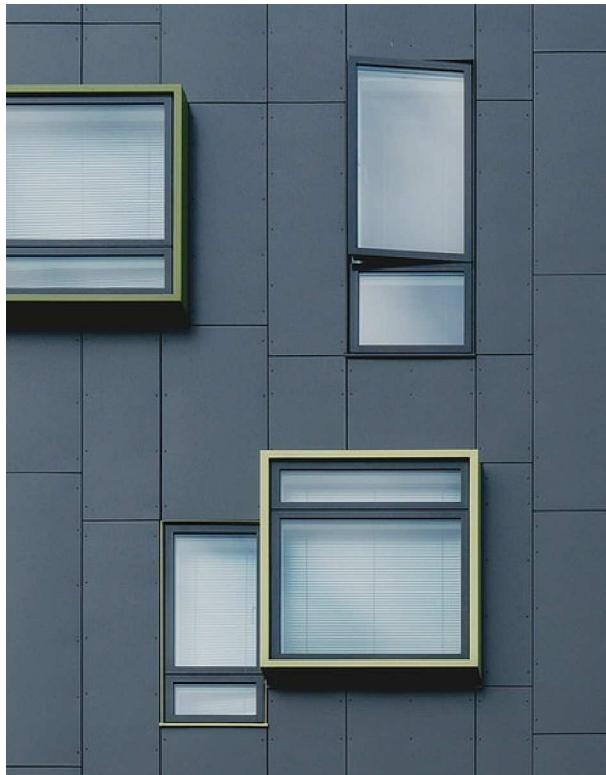


VisibleNetworkLabs



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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.

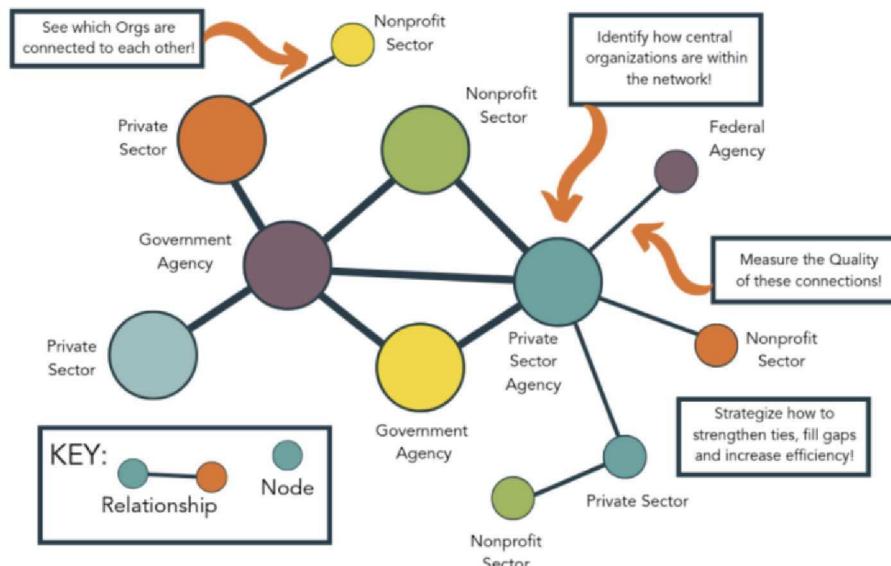


How To Use This Report

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 advantage among network members.

Project Background

Purpose

The purpose of this project was to integrate results of two previous social network analyses, one of the Keeping Forests network and one of the SECAS (Southeast Conservation Adaptation Strategy) network. We brought these analyses together to begin supporting the development of a new integrated network supporting the southeast, SELFI (Southeast Landscape of the Future).

Method

Both projects employed a social network analysis approach, asking respondents to identify their partners and to characterize those partnerships. Below, we briefly outline the methods for each of these projects.

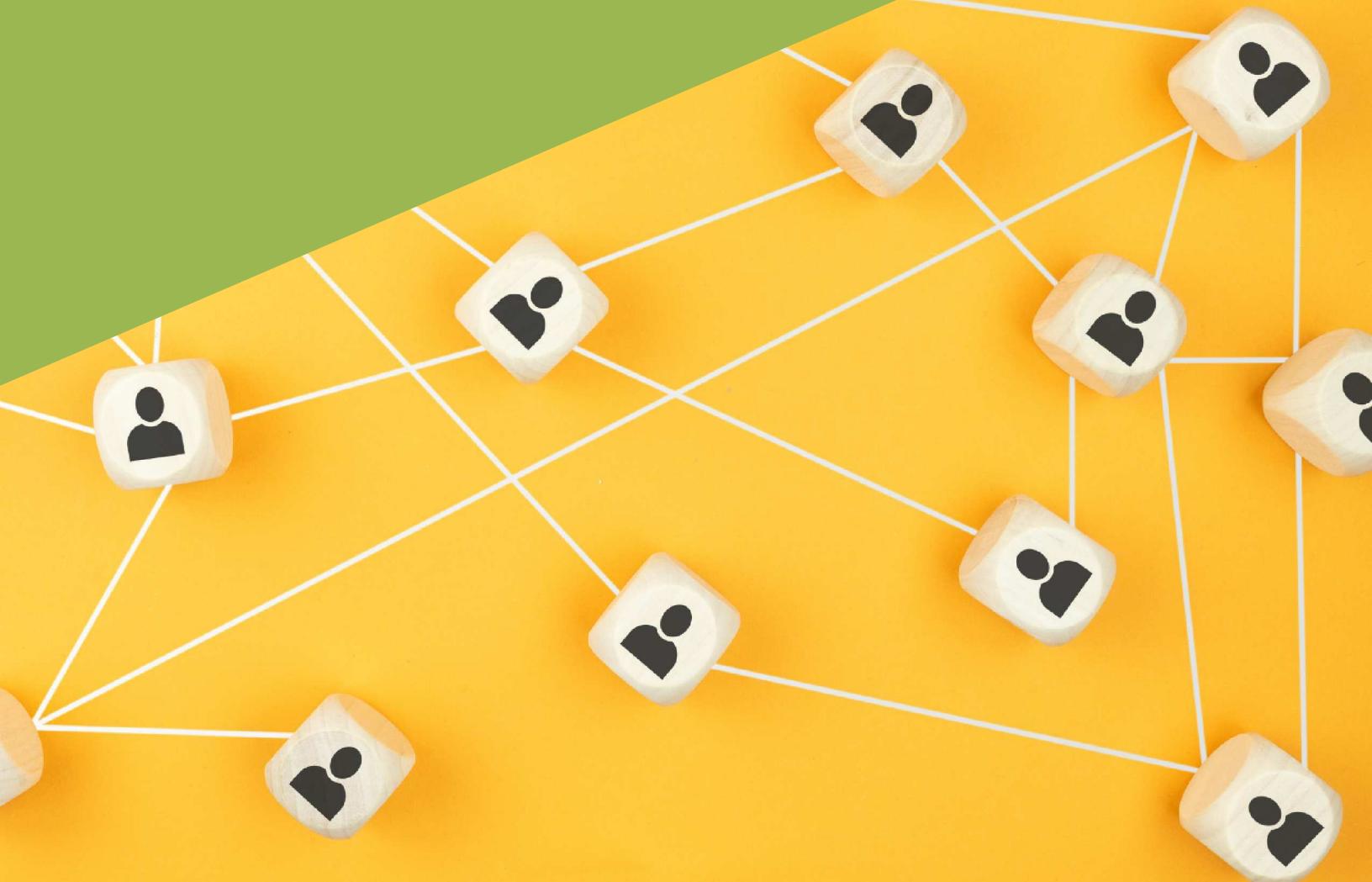
- **Keeping Forests:** The purpose of the Keeping Forests social network analysis was who is involved in the network and to understand how people, organizations, and partnerships work to advance forest conservation across the Southern United States. In August 2023, 68 organizations were invited to participate in a social network analysis survey, to which 52 responded for a 76% response rate. The survey included a number of questions about the respondents' organizations as well as about the other organizations that the respondents may have a formal or informal relationship with.
- **SECAS:** The purpose of the SECAS social network analysis was to understand the connections among partnerships and organizations dedicated to advancing conservation priorities across the Southeast United States (15-state and two U.S. Territory footprint). The analysis aimed to identify these entities' relationships with SECAS and establish a baseline assessment to guide future evaluations, while also identifying priority issues for these partnerships and organizations to reveal opportunities for enhanced collaboration. The research team invited 303 organizations to participate with 137 organizations completing the survey for a 45.2% response rate. Through this process, the researchers identified 559 organizations working on conservation across the Southeast, including federal and state agencies, nonprofits, university-based organizations, local agencies, tribal entities, and private sector organizations.

This Report

This report is organized into three main sections: (1) purpose, (2) membership, and (3) governance. These sections align with the previous presentations we have shared with the planning committee and at the SEAFWA conference. These are also key components of understanding and strategically developing a new network. In each section, we highlight key findings from the analysis of both data sets. We conclude with a set of integrated insights and recommendations for advancing this work.

01

Purpose



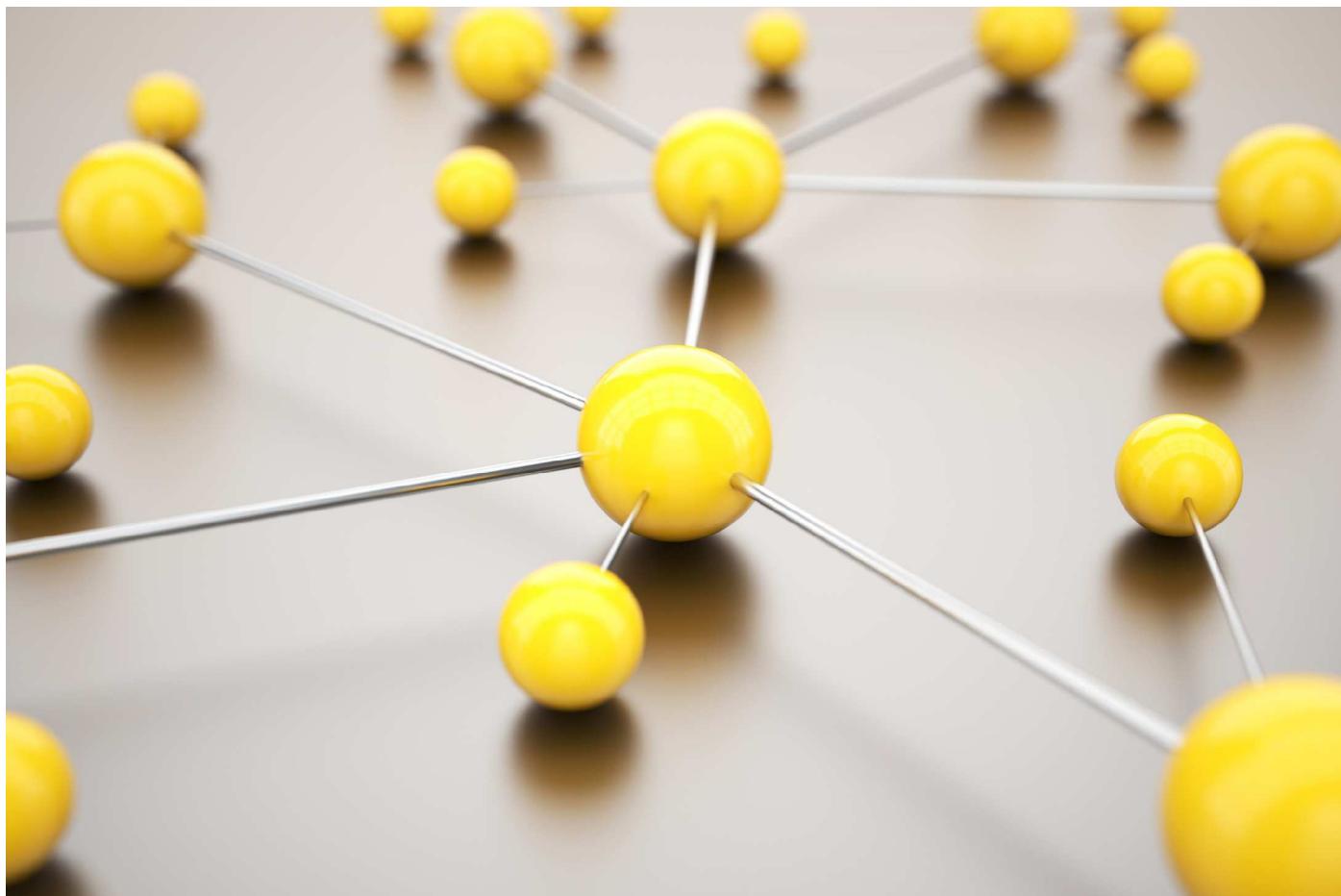
Purpose and focus from SECAS & KF

Identifying a network's purpose is a critical first step in developing and implementing a network strategy.

Networks can have a wide range of purposes that can include:

- Sharing: disseminating content, tools, and practice
- Discovering: developing an understanding of a problem
- Developing: researching and developing solutions to a defined problem
- Delivering: supporting adoption and implementation of new solutions
- Scaling: expanding proven solutions to more people and places.

We can identify an existing network's purpose by exploring the network members' current activities, the focus of their efforts, and the outcomes of their current partnerships. These can all provide insight that can help determine if the current purpose needs adjustment or reinforcement to move toward long-term collaboration and impact.

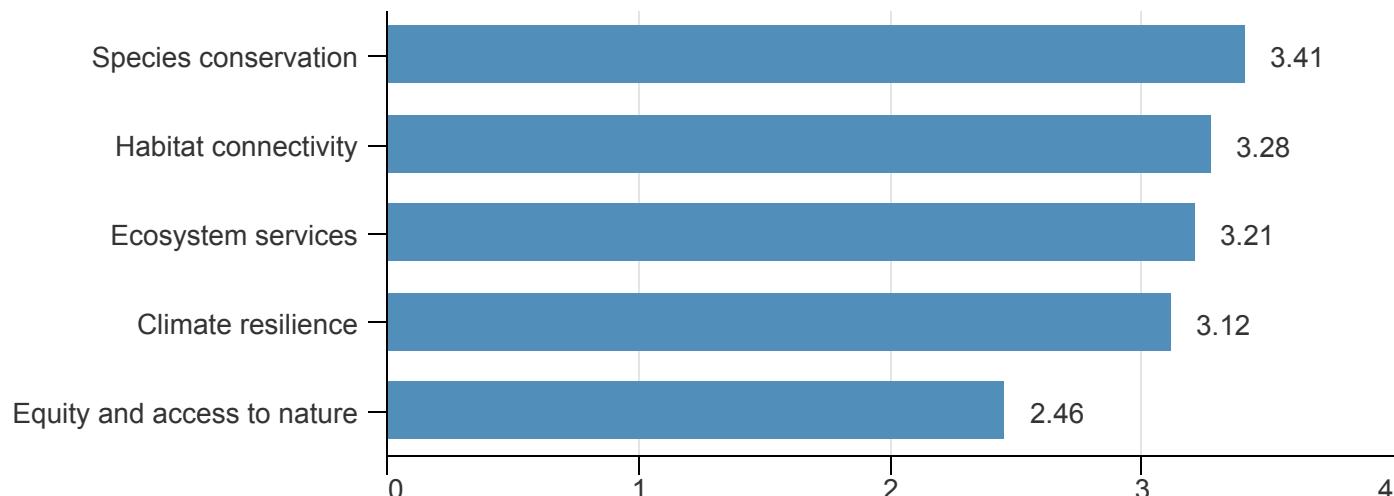


Issue Areas

Species conservation & biodiversity are important among members of both networks, whereas human issues (e.g., health and access to nature) were less common in both networks.

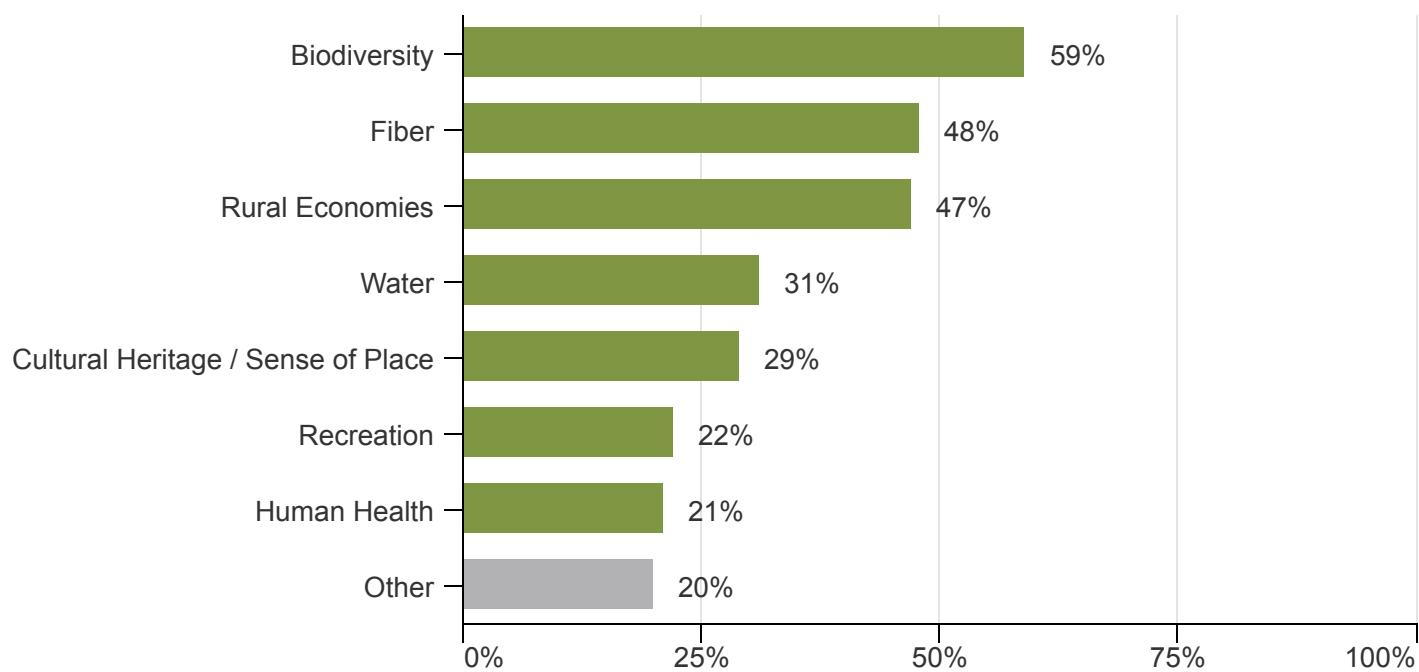
SECAS

Q: Specific to the work of your organization, how important are the following conservation issues?



Keeping Forests

*Q: Indicate which Southern landscape issue(s) is the focus of your relationship with this organization.
(Please select all that apply)*

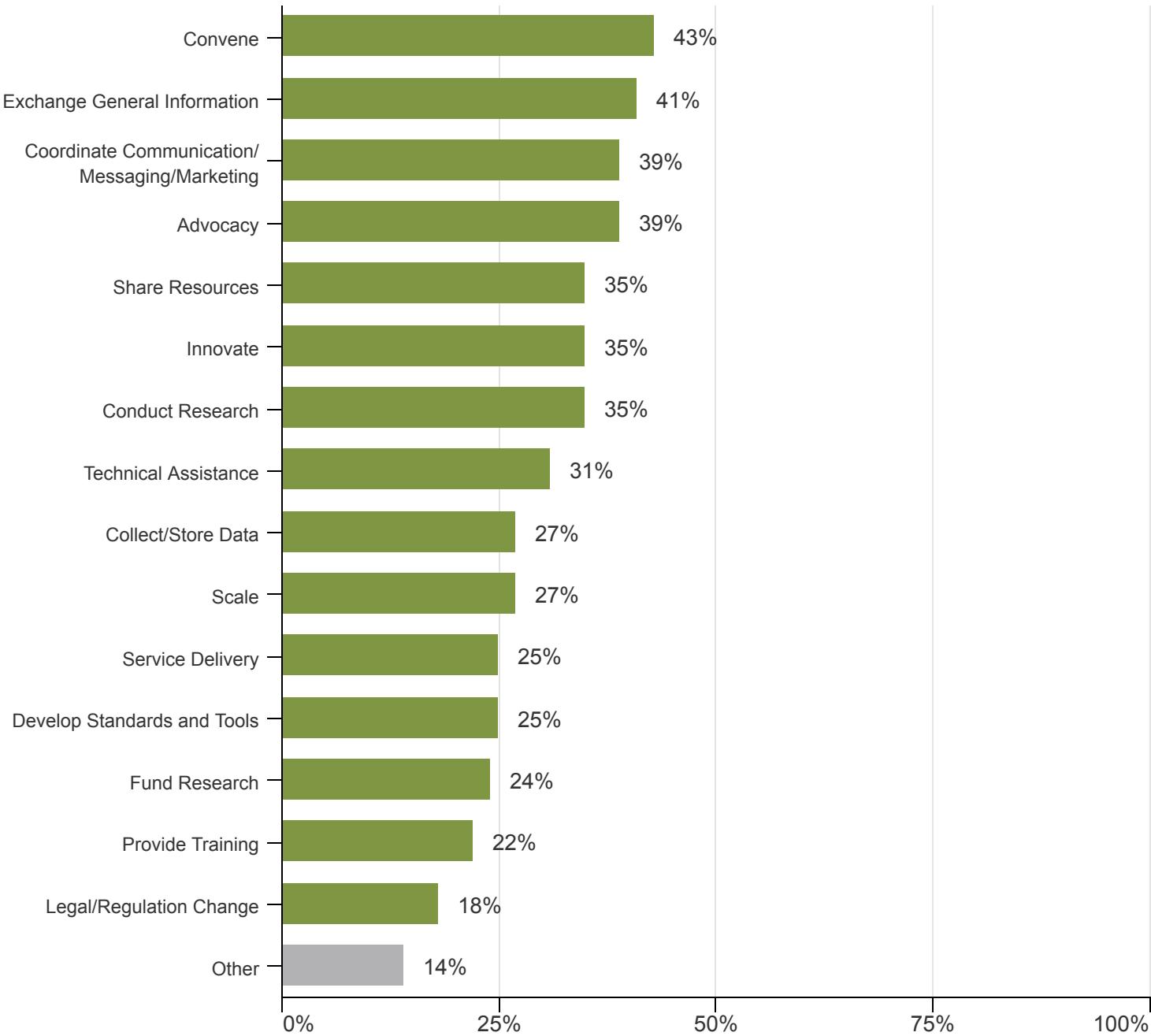


KF Relational Activities

Members most commonly reported network-building and information-exchange focused activities with their partners. These activities are often associated with network development and formation. The least common activities included legal/regulation change, training, and funding research. As the network develops, relationships may shift focus from network building towards more substantive domains.

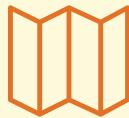
*Q13: What kinds of activities does your relationship with this organization entail?
(Please select all that apply)*

n = 911 relationships reported for this questions



SECAS Program Engagement

The chart below shows the SECAS programs that members in the SECAS network analysis reported being engaged with and those that members reported interest in for future engagement.



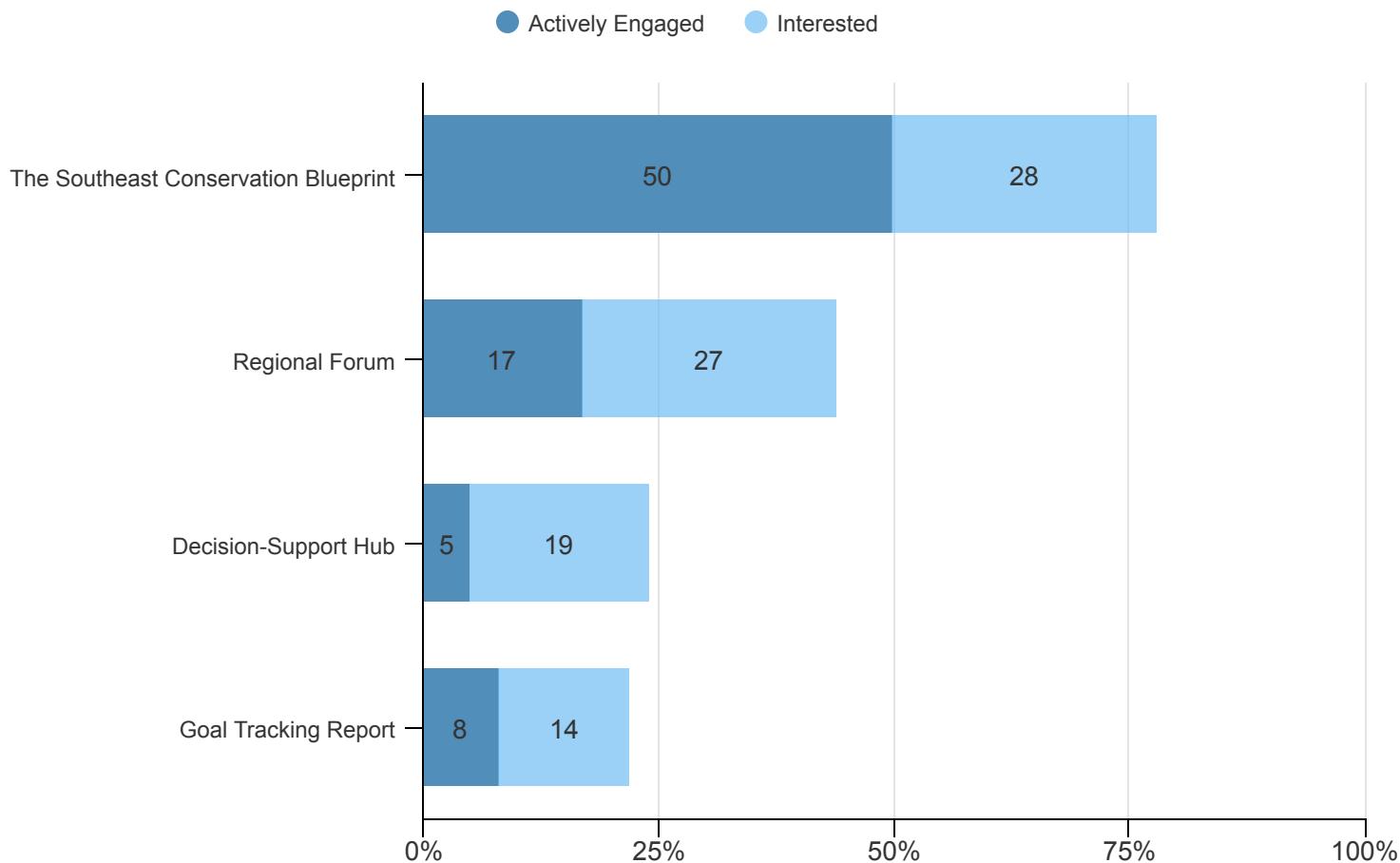
Most commonly, members are engaged with the Southeast Conservation Blueprint. This program also has the most interest for future engagement.



The Regional Forum also holds a lot of possibility for future engagement. Almost as many members reported interest in engaging with the Regional Forum as the Southeast Conservation Blueprint.



The decision-support hub and goal tracking report were less frequently selected as programs that members are engaged in or interested in for future engagement. Further exploration can highlight whether organizations are aware of these programs and if any adjustments might make them more accessible for future engagement.

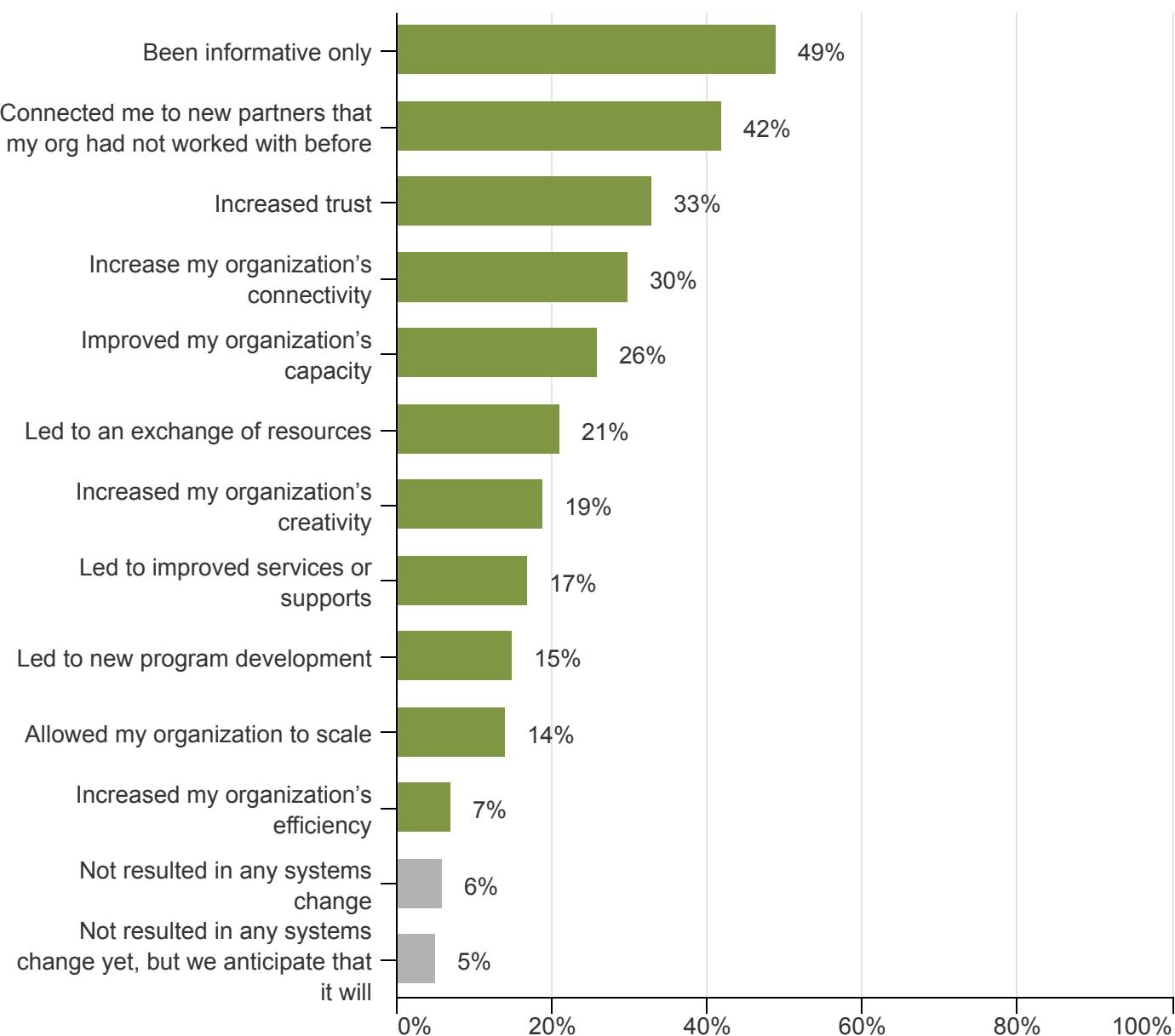


KF Perceptions of Success

One way of identifying a network's success is by asking members of the network to report on the outcomes of their partnerships. In the Keeping Forests network, members reported common outcomes, including: convening, exchanging general information, coordinated communication, and advocacy as the most common outcomes of their partnership relationships. Increasing efficiency, allowing organizations to scale, and new program development were among the least common outcomes.

Q15: *This relationship has: (Please select all that apply)*

n = 893 relationships reported for this question



Purpose Summary

Issue Areas

Members of both networks prioritize ecological conservation but engage less with social/cultural issues. Their complementary focus—SECAS on species/habitat and Keeping Forests on fiber/rural economies—creates an opportunity for integrated landscape approaches. SECAS's structured conservation framework could be leveraged alongside Keeping Forests' strong stakeholder engagement, combining technical conservation resources with relationship-building strengths.

Program Engagement and Relational Activities

SECAS network analysis findings highlight that the Blueprint is the primary engagement tool, with 50 active users, while the Regional Forum shows strong interest (27 interested vs. 17 active). Equity & Access emerges as a high-potential resource area despite lower current engagement. Activity is concentrated around Biodiversity, Fiber, and Rural Economies, suggesting opportunities to build capacity in underutilized but important areas, connect organizations working on shared priorities, and enhance cross-organizational coordination. These insights could inform efforts to bridge different organization types around key issues.

The Keeping Forests Analysis highlights that members are most frequently engaging in a subset of activities, focused on network-building and information-exchange with their partners. These activities are often associated with network development and formation and highlight a key purpose in this work: building strong networks.

Success: Relationship Outcomes

The Keeping Forests analysis also included a question to learn about some early perceptions of the network's success based on the outcomes of each member's relationships. These outcomes indicate that most frequently, relationships in the network have been informative, connected members to new partners, and increased trust. These are common early outcomes as networks develop and indicate development of shared partnership infrastructure. As with relational activities above, the relationship outcomes may move toward more substantive areas as the network develops and members have the needed infrastructure to partner on things like shared projects.

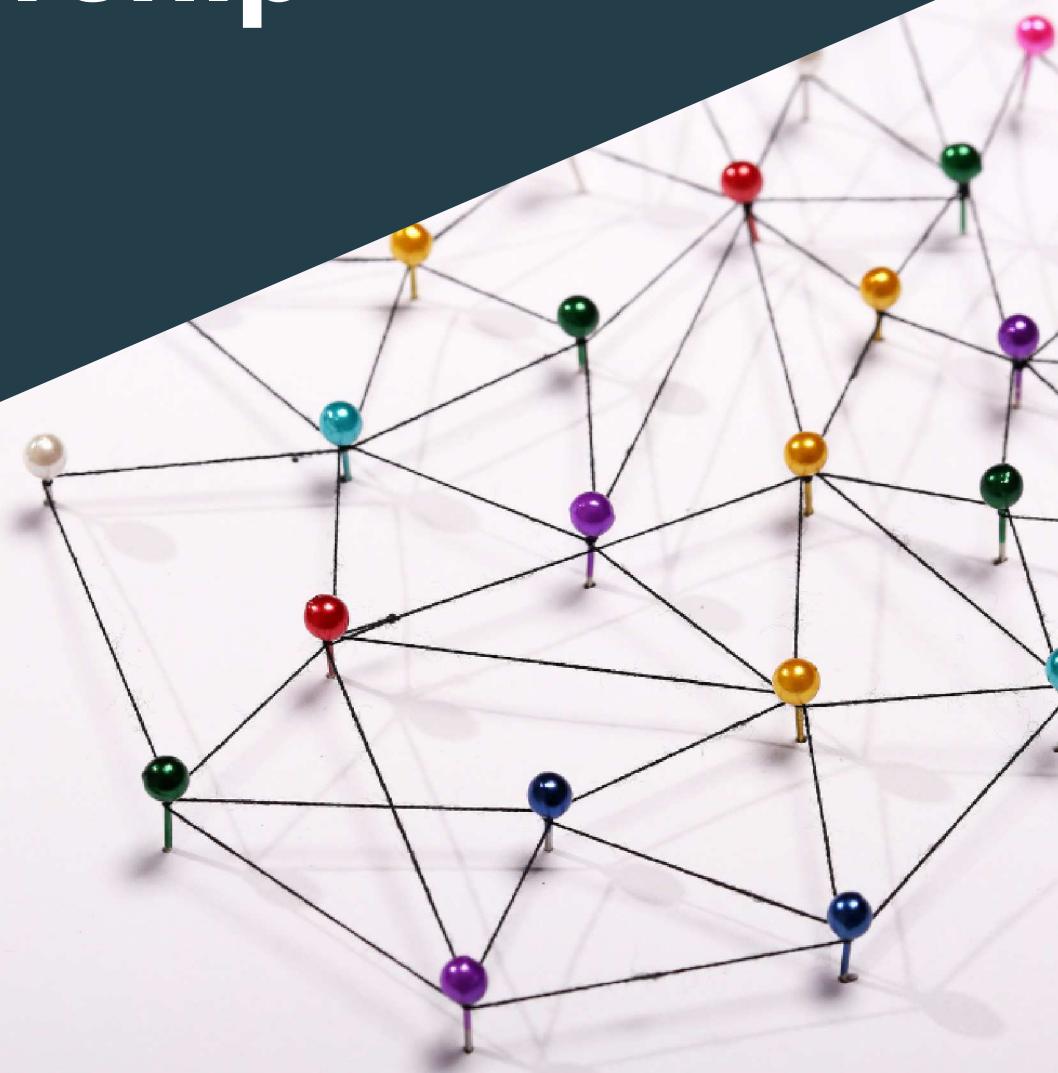
Questions to Consider:



- What is the primary purpose of the network (e.g., information-sharing, capacity-building, problem-solving, service delivery)?
- To what extent do members agree about the purpose of the network? What efforts would need to be made to bring members into alignment regarding purpose?
- What adjustments need to be made to current activities to align the network's efforts with its purpose?

03

Membership



Membership

Two separate social network analyses were conducted—one with Keeping Forests and the other with SECAS. Integrating these analyses involved building and examining a combined network. Below, we present an overview of the membership and connections in the combined network. In the pages that follow, we provide a breakdown of the organizations included in each of these networks and their characteristics. Assessing the current membership can be a useful tool for identifying and developing membership strategies for future network efforts.

The combined network:



559
Total organizations



1,457
Active connections



1.46
Average connections per organization



40.3%
Cross-sector connections

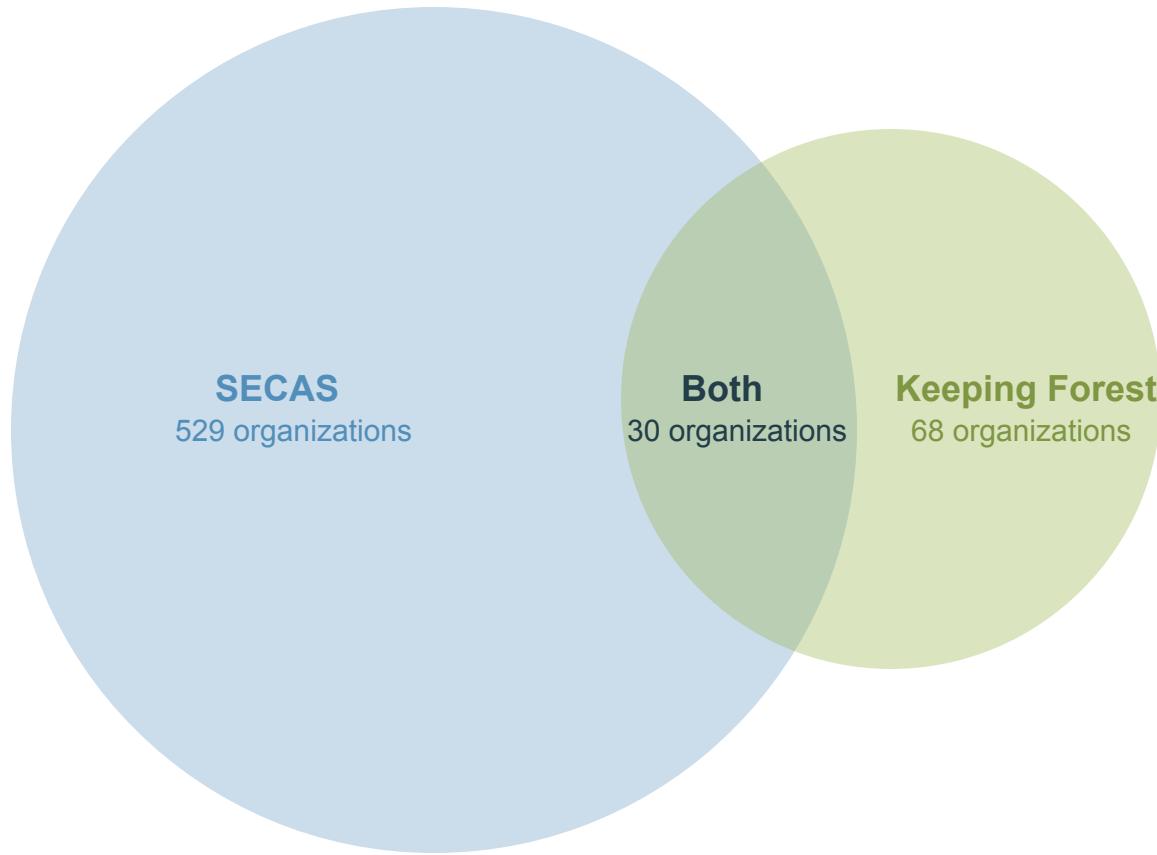
Questions to Consider:



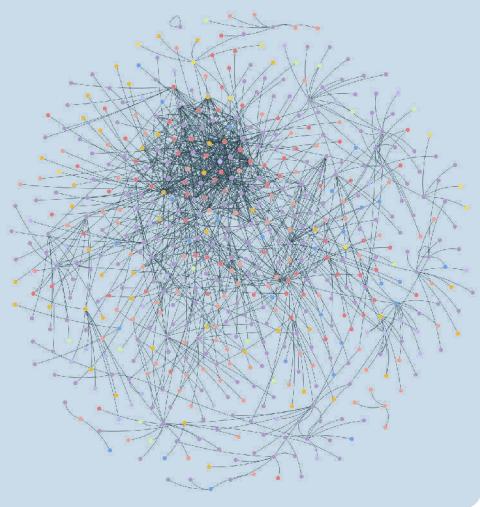
- Does the network currently have the right members?
- If not, which members are missing and what can be done to recruit them to the network?
- Are there any areas where additional/fewer members would help to strengthen the network?
- How does the membership composition relate to network goals and objectives?

Membership

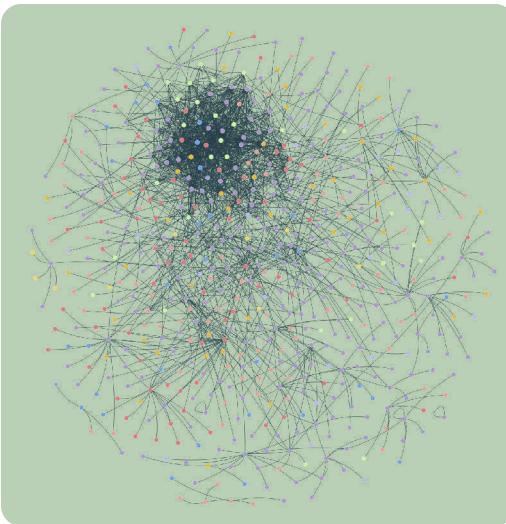
Overlap in members identified in each network



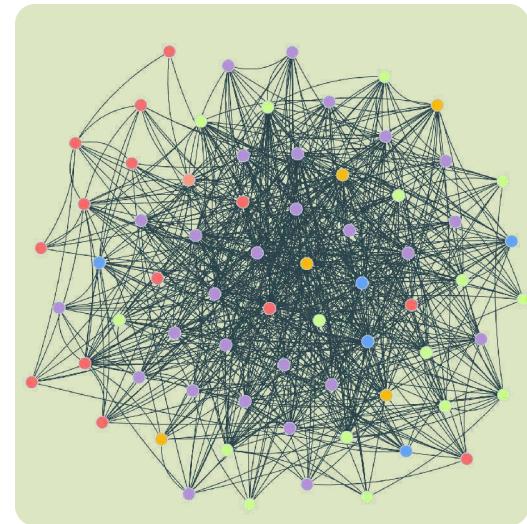
SECAS



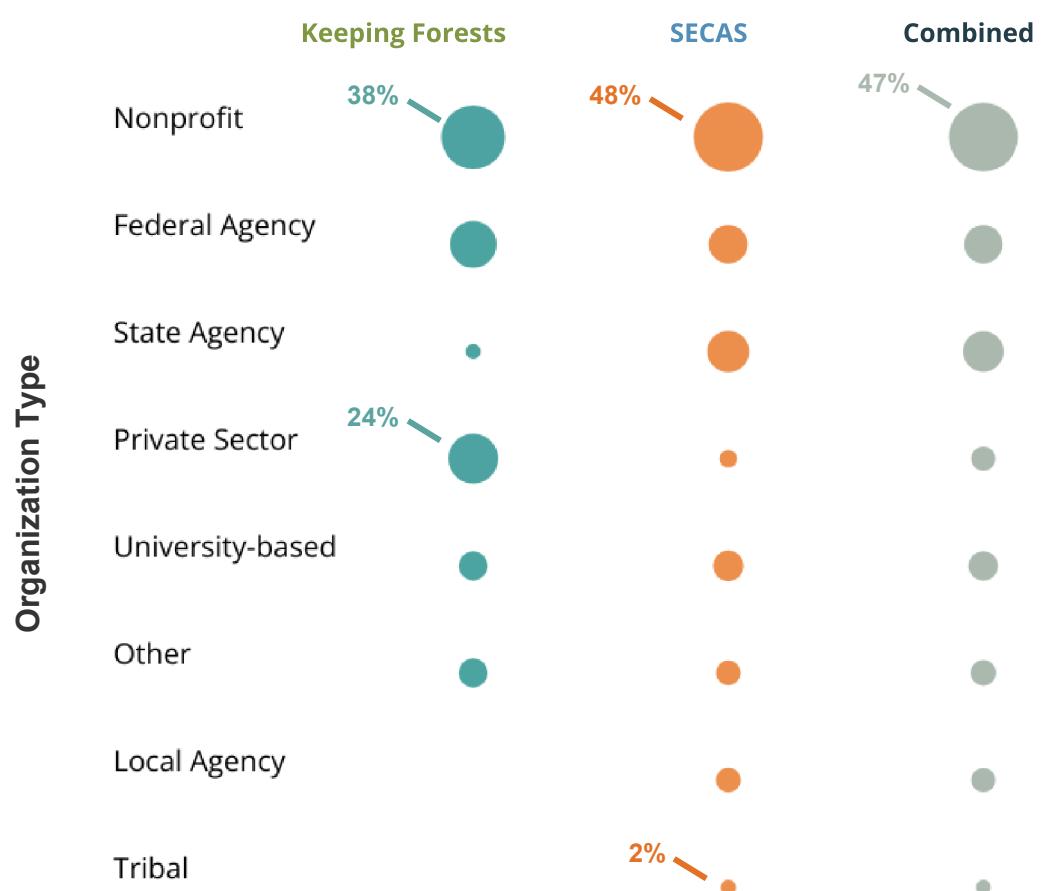
Combined Network



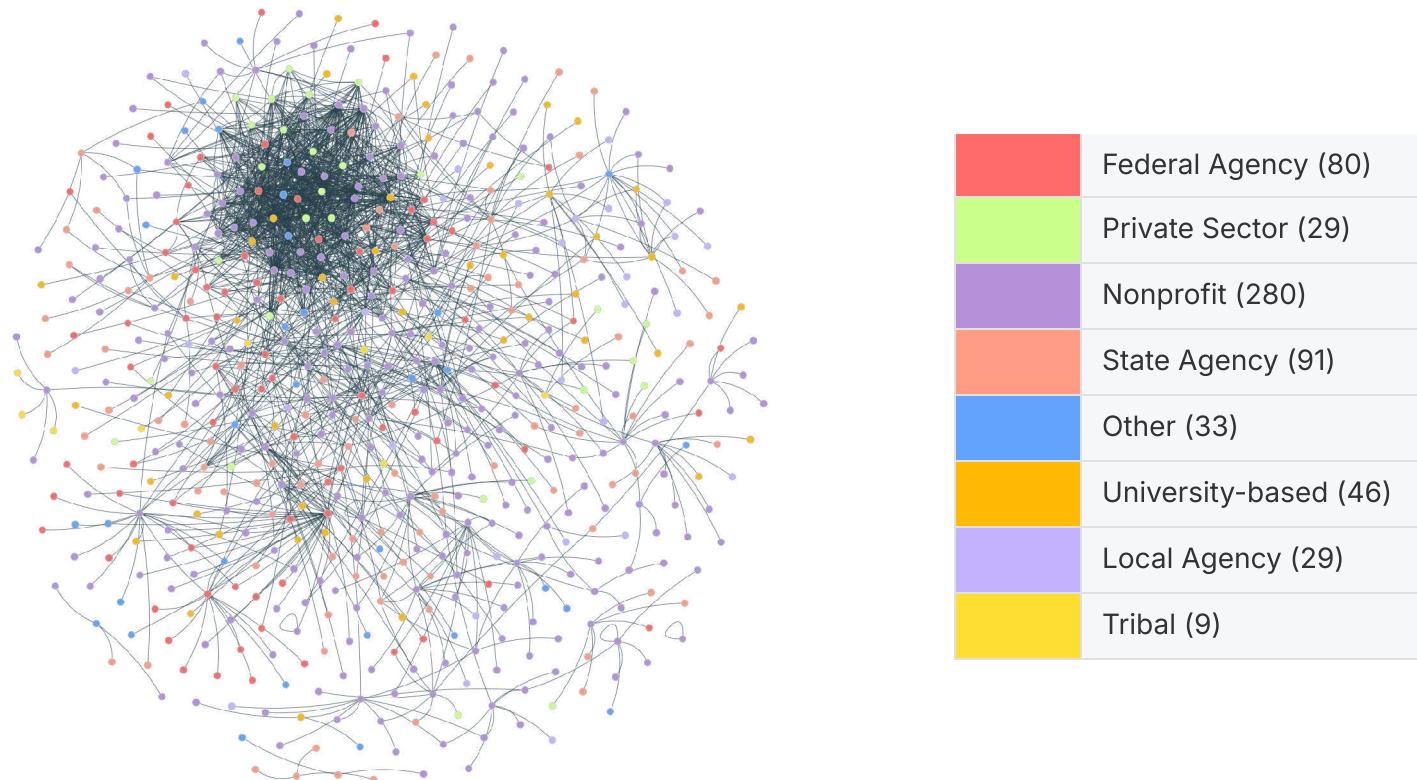
Keeping Forests



Network organizations and types



Combined Network Map, Colored by Organization Type



Network organizations and types

Average out-degree centrality by organization type

| Organization Type | Keeping Forests | SECAS | Combined |
|-------------------|-----------------|-------|----------|
| Tribal | 1.22 | 1.22 | |
| Local Agency | .69 | .69 | |
| Federal Agency | 9 | 3.49 | 3.46 |
| State Agency | 22 | .64 | .64 |
| Private Sector | 11.94 | 0 | 6.57 |
| Nonprofit | 16.11 | 2.73 | 3.22 |
| other | 24.60 | 1.21 | 4.76 |
| University-based | 31.4 | 4.24 | 4.24 |

Out-degree centrality refers to the number of connections an organization identified as partners in their survey response. **In-degree centrality** refers to the number of times an organization was selected as a partner in a survey response. The charts on this page show the breakdown of average in- and out- degree centrality in each network separately and when they are combined.

Average in-degree centrality by organization type

| Organization Type | Keeping Forests | SECAS | Combined |
|-------------------|-----------------|-------|----------|
| Tribal | 1 | 1 | |
| Local Agency | 1.10 | 1.10 | |
| Federal Agency | 17.07 | 4.09 | 4.13 |
| State Agency | 12.00 | 1.72 | 1.73 |
| Private Sector | 13.69 | 1.00 | 8 |
| Nonprofit | 18.55 | 2.37 | 2.95 |
| other | 14.80 | 1.29 | 3.33 |
| University-based | 13.40 | 2.46 | 2.46 |

Across both networks, university-based organizations reported a lot of connections. These organizations may be a useful example of successful outreach in conservation efforts.

Private sector and federal organizations were also selected frequently as partners. Private sector organizations may be an opportunity for developing more connections with those working in practice and implementation.

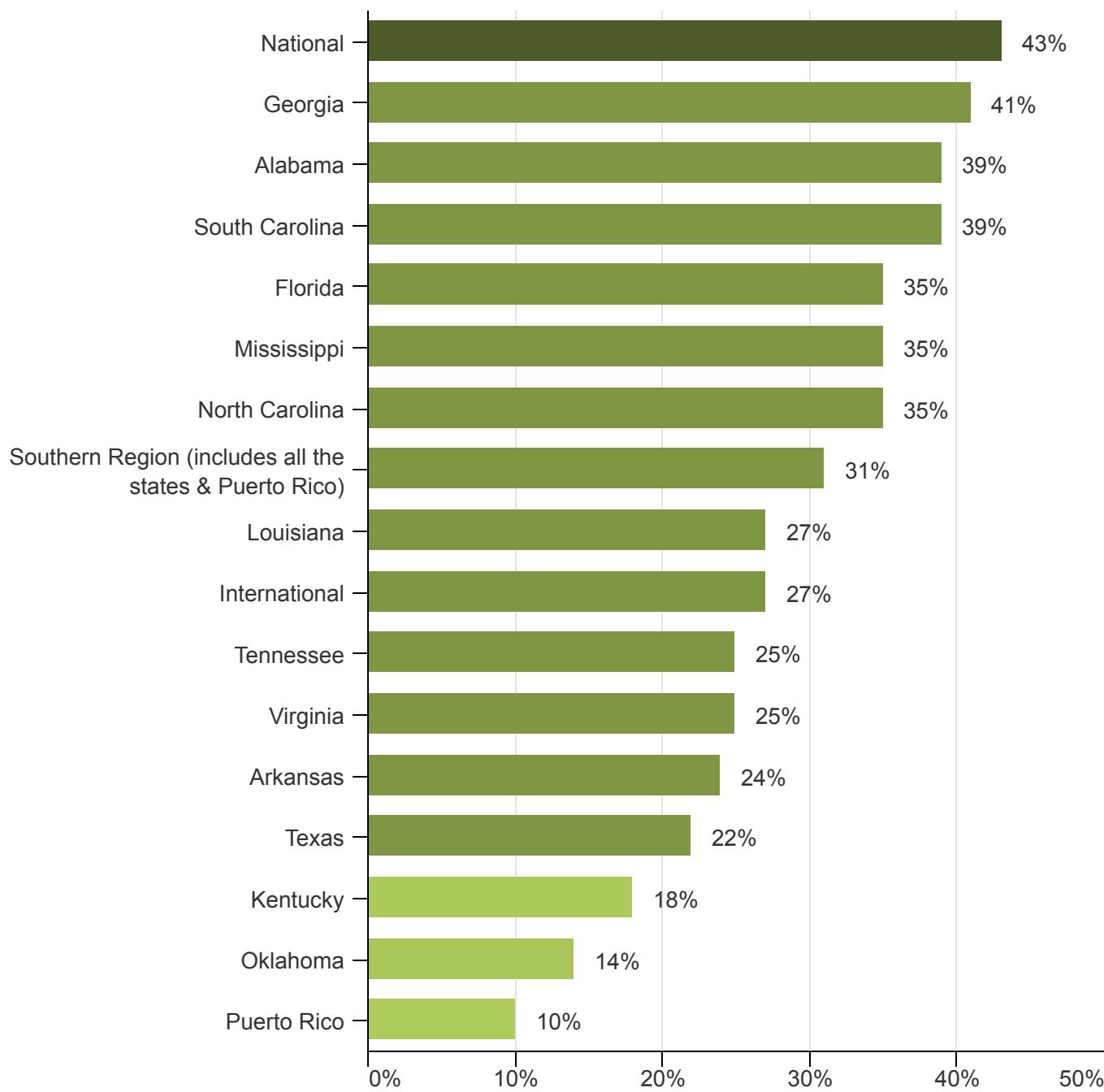
In general, the goal of network development is not necessarily to increase the degree centrality of all members, but to effectively use and integrate members in a way that takes advantage of the connections members already have.

Keeping Forests Geographies Served

The Keeping Forests network provides services across the southern region. There is no single state served by the majority of network members. Georgia, Alabama, and South Carolina were among the most served states. Kentucky, Oklahoma, and Puerto Rico were among the least served.

Q: *What geographical areas does your organization's work cover? (Please select all that apply; if you select "Southern Region" it includes all 13 states below it, and you do not need to select each state).*

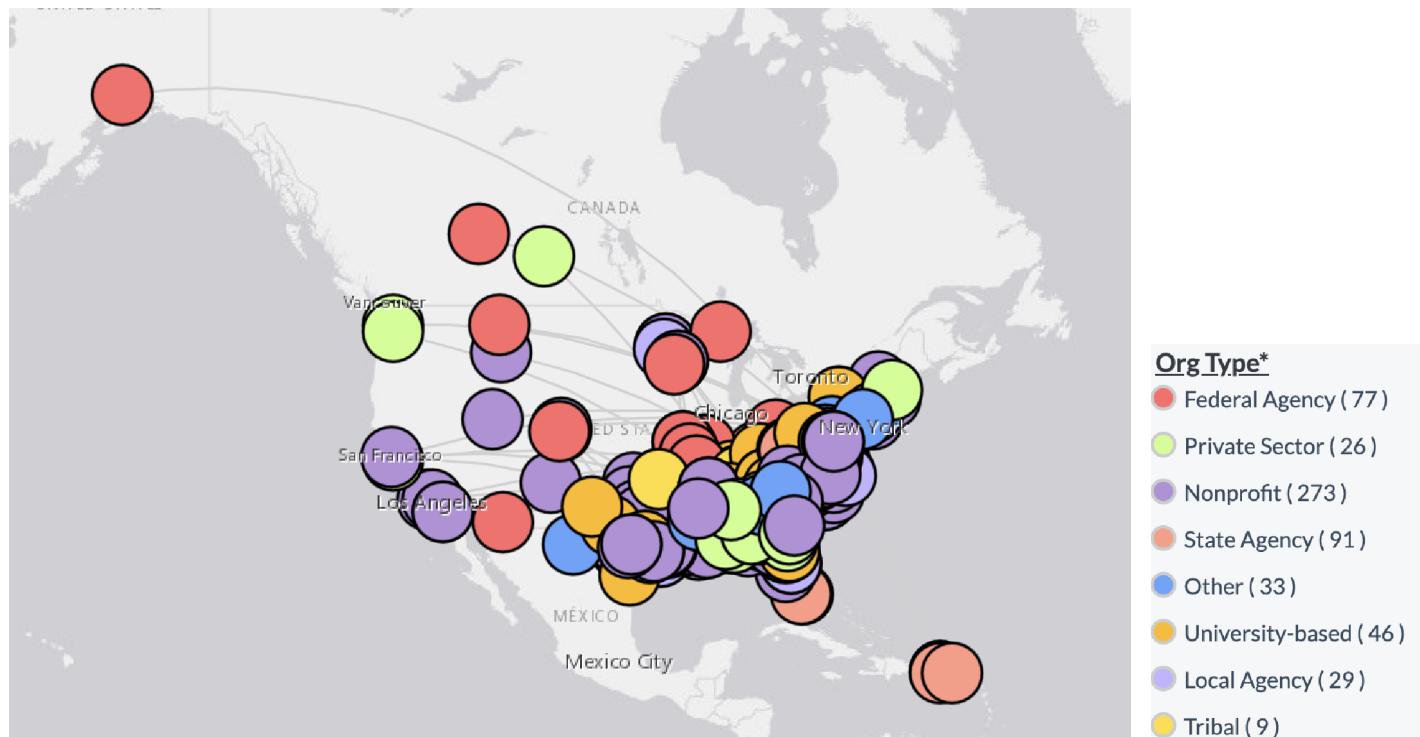
n = 51 respondents reported for this question



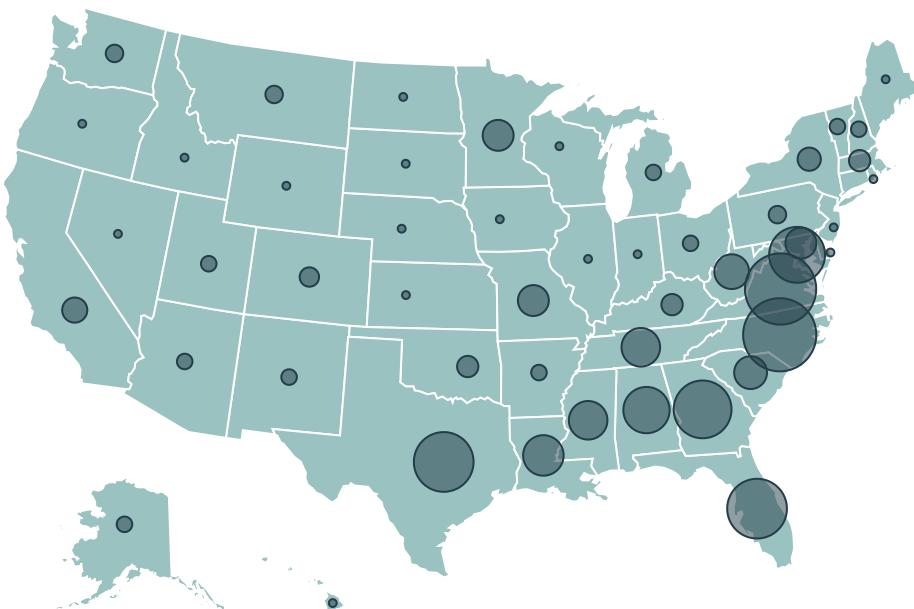
KF and SECAS Organization Locations

Organizations in the combined network are most concentrated around the southeastern United States, but the network also has representation from organizations throughout other parts of the US.

GIS Map of the Network, Colored by Organizational Type



State Representation in the Combined Network



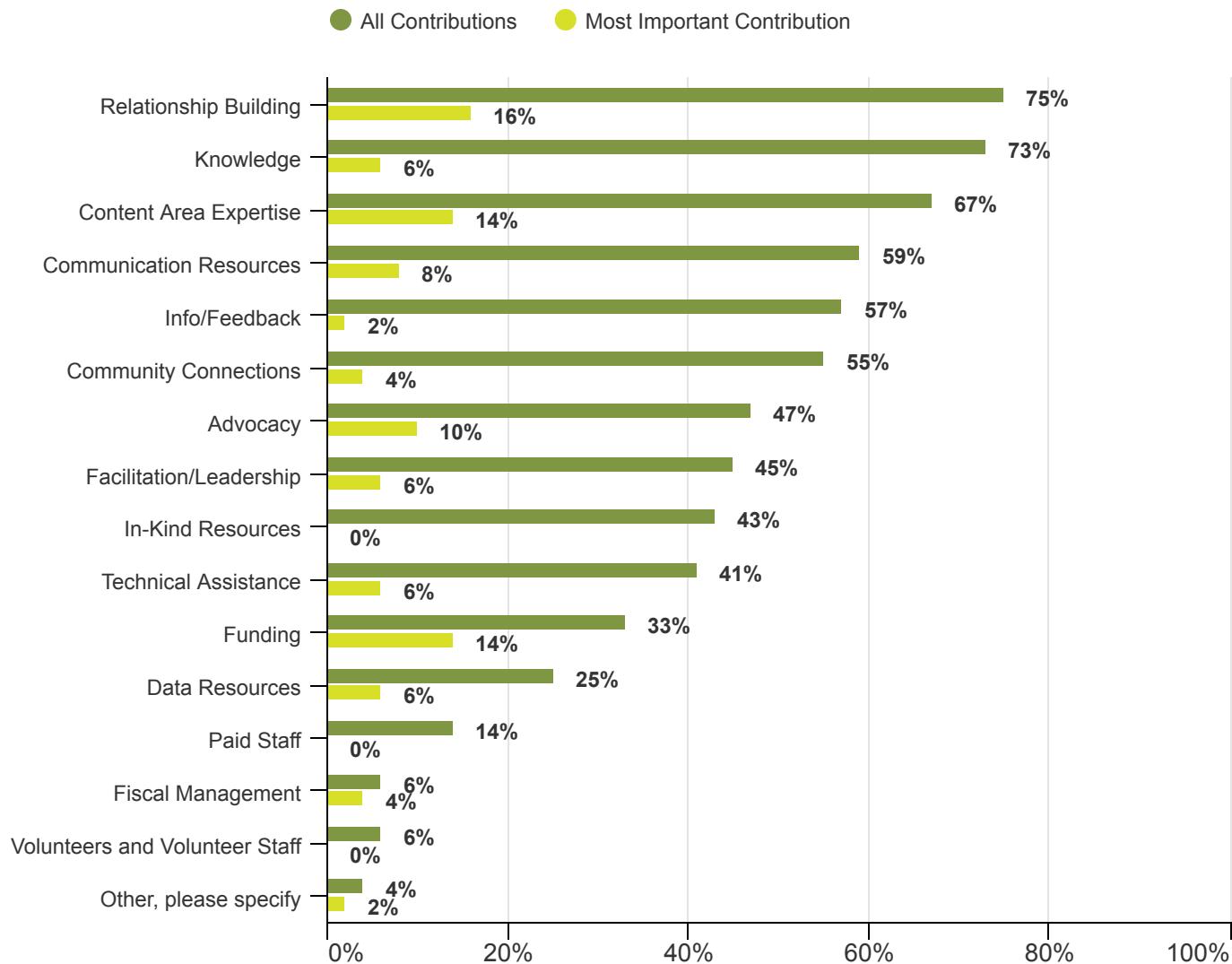
North Carolina, Virginia, and Florida were the states most represented in the network. Of the states in the southern region, Arkansas had the least representation in the network.

Keeping Forests Resource Inventory

Network members most commonly contribute relationship building, knowledge, and content area expertise, with relationship building also recognized as a key contribution for some organizations. In contrast, fewer organizations provide volunteers, fiscal management, or paid staff. While funding is not widely reported as a contributed resource, it is still considered one of the most important contributions alongside relationship building and content area expertise. [You can view a full inventory of the network's resources here.](#)

Q8: Leveraging resources is a key function of a network. Please indicate what your organization contributes, or can potentially contribute, to our network's goals to catalyze market-based forest conservation solutions that help private landowners keep forests as forests. (Please select all that apply)

Q9: Of the resources you chose, which is the most important contribution your organization provides?
n = 51 respondents reported for these questions



Other, please specify (2)

1. Targeted funding support - not able to write checks on an annual basis, but can help with financial support from time to time
2. We know Texas water issues. We love to talk about it and help connect folks

Summary: Resource strengths & gaps

We only had data about resource contributions for the organizations from the Keeping Forests network. Future work to mobilize network resources may start with a capturing some additional data from organizations outside of the Keeping Forests network. Assessing the types of members in the network can also provide an indicator of network resources (e.g., specialized knowledge or skills within a specific field).

Resource strengths:

- Within the Keeping Forests network, many organizations were able to contribute resources related to network development (e.g., relationship building) as well as knowledge and content expertise. These resources can serve as a strength in developing a strong network and basing its efforts in the expertise of members.
- The size and diversity of the combined network may also serve as a strength. A wide range of organizational types and foci are included. This diversity can be useful for seeking out resources from members in the future and network leadership can help members to connect to others with needed resources for mutual benefit.

Resource gaps:

- Within the Keeping Forests network, very few organizations were able to provide the following resources: volunteers, fiscal management, and paid staff. Efforts to bring new organizations into the network may focus on those that can bring priority resources.
- Ensuring representation across types of organizations ensures a diversity of skills and knowledge in the network. There were very few tribal organizations included in the network (there were none in the Keeping Forests network and only a handful in the SECAS network). Tribal organizations may be a priority for network recruitment efforts.

Questions to Consider:

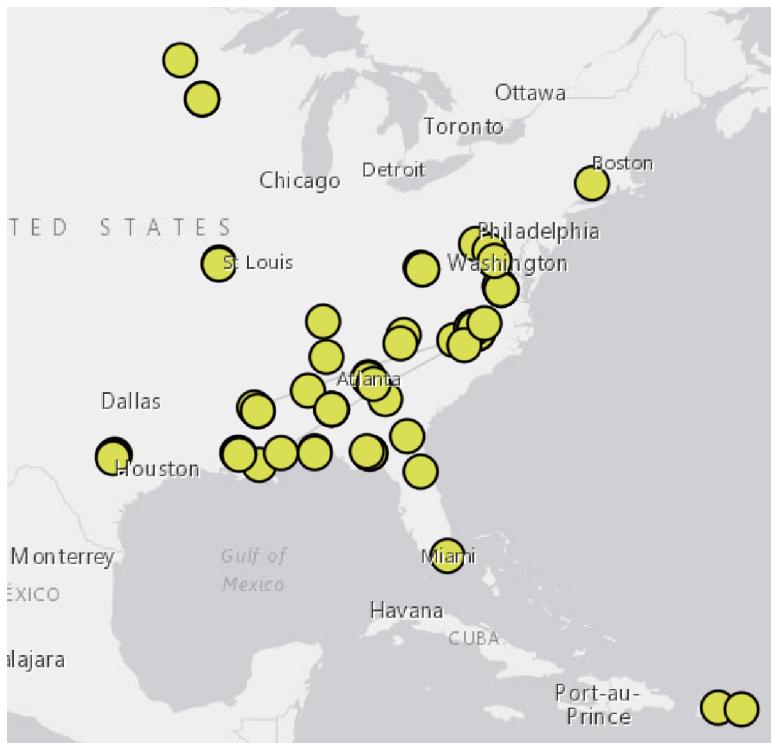
- Are there any resources that are overrepresented by partners?
- What resources are underrepresented or not represented at all? Why is that the case?
- What steps could be taken to acquire resources either through a new organization or an existing organization?



Connections Among Members

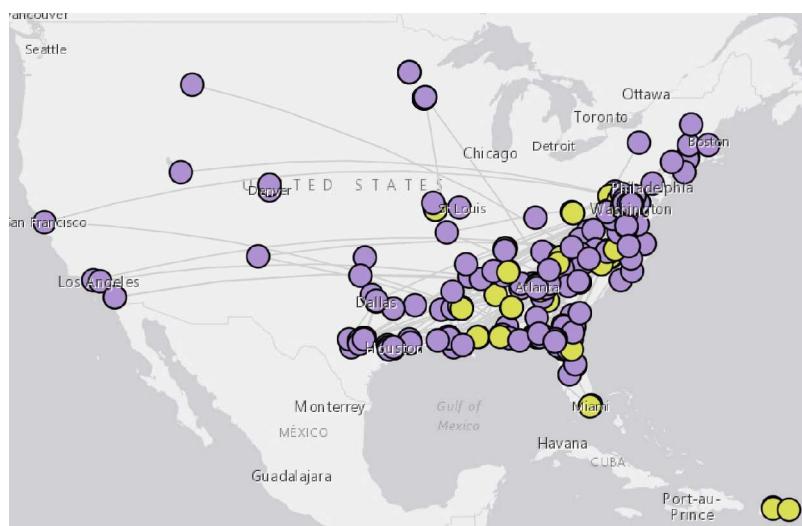
Most state agencies are not connected to other state agencies but nonprofit organizations serve as a bridge between states. The first map below shows each state agency in the network and the connections among them. The second map below shows state agencies and nonprofit organizations in the network. Exploring the network by organization type can help to see where there may be gaps and strengths in the network. In this case, nonprofits can serve as a bridge between states.

State Agencies in the Combined Network



State agencies comprise 91 of the organizations in the network. There are only 16 connections among them. This may limit sharing state-level strategies supporting the southeast. Seventy-two state agencies have no connections with another state agency.

State Agencies & Nonprofits in the Combined Network



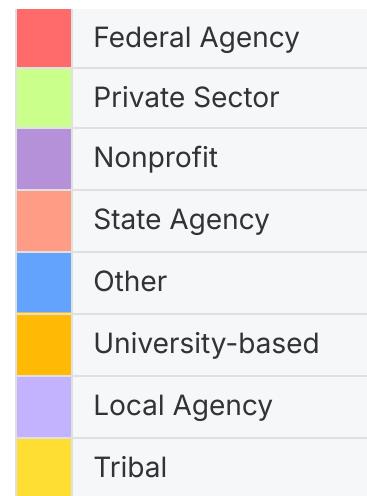
When we add nonprofit organizations into the network of state agencies, we increase the number of members to 364. Of those, 56 organizations are isolated. Nonprofits can serve as connectors to bridge between state agencies and may facilitate movement of information and strategies across the southeast.

Connections Among Members

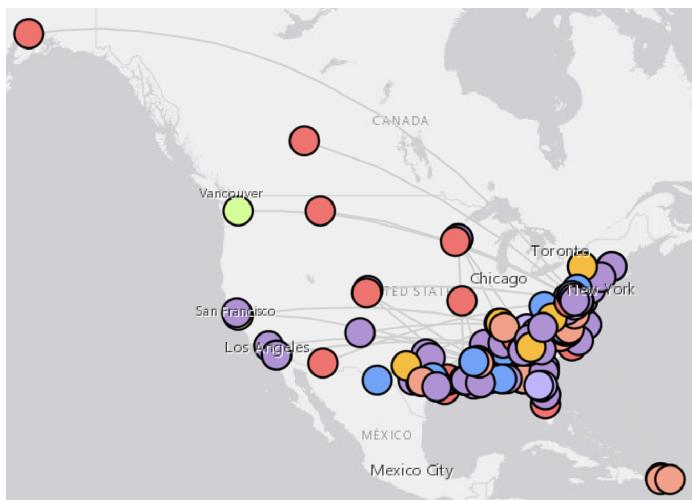
Within the SECAS network, responding organizations identified the issues their relationships focused on. Each of these specific issue areas can be explored as a sub-network of its own, containing only the organizations and relationships focused on that issue. Of these individual networks, the one focused on cultural resources is the smallest and the one focused on species conservation is the largest. Further exploration of each network can help identify key players and spatial distribution of organizations and relationships for each issue area.

Breakdown of SECAS Issue Area Sub-Networks

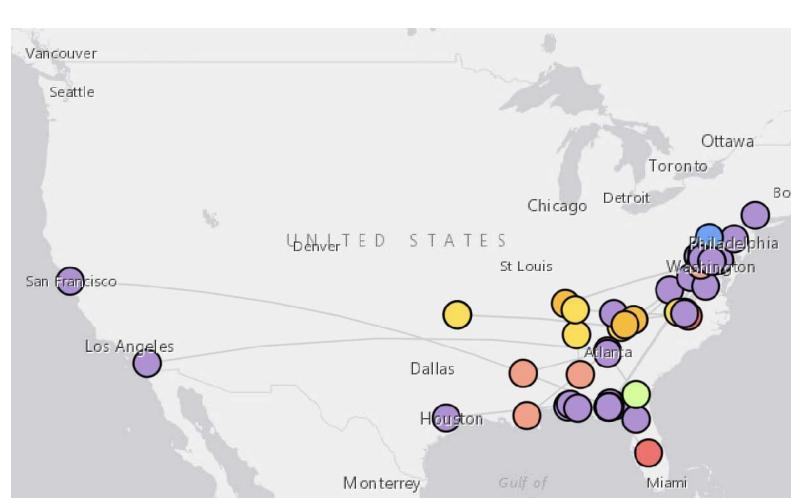
| Issue-Focused Sub-Networks | Nodes | Relationships |
|-----------------------------|-------|---------------|
| Climate resilience | 145 | 132 |
| Cultural resources | 64 | 49 |
| Ecosystem services | 195 | 185 |
| Equity and access to nature | 106 | 87 |
| Habitat connectivity | 227 | 237 |
| Species conservation | 235 | 280 |
| Working lands | 184 | 189 |
| Other | 52 | 45 |



Species Conservation Sub-Network



Cultural Resources Sub-Network



Sub-networks within the SECAS network reveal differences in the composition of members and the density of relationships. Although the species conservation sub-network is the largest sub-network, it only has one tribal organization within it. Conversely, the cultural resources sub-network has the greatest concentration of tribal organizations and a tribal organization is the most connected member of the sub-network.

03

Governance



Network Governance

Developing a governance plan is a critical part of building any network. Key components of this process include making decisions about the network's overall governance and identifying network leaders. Below, we define some of the key considerations for both of these domains. In the pages that follow, we focus on the combined data that speaks to leadership identification in this network.

Governance considerations:

- **Decision-makers:** A key aspect of governance is identifying who will decide what the network does and does not do. Some ways networks identify decision-makers include backbone organizations, a lead organization, a board, network members, external stakeholders, or network funders.
- **Decision-making process:** The decision-making process deals with *how* decisions in the network are made. It can include consent-based decision-making, majority voting, external decision-making or decision-making by lead organizations.
- **Facilitation:** Network facilitation can be a critical part of the everyday governance of a network. Some options for facilitation can include using a hired facilitator, having members rotate facilitation duties, using a leadership team, a shared or distributed facilitation approach, or a backbone organization.
- **Communication structure & flow:** Communication is a critical part of governance for keeping members connected to shared work. Approaches to communication can be top-down, where one organization manages and filters communications, open, where all members can directly share with each other, or structured (using an email listserv, social media group, or other communication tool).
- **Conflict management:** Conflict management is crucial to maintaining successful collaboration among network members and advancing shared work. Some approaches network use to address conflict include a formal process (e.g., mediation), an informal process (e.g., members help each other work through conflicts), or an ad hoc process (e.g., conflict is addressed on a case by case basis).

Identifying network leaders (key players):

- **Based on structural position:** It can be helpful to engage members with an advantageous structural position as leaders. These members may be highly visible because they have a lot of connections overall. They may be well-connected to groups that are hard to reach or a priority for network engagement. They may be well-positioned to spread the word or mobilize members for action. All of these can be identified using structural network metrics.
- **Based on qualities:** Choosing leaders based on their individual qualities can also be valuable to the network. Members who have been identified to bring a lot of value to the network may have the expertise to drive the network's strategic efforts. Those that are highly trusted may be effective at mobilizing members around shared goals. Practical considerations, like organizations with time, resources, and willing staff may also be useful for identifying network leadership.

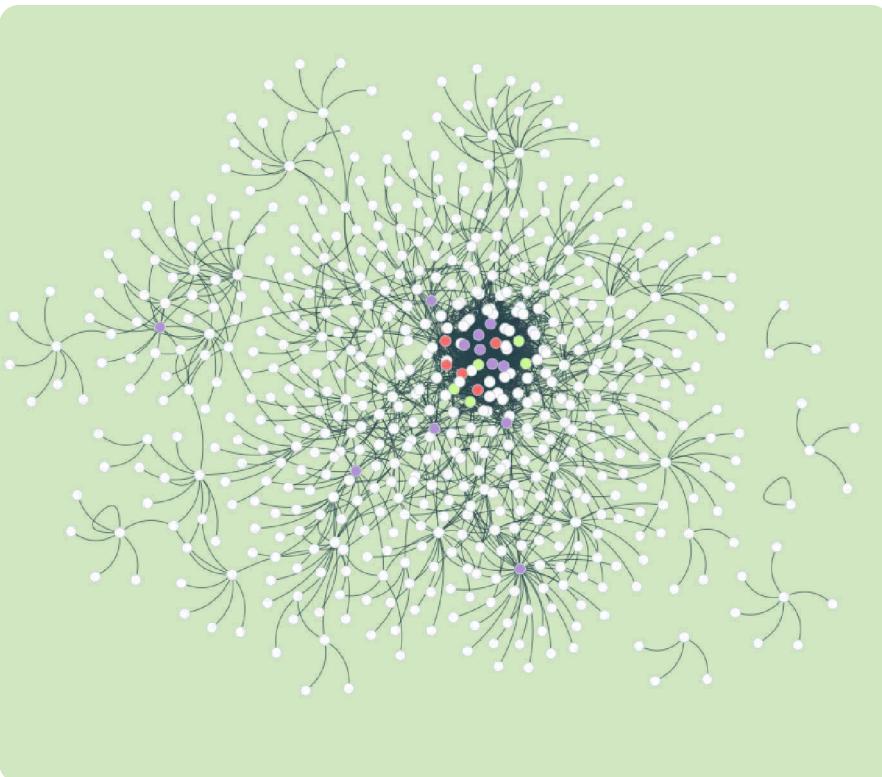
Questions to Consider:



- Who decides what the network will do?
- How do they decide?
- Who is responsible for implementing decisions?
- How is the network facilitated?
- How are challenges and opportunities managed?

Key players (structural)

Key players as identified by their structural position in the network were commonly government agencies, convening organizations, and large funders or other large non-profit organizations.



Cross-Network Influencers are organizations that are well connected across both the Keeping Forests and SECAS networks.

Strategic Brokers are organizations that hold brokerage positions between the two networks.

Well-Connected Organizations are organizations that have a high number of connections within each network and that were not identified as a key player using the other metrics.

| | |
|--------|-----------------------------|
| Red | Cross-Network Influencer |
| Green | Strategic Broker |
| Purple | Well-Connected Organization |

Cross-Network Influencers

1. The Conservation Fund
2. The Longleaf Alliance
3. The Nature Conservancy
4. U.S. Fish and Wildlife Service
5. USDA Forest Service

Strategic Brokers:

1. EPA
2. Keeping Forests
3. NCSU CNR
4. National Fish & Wildlife Foundation
5. SFI

Well-Connected Organizations:

1. U.S. Endowment for Forests & Communities
2. National Alliance of Forest Owners
3. Georgia Forestry Association
4. American Forest Foundation
5. Resource Management Service, LLC
6. Wildlife Mississippi
7. Natural Resource Conservation Service
8. Alachua Community Trust
9. Blue Ridge Conservation Alliance
10. Shortleaf Pine Initiative
11. Eastern North Carolina Sentinel Landscape Partnership
12. Gulf Coast Joint Venture

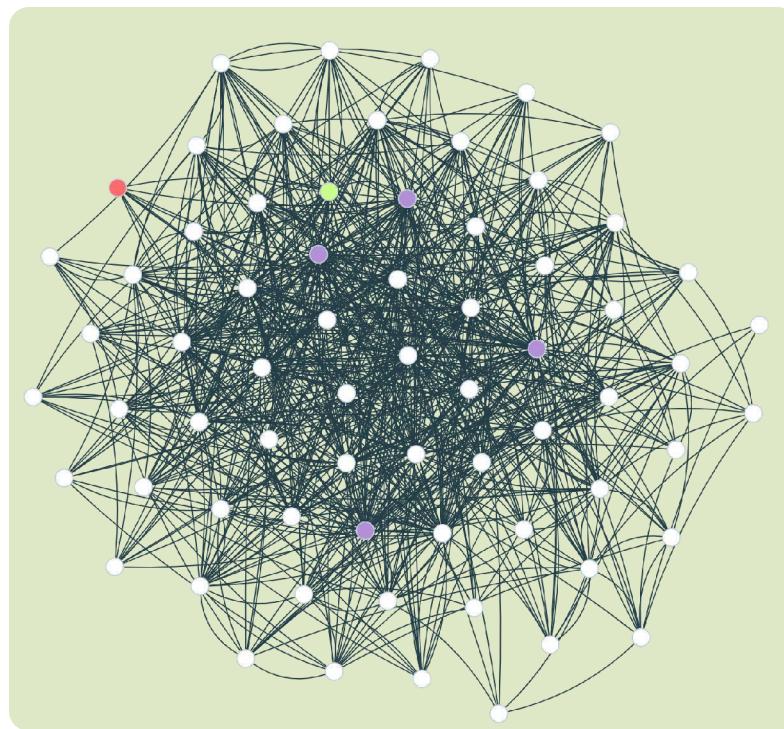
Key players (KF Trust & Value)

One way to identify leaders in a network is based on those members who are highly trusted or perceived to bring high levels of value to the network. In the Keeping Forests analysis, we assessed relational trust and value to identify members with these characteristics.

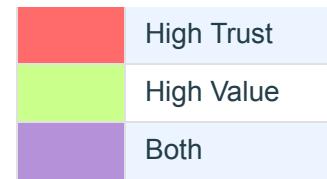
Relational trust refers to network member perceptions of trust in their partners (through reliability, shared mission support, and openness to discussion).

Relational Value refers to network member perceptions of value in the relationships they have (through power & influence, level of involvement, and resource contributions).

Network Map highlighting High Trust & High Value Members



Note: we only include the subset of nodes from the Keeping Forests analysis in this network map because trust and value were only assessed for this network.



Breakdown of Members with the Highest Trust & Value Ratings

| Organization | Status |
|-----------------------------------|-------------------------|
| Keeping Forests | High Trust & High Value |
| Georgia Forestry Association | High Trust & High Value |
| Kimberly Clark | High Trust |
| USDA Forest Service | High Trust & High Value |
| Southern Group of State Foresters | High Trust & High Value |
| Georgia-Pacific | High Value |

Governance Summary

Identifying leaders

Effective leaders should have cross-sector experience, a collaborative mindset, systems thinking ability, resource leveraging skills, and strong communication expertise. At the organizational level, ideal participants should demonstrate bridge-building capacity, a history of resource sharing, multi-scale work experience, innovation, and implementation capability. Additionally, engaging trusted leaders who add value to partnerships and are well-connected to underrepresented interests is crucial. As the project progresses, the committee will have the opportunity to explore network maps, including those with high connectivity, using the PARTNER ecosystem.

Governance Structure

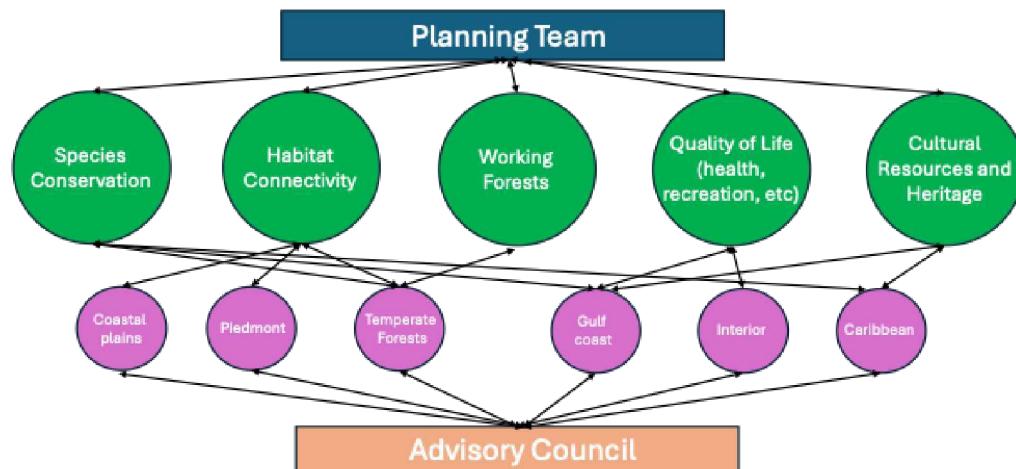
See Figure 1 below for an overview of a potential governance structure for the network. Network leadership should include a Planning Team of 7–9 members, comprising federal/state representatives, bridge organization leaders, content experts, implementation leaders, and a rotating peer consultant. Key roles within the leadership structure include decision-makers for strategic direction and resource alignment, facilitators for process management and relationship building, content experts for technical guidance, implementation leaders for on-the-ground execution and feedback, and peer consultants for practice-based insight and mentoring.

The broader network should be structured with core coordination, geographic implementation, thematic integration, and key operational elements. Core coordination would include a central backbone for support, shared services, resource distribution, and a communication hub. Geographic implementation would rely on regional coordination hubs, local teams, cross-region working groups, and shared learning systems. Thematic integration should involve issue-based working groups, cross-sector project teams, technical advisory committees, and practice communities. Operational elements would include regular convenings, a digital collaboration platform, resource-sharing mechanisms, and impact tracking systems.

Figure 1.

Southeast Landscape Network Governance Structure

(conceptual and hypothetical diagram)



04

Insights & Recommendations for Next Steps



Insights & Recommendations

Network Purpose

To align with its primary purpose, the network could focus on leveraging strong existing networks while building capacity in emerging areas. Equity and Access to Nature was rated as highly useful but remains one of the least active networks, highlighting the need for improved information and resource sharing. Complementary focus areas between SECAS (species/habitat) and Keeping Forests (biodiversity, fiber, and rural economies) suggest opportunities to integrate SECAS's structured conservation approach with Keeping Forests' stakeholder engagement. High-priority areas with strong sub-networks include species conservation, habitat connectivity, and ecosystem services, while emerging areas needing development include equity, access, and cultural resources. Key strategic questions include how to bridge traditional conservation with new priorities and ensure the network adds distinct value beyond existing partnerships.

Network Membership

The current composition of the network membership is skewed toward nonprofit organizations and has very little tribal organizational representation. To ensure appropriate network membership, network leaders can assess whether the current organizations in the network are sufficient for connecting with the communities they represent (geographically and topically). Another priority for curating effective network membership is to assess needed and available resources. Using the resource inventory from the Keeping Forests analysis, network leaders can determine which resources are most relevant for advancing the network's goals and work to bring together organizations that have those resources available.

Advisory Council and Planning Team

We recommend that the advisory council and planning team take a three pronged approach: strengthening equity and access, leveraging complementary focus areas, and establishing clear implementation steps.

1. To advance equity and access, the network should create a dedicated working group, pair experienced organizations with new entrants, develop shared success metrics, and initiate pilot projects in high-priority areas.
2. To integrate SECAS's species conservation expertise with Keeping Forests' focus on working forests and rural economies, formal bridge mechanisms, joint projects, shared engagement strategies, and common measurement systems should be developed.
3. Implementation steps include quarterly joint planning meetings, a shared resource database, cross-network project teams, and regular impact assessments.

Key facilitation questions should guide efforts to leverage strong networks, bridge conservation with emerging priorities, and ensure the network adds distinct value beyond existing partnerships.

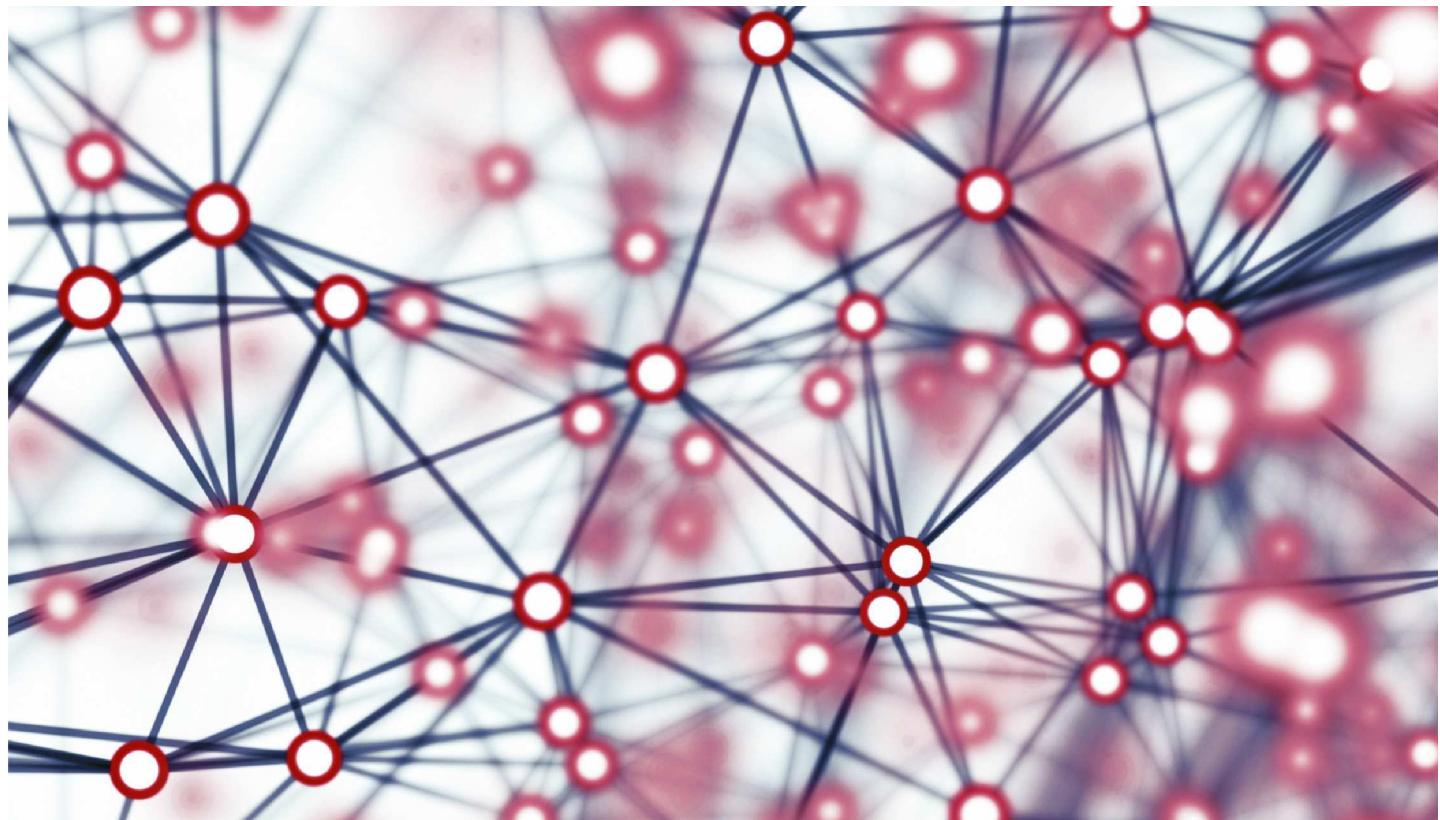
Insights & Recommendations Cont'd

Recommendations for greater scale of adoption and dissemination

To scale adoption and dissemination, engagement efforts should focus on tribal organizations, local agencies, the private sector, and state/local agencies.

For tribal organizations and local agencies, participation funding, dedicated governance seats, specific engagement protocols, meaningful decision-making roles, and technical assistance support should be provided. The private sector can be engaged through clear ROI metrics, public recognition programs, access to decision-makers, streamlined participation options, and early input on policy and planning. State and local agencies would benefit from geographic sub-networks, implementation resources, shared success stories, peer learning communities, and shared funding strategies.

Additionally, the network should use analysis results to engage connected groups within the Keeping Forests and SECAS networks, expanding outreach through their existing partners. Strategies should prioritize recruiting tribal organizations and private sector members to diversify perspectives, developing targeted outreach for underrepresented local agencies, leveraging federal agencies as engagement bridges, and creating a structured onboarding process to help new members integrate quickly. Forming sector-specific working groups could further strengthen internal connections and collaboration.



Insights & Recommendations Cont'd

Continue to use the PARTNER CPRM™ platform to identify insights

Continue to explore your network using the analyzer tool:

- Try filtering the network by different types of activities to see how its structure differs when members are working on different activities. Filter by network membership (Keeping Forests or SECAS) to identify how the network looks different across the two original network studies.
- Use the Key Player analysis tool to learn more about structurally important network members as you filter and explore the network.
- Identify nodes with high centrality (connectedness), trust, and value scores using the Network Scores tool. You can sort by each of these metrics.
- Create cross-tabs of survey questions and member attributes using the charts and tables function in the analyzer.
- Use the GIS mapping tool to filter and color-code the network within geographic space. Identify how the network's membership, focus, and activities differ across geographies.
- Explore node- and network-level metrics in the network metrics section. This can be helpful for further identifying nodes with high scores or those that could benefit from additional engagement

Explore member profiles to learn about individual organizations: These profiles provide an individualized report about the network tailored around each network member. They are a good way to explore individual members' responses to key questions from the survey and to compare individual responses to responses from other members of the network.

Build dashboards to highlight key data points: Dashboards show live graphs of the data captured through the platform and can be helpful when highlighting or sharing a few key data points. Network maps, charts, and graphs can be saved from the analyzer and then included in the dashboards. You have the option to make these dashboards public and to share them with others via a URL.

Reach out with questions:

- If you'd like to know more about continuing to use the platform to explore your network's data, please reach out to jenny@visiblenetworklabs.com. We can help think through how to use the platform's tools to identify a wide range of insights.
- Members of the planning committee have logins to access the platform. If you run into any issues logging in or are not sure if you have a log in as part of this project, please reach out to support@visiblenetworklabs.com.

The 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.

