

A Community Capitals Approach to Extension Networks and Partnerships

Resources for leaders to engage year-round in better understanding, developing, and leveraging community capitals, university-community networks, and partner relationships

JCEP Extension Leadership Conference, Savannah, GA, February 18-20, 2025

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Introduction

By design, Extension engages with local, state, national, and international partners. These include:

- government agencies
- educational institutions
- businesses
- non-profit and philanthropic organizations
- faith-based entities
- neighborhood groups
- campus colleagues

Strategically investing in these formal and informal university-community relationships benefits individuals, families, businesses, and communities.

Various disciplines conceptualize university–community engagement through overlapping terms such as community partnerships, civic engagement, community outreach, scholarship of engagement, translational science, and participatory action research (Koekkoek, Van Ham & Kleinhans, 2021).

Multi-stakeholder partnerships that leverage diverse perspectives and resources are increasingly popular when addressing complex community challenges (Clarke & MacDonald, 2019). Creative collaboration requires a commitment to a shared vision; contribution of meaningful resources; unified movement toward a common goal; intentional and open communication; accountability (Ludwig, Andrews, & Ciccone, 2008) and operating as interdependent rather than altogether self-determinant (White, 2009).

The breadth and depth of shared knowledge accumulated, and resources exchanged in multi-stakeholder partnerships provides greater capacity to overcome limitations of a single organization or sector.
(Kuenkel & Aitken, 2015).



Community Capitals

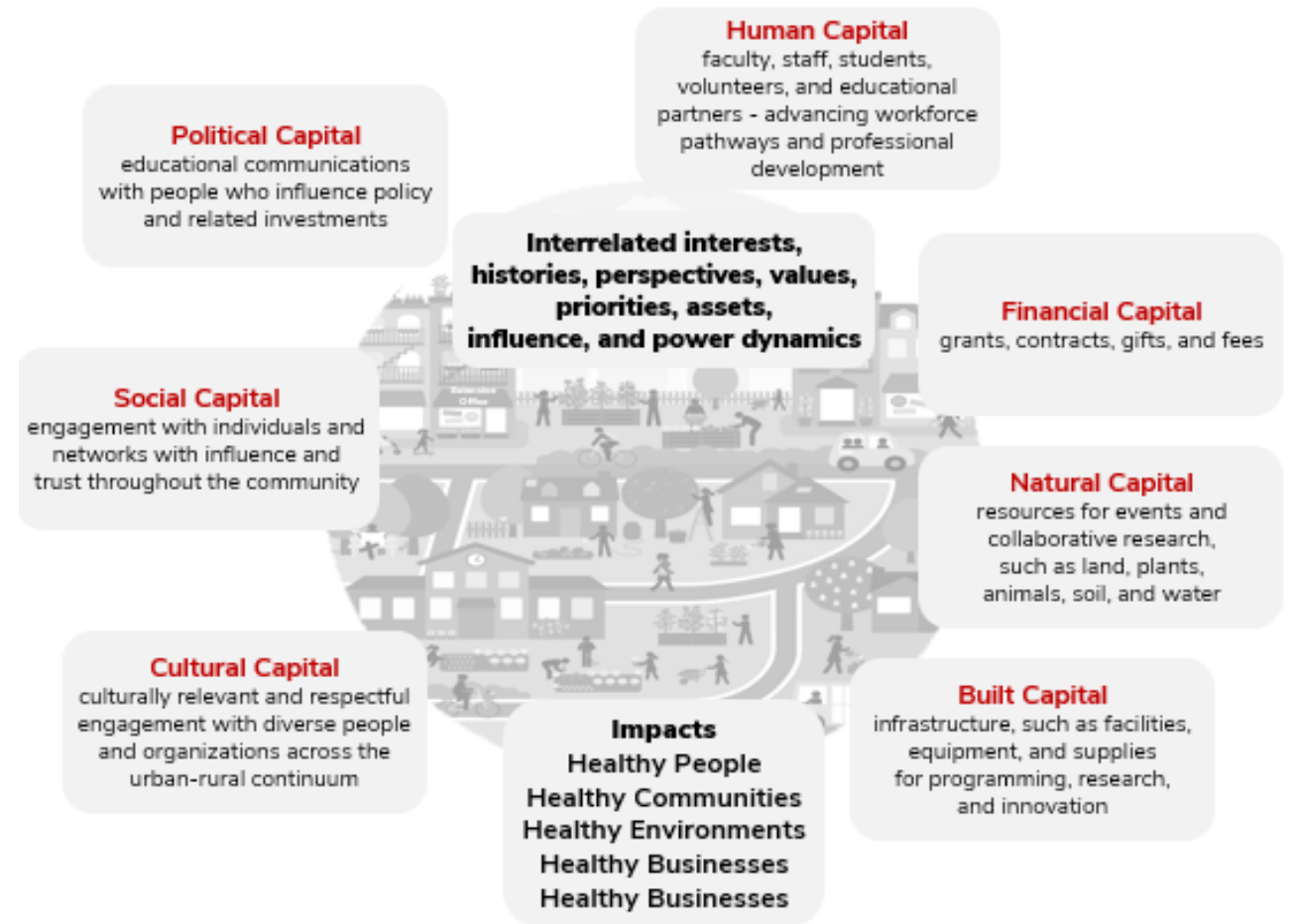
The Community Capitals Framework provides perspective on what matters to various stakeholders engaging in a shared approach to community complexities and change.

This framework presents opportunities to recognize the interactive assets of social, human, financial, political, natural, built, and cultural capitals that are evident in communities and in the respective groups represented in the partnership (Emery & Flora, 2006).

This provides opportunities for clear agreements, mobilizing resources, respectful reporting, and recognition of unique contributions.

Institutional relationships with community partners are multilayered, often serving many purposes (Murtadha, 2016). In an increasingly networked society.

Community Capitals Framework from an Extension Perspective



Community Capitals Worksheet Information

Throughout the year, Extension professionals engage in attracting and collaborating with multiple internal and external stakeholders. Each organization and community leader brings unique motivations, experiences, expectations, and resources to shared interests.

This worksheet provides an outline for Extension teams to assess community networks, review interrelated stakeholder relationships, develop strategic partnerships, and reflect on network gaps and opportunities. The worksheet can be completed using software that accommodates customization.

1. List the organizations and individuals contributing to Extension impacts through advisory groups, collaborative projects, formal partnerships, and other networks.
2. Indicate the type of organization (government, education, business, non-profit, philanthropic, faith-based, neighborhood group, campus, land-grant university).
3. Describe the stage of each relationship (exploratory, new, well-established, past). Extension teams often have multiple relationships with various organizations.
4. Identify capitals contributed by the community organization and individuals (financial, natural, built, human, political, social, cultural).
5. Note the Extension contacts and capitals contributed.

Organization	Organization Contact/s	Organization Type	Stage of Relationships	Community Capitals Contributed	Extension Contacts & Capital Contributions

6. Reflect and adjust
 - a. Review the organizations based on type. What sectors are/aren't represented?
 - b. Consider the individuals engaging with Extension. What are their motivations, experiences, and expectations related to Extension engagement?.
7. Take advanced actions
 - a. Explore how Extension professionals can develop competencies to improve community relationships and partnership management.
 - b. Conduct network analysis to visually see and understand dynamic multifaceted relationships that contribute to community impacts.
 - c. Evaluate success factors such as levels of partner engagement, satisfaction, retention, and diversification.
 - d. Question how privilege, power, reciprocity, and other factors influence relationships and networks. (See page 6.)
 - e. Use a 4-quadrant grid to assess your approach to engagement based on the partner's level of influence (y-axis low to high) and level of shared interest (x-axis low to high), to determine if you monitor and keep the contact informed or manage the relationship to keep them satisfied (Bryson and Alston, 2011).

Factors to Consider in Multistakeholder Networks

- **Diversity**
The presence of differences that may include race, gender, religion, sexual orientation, ethnicity, nationality, socioeconomic status, language, (dis)ability, age, religious commitment, political perspective, or other dimensions.
- **Equity**
Unique resources and opportunities needed to reduce or eliminate the barriers that prevent others from fully participating in the network and achieving their desired outcomes.
- **Inclusion**
Development of inclusive governing structures is one bridging strategy that institutions employ to facilitate meaningful exchanges with community partners (Bringle & Hatcher, 2000).
- **Privilege**
Avoid dichotomous relationships in which universities privilege their own interests over those of the other multiple stakeholders in the community (Danley & Christiansen, 2019).
- **Power**
In multi-stakeholder networks and initiatives, each partner, including Extension professionals, are only partly in control of the process as other stakeholders may be equally or even more influential (Roloff, 2008). Consider historical relationships with community partners, power relationships between campus and community, and background experiences of the network representatives (Maurrasse, 2001).
- **Reciprocity**
A symbiotic relationship between the university and communities in a context of partnership and reciprocity (Carnegie, 2010). The focus on reciprocity is to unpack intention and commitment as well as exchanges of support, services, and resources (Murtadha, 2016).

Except from the Leadership in the City professional development program, <https://urban-extension.cfaes.ohio-state.edu/leadership>



Resources

Networking

- [Network-Based Research in Entrepreneurship: A Decade in Review \(2015\)](#)
- [Network-Based Research in Entrepreneurship: A Critical Review \(2003\)](#)
- [Relationship-Based Approach to Leadership](#)
- [The Network Construct in Entrepreneurship Research: A Review and Critique \(2001\)](#)
- [Network Theory of Organization: A Multilevel Approach](#)
- [The Network Structure of Social Capital](#)
- [The Only Icebreaker You'll Ever Need](#)
- [Social Capital: Maturation of a Field of Research](#)
- [Human Capital, Social Capital, and Social Network Analysis: Implications for Strategic Human Resource Management](#)
- [How to Diversify Your Professional Network](#)
- [How to Figure Out How Much Influence You Have at Work](#)
- [Social Intelligence and the Biology of Leadership \(a Harvard Business video\)](#)

Partnerships

- [A Multidisciplinary Collaborative Approach to a University-Community Partnerships](#)
- [Coming to Terms with the Public-Private Partnership](#)
- [Successful Partnerships, Organisation for Economic Co-operation and Development](#)
- [Dispute Resolution Research Center \(negotiation resources\)](#)

Collective Impact

- [Collective Impact Forum](#)
- [Example - Strive Together](#)
- [Metropolitan Universities Journal, Vol 28 No 4 \(2017\): Issue on Collective Impact Strategies](#)
- [Executive Summary: When Collective Impact Has an Impact](#)
- [When Collective Impact Has an Impact \(full report\)](#)
- [Stanford Article on Second Generation Collective Impact](#)
- [Stanford Philanthropy as the Backbone of Collective Impact](#)
- [What Went Wrong: A Partnership Analysis Framework \(by Campus Compact\) Video](#)



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Contacts and Acknowledgements

- Julie M. Fox, Ph.D., The Ohio State University, CFAES, Associate Professor and Extension Director of Strategic Initiatives and Urban Engagement, fox.264@osu.edu
- Michelle Gaston, The Ohio State University, managed project details in support of this worksheet and related resources. gaston.6@osu.edu

