

**Knowledge Mobilization Processes During the Research Process in Two Projects: Lessons
for the Leslie Harris Centre of Regional Policy and Development**

A Formative Evaluation
Winter/Spring 2011

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Foreword

To Whom It May Concern,

In April of 2011, this author evaluated the Knowledge Mobilization (KMb) process in two projects that community members, industry members, and government officials engaged in. “Knowledge Mobilization” is an exchange of information between entities on a topic of common interest. The assessment of KMb evaluated two major projects the Harris Centre hoped to learn from: the Social Foundations of Innovations in City Regions project¹ and the Rural-Urban Functional Regions project². The Harris Centre hired this author as an intern to conduct the evaluation and to provide recommendations. Initially the hiring period was for a four-month period, but due to the complexity of the evaluation, delays in material acquisition, and unforeseen factors, the working period was extended two months past the initial deadline.

My internship at the Harris Centre was to fulfill a requisite component of my accreditation in the Master’s of Applied Social Psychology program at the Memorial University of Newfoundland. This evaluation is wholly my responsibility, including any errors (procedural or theoretical) or omissions within the report.

I would like to thank the personnel at the Harris Centre who helped me over the course of this project. The Harris Centre’s staff patiently responded to the myriad queries made, and provided clarification countless times.

Sincerely,

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Winter/Spring 2011

¹ Led by Harris Centre Director (Dr. Rob Greenwood) in Newfoundland and Labrador, in partnership with the provincial Rural Secretariat, Government of Newfoundland and Labrador.

² Led by the Canadian Rural Revitalization Foundation (CRRF) in partnership with Memorial University of Newfoundland and the Harris Centre.

Executive Summary

In 2011, the Harris Centre hired an evaluator to determine how effective the Knowledge Mobilization (KMb) process was for two projects (the Social Foundations of Innovation in City Regions (SFICR) project and the Rural Urban Interaction (RUFR) project). The ultimate goal of the Harris Centre was to use the evaluation of the two projects to inform its own KMb paradigm.

Knowledge Mobilization is the process when two or more entities both give and receive information on a topic of shared interest. This is of obvious interest for the Harris Centre, as it will often play a facilitative role between various parties. Literature on assessing KMb was scarce, which necessitated the development of a functional theoretical framework for KMb. The evaluator based the framework on the limited research available, as well as various conversations with persons who had expertise on the topic of KMb. From the framework developed, the evaluator designed measures to assess the various components of KMb.

The evaluator designed two types of measures: one measure was for persons who were involved in either the SFICR or the RUFR project in *any* organizational capacity (Organizers); the other measure was for persons who were involved in either the SFICR or the RUFR project, but *not in any* organizational capacity (Participants). Both measures collected were roughly 23 questions long, and nearly all responses were answerable on a 5-point Likert scale. All data collection was over a two-week period in May/June. A digital distribution sent 114 invitations to participate in the research. Forty persons responded to the invitation; with representatives from each of the four groups

Due to the breadth of the KMb topic, the scope of evaluation was limited to investigate forums (e.g., conferences, synergy sessions, etc.) that Organizers and Participants were active in. Additionally, Organizers replied to questions regarding their involvement in planning the various forum events. If respondents had attended more than one forum or planning activity, the evaluator gave instructions for them to generalize their experience.

The results demonstrated a high level of reported success in the KMb components in both SFICR and RUFR projects. Participants overwhelmingly reported a degree of success of the various forums they had attended. Organizers reported similar levels of success, but indicated aspects of planning were lacking. Specifically, Organizers did not seek regular updates from missed meetings, or did not feel they had adequate updates between meetings. The evaluator noted that neither of these were fatal issues in the overall KMb process.

Based on the findings, the evaluator provided the Harris Centre's director (Rob Greenwood) with suggestions on improving the KMb paradigm. These suggestions included building a stronger project identity, having a secretary devoted to digitally transcribe and distribute meeting notes, and informing Organizer-types that participation in projects are not done at one's convenience, there must be dedication. The evaluator ended the report by encouraging the Harris Centre to continue building its "culture of evaluation".

Overview

This report is an evaluation of how effective the Knowledge Mobilization (KMb) process was for two specific projects (the Social Foundations of Innovation in City Regions (SFICR) project and the Rural Urban Functional Regions (RUFR) project). Knowledge Mobilization describes the process of 1) gathering and disseminating topic-specific information; and 2) *facilitating* the gathering and disseminating of topic-specific information. The Harris Centre did not lead either SFICR or RUFR projects, but Dr. Rob Greenwood (Director of the Harris Centre) was heavily involved in both projects. This study is intended to assess the KMb process in these projects and provide an opportunity to inform future Harris Centre initiatives.

To determine the efficacy of the KMb process and to make recommendations regarding it, the study will assess both the SFICR and RUFR projects. After assessing these projects, the author will provide an opinion as to whether the KMb strategies used were effective. In addition to the evaluation of the strategy, the study will provide recommendations on how to improve the process. This is an evaluation of *the KMb process* for the SFICR and RUFR projects, *not* an assessment of the outcomes of either project. Any assessment of the KMb process should not be perceived as an endorsement (or condemnation) of the findings of either project.

SECTION I: INTRODUCTION

This section will provide a conceptual understanding of KMb, and will note the projects relevant to this KMb assessment.

A Conceptual Understanding of KMb

Knowledge Mobilization is a horizontal exchange of information between two or more parties. Put simply, two or more parties will examine a specific topic or theme, and will seek real-world applications for the knowledge generated in the discussion. Knowledge Mobilization describes an awareness of information (i.e., research) but does not require persons to perform research themselves. That said, involvement in research has positive implications on an organization, as an entity involved in research (e.g., Canadian Rural Revitalization Fund or Rural Secretariat), is often more capable of utilizing the information it possesses. Information exchange is “horizontal” as there is an effort to enhance equality between members, there is a perception that all parties are equally important to the exchange of information. Both parties should be unhindered by restrictions and should be able to reveal information freely. This contrasts with vertical exchanges of information that emphasize hierarchy or status in the exchange of information (e.g., a lecturing professor and a student).

Successful KMb requires that entities involved within a knowledge exchange recognize the value of possessed information and have an appropriate system of distribution for the possessed information. Entities participating in KMb do not necessarily need to exchange and receive information on a 1:1 basis – as long as information is received and disseminated, it will fall under the definition of KMb. The ratio of receiving or exchanging information is dependent largely on need, motivation, and ability to communicate.

Figure 1.1. *Levels of information exchange*

		Is Entity #2 Disseminating Information?	
		No	Yes
Is Entity #1 Disseminating Information?	No	Information Deficit	Education
	Yes	Consultation	KMb

Although evaluating KMb can be understood as a typological question (i.e., one could ask the question, “Is KMb occurring?” and receive a “yes” or “no” response), it is better understood as dimensional question (i.e., one could ask the question “To what *extent* is KMb occurring?” and receive a richer response). Differentiating between the dimensional and typological variety of the question is important, as it will predict the type of data one is able to collect on the topic.

An organization excelling at KMb must be aware of the research being developed within a given field, but also aware of the need for that research within the “real-world”. For example, in order for the Harris Centre to excel at KMb, persons interested in project results must be made

aware of relevant findings. Bennet et al.³ note, “Knowledge without action is wasted, and action without knowledge is dangerous”; this quote underscores the impetus for KMb.

Knowledge Mobilization is a tool (in a wide array of tools) to ensure information is accessible to interested parties. KMb is the opposite of knowledge control (the restriction of information) – as KMb focuses on the unfettered exchange of information. Knowledge Mobilization is an anti-elitist paradigm, with an overarching emphasis on consumer satisfaction. A consumer of KMb is a person who has participated in a collaborative effort (e.g., forums, calls, meetings, written reports, etc.) either as a project Organizer or as a project Participant. A successful KMb process requires Organizers and Participants to understand the goals and expectations of a specific session. Researchers must be aware of and respect the expertise of the community, and must ensure the community is part of the decision-making process. The importance of community involvement cannot be overstated. The community informs the KMb process by identifying topics of interest and identifies any pressing needs.

Projects Relevant to the KMb Assessment

The two major projects are part of this KMb assessment: the Social Foundations of Innovation in City Regions (SFICR) project and the Rural-Urban Functional Regions (RUFRR) project.

Social Foundations of Innovation in City Regions

The Social Foundations of Innovation in City Regions project (SFICR) was a Newfoundland and Labrador extension of the Innovation Systems Research Network project (ISRN), which was in turn a Major Collaborative Research Initiative (MCRI) based out of the Munk Centre at the University of Toronto. It was funded from \$2.5 million provided by the Social Sciences and Humanities Research Council – Major Collaborative Research Initiative (SSHRC – MCRI). The ISRN’s purpose was to examine, on a national level 1) the social dynamics of innovation; 2) factors facilitating retention of talent; and 3) the role of governance within innovation. The breadth of the project was highly ambitious as it sought representation from 15 major cities across Canada, with a stronger emphasis on regional diversity than absolute population (i.e., the 15 most populous cities were not selected, instead, cities better representing the provincial diversity within Canada were used).

Within Newfoundland and Labrador, the initial scope of the ISRN used St. John’s as a representative of the entire project. The rationale for this decision was that St. John’s was the largest city in the province, and the ISRN project sought representation from every province. Recognizing an opportunity to investigate innovation within Newfoundland and Labrador, the Harris Centre completed research within the St. John’s area, but expanded research to Clarenville, Corner Brook, and Western Labrador. These smaller urban areas represented a cross-section of economic and geographic factors, and possessed adequate infrastructure to ensure collaborative events could take place. Moreover, there is certainly the proverbial “method to the madness” in selecting more remote areas of Newfoundland and Labrador: innovation-

³ Bennet, A., Bennet, D., Fafard, K., Fonda, M., Lomond, T., Messier, L., & Vaugeois, N. (2007). *Knowledge Mobilization in the Social Sciences and Humanities: Moving from Research to Action*, Frost, WV: MQI Press.

related topics are not restricted to metropolitan locales and can often be the point of startling innovation (Celtic Rendezvous Workshop, 2010). The Industrial Research Innovation Fund (IRIF), the Provincial Rural Secretariat, and Memorial University Vice President (Research) made the revised scope possible through funding.

Rural-Urban Functional Regions

The Rural-Urban Functional Regions⁴ (RUFRR) project is an ambitious, collaborative project that investigates the labour market in terms of development, governance, and planning in a “functional region” rather than on an “administrative region” basis. There are four integral components to RUFRR: 1) using Geographical Information Systems (GIS) to determine connections and links between NL communities; 2) identify strengths and weaknesses of existing governance mechanisms; 3) create a regional economic capacity index (RECI); and 4) collaborate with various municipalities in NL in order to inform policies and practices.

Three typologies of regions exist within the RUFRR paradigm: urban adjacent (i.e., a geographical area distinct from a major population source, but within commuting distance); non-urban adjacent (i.e., a geographical area that is a non-commutable distance from a major population source, but still accessible via daytrips); and rural remote (i.e., a geographical area that is isolated from major population sources, and would be reliant on four-wheel drive, aquatic, or aerial vehicles). The RUFRR project examined three population centres, each representative of a geographical typology: the Irish Loop (urban adjacent), Twillingate (non-urban adjacent), and Labrador Straits (rural remote).

With the definition of KMB (hopefully) clear and a perception of the SFICR and RUFRR projects established, the next section of this report will address how this author approached the evaluation question.

⁴ Technically the full title of the project was, “Rural-Urban Interaction in Newfoundland and Labrador: Understanding and Managing Functional Regions” (RUFRR).

SECTION II: EVALUATION APPROACH

This section will address the major research question, and the desired strategy for answering the questions. This author will discuss the relevant research question and his strategy for responding.

As mentioned previously, KMb can be understood in a typological basis (i.e., “Is KMb occurring – Yes or No?”), but is better understood within a dimensional context (i.e., “If KMb is occurring, to what extent is it occurring?”). Wording the query in a dimensional context is advantageous for several reasons:

- i. Collected data is superior when researchers use questions that allow for greater variability in responses; typological questions only have two possible responses, (good) dimensional questions have at least five.
- ii. It is highly unlikely there would a *complete* lack of KMb for both the RUFRR and SFICR projects. Asking “Has KMb occurred?” does not provide useful data.
- iii. Typological questions about KMb would inadvertently equate all projects (because this question asked of all projects would be “yes”). Dimensional questions answer both the questions “Has KMb occurred?” and “What is the magnitude of KMb engagement?”.

Determining the extent of KMb is a serious challenge, because the definition of KMb is intentionally broad and somewhat nebulous. This author will design a metric that specifically assesses KMb indices. Chosen indices will have a basis in literature reviews and interviews with persons well versed in KMb. The metric will utilize a Likert-scale rating system in order to quantify the various aspects of KMb.

After evaluating the KMb process in the SFICR and RUFRR projects, this author will provide overall rankings and assessments of each component related to KMb. From these rankings and assessments of components, this author will provide suggestions to the Harris Centre on what the two projects did well, what needed improvement, and what the Harris Centre could use. The Harris Centre will ideally be able to improve its KMb paradigm because of these suggestions.

The evaluation approach is somewhat novel, and is due to the lack of standardized information and evaluation strategies for KMb. The author will review relevant literature on KMb in order to determine recurring goals of various KMb initiatives, and will subsequently consult with various persons familiar with KMb.

SECTION III: CAVEATS

This section details the possible issues with the conducted evaluation. It is important to note that any research piece of this magnitude will have issues, but accounting for, and *proactively* dealing with these issues ensures these issues are as non-troublesome as possible.

It is important to note that this author consulted with Harris Centre staff, SFICR staff, and RUFRR staff to collect information on the various topics relating to KMB, including, but not limited to:

- i. Methods most appropriate for assessing KMB
- ii. Methods used at the Harris Centre to assess KMB
- iii. How KMB has been assessed or conducted at the Harris Centre
- iv. Methods for recruiting persons to the KMB process
- v. What questions would best indicate a successful KMB process, and are those questions relevant to the current project

It is also worthy to note that this author will be using a triangulation⁵ method for determining the overall assessment of KMB. This is to minimize bias from Harris Centre staff, and to provide a stronger research methodology for the project in general. The reader should take pains to distinguish between an *increase in the likelihood of bias*, and the result of this evaluation being *functionally useless because of bias*. Although this project will likely have an increase in bias, because this author took appropriate steps to reduce any biasing effects, it is unlikely this evaluation will be functionally useless *because of bias*.

Although soliciting Harris Centre staff for their expertise in KMB is a potential source of data contamination, this author believes it to be necessary, and outlines his reasoning in the following points:

- i. Although conceptually KMB is reasonably well defined, there are a lack concrete definitions and indices, making a purely objective measurement impossible.
- ii. There is no standardized manner in which to measure the entirety of the KMB construct, but this author could create a metric to assess the KMB process in the SFICR and RUFRR projects.
- iii. Accepting premise *i* and *ii*, a person could take the following evaluation approaches:
 - a. No evaluation, because KMB cannot be measured at all because any judgement would be biased
 - b. Evaluate, but limit the assessment to only purely concrete indicators (e.g., money spent, resources used, etc.)⁶, which *may* limit bias
 - c. KMB can be measured using a new metric that is based on a mixture of subjective and objective indices, with caveats provided where appropriate

⁵ Triangulation is a research method in which a researcher will use multiple methods to seek information on a construct; which provides several advantages:

- Researchers can be more confident that they are measuring the correct construct (i.e., validity)
- Research will not be derailed due to missing information in one type of data collection methodology

Within the current study, this author will review KMB-relevant documents, interview KMB-knowledgeable staff, and will distribute a measure (based on the information gleaned within the document review and interviews with staff) to assess KMB-related topics to relevant persons within the SFICR and RUFRR projects.

⁶ This too would be problematic as a lack of data is severely biasing to conclusions. Even concretely assessable indicators are not necessarily “accurate measures” of KMB. This author has only inferred what “concretely assessable” indicators are; there is no “Master Listing of Concrete Measures.”

- iv. The study will utilize option “c” as the best choice – it is pragmatic and is able to remain methodologically sound even though it is dealing with a non-ideal research paradigm.

Accepting the need to use some subjective measures, it is important to acknowledge the ways in which potential bias can influence the KMb assessment, as well as elucidate the manner in which these effects will be countered or otherwise dealt with. The lack of a pre-existing standardized measure is a major challenge, but provides this author with the opportunity to tailor a metric specifically for the Harris Centre. Knowledge Mobilization (as far as can be determined) does not have a “normal” standard to assess projects. Moreover, it would not be fair to compare the SFICR and RUFRR projects against the limited extant literature on KMb, as the projects making up the bulk of said literature have little similarities with either project (meaning that any conclusion regarding the projects’ KMb efficacy could be erroneous). Even if the existing literature *was* similar to the projects, it would still require similar information to be available for this current evaluation and previous evaluations. Furthermore, the manner in which a comparison group pursued KMb could be markedly different from how the Harris Centre pursued KMb as there is no standard.

All data collected regarding KMb will be self-report, and experientially based. This author will solicit the feedback from persons who participated in the KMb process for the SFICR and RUFRR projects. This may provide a source of social desirability bias⁷, but this will hopefully be mitigated with a promise of confidentiality. In addition, the designed metrics will not ask exceptionally personal questions, meaning motivations to lie will diminish. Because the same strategy will be employed between the two projects, it will allow for meaningful comparisons between the two to be made, and will mitigate the vast differences between organization of the two projects. To avoid potential issues with *post hoc* bias, this author determined a range of topics, prior to consulting with KMb specialists. These outputs have a good theoretical basis, and one can easily infer how an output would be a source of data on a desired construct. To ensure there is a degree of consistency and objectivity within the evaluation, the study is utilizing a federal publication on KMb⁸ to inform and clarify KMb concepts.

As with all research requiring responses from participants, this research piece is limited in its ability to generalize, as persons who respond to the metric may be qualitatively different from persons who do not respond to the metric. Although a person may take this to mean that the current research piece is not reliable, this is not the case. Even though the respondents limit the ability to generalize, the Harris Centre will still be able to accept suggestions toward improvement – as there is no reason to believe that persons responding would have had a unique or different view of the SFICR or RUFRR projects. This limitation is present in all research and is not fatal to the current evaluation piece.

The next section will deal with the KMb framework this author has constructed for the purposes of this evaluation.

⁷ Social desirability bias: a respondent providing incorrect responses or information (either consciously or unconsciously) in an attempt to make his/her responses to a sensitive question as positive as possible

⁸Bennet, A., Bennet, D., Fafard, K., Fonda, M., Lomond, T., Messier, L., & Vaugeois, N. (2007). *Knowledge Mobilization in the Social Sciences and Humanities: Moving from Research to Action*, Frost, WV: MQI Press.

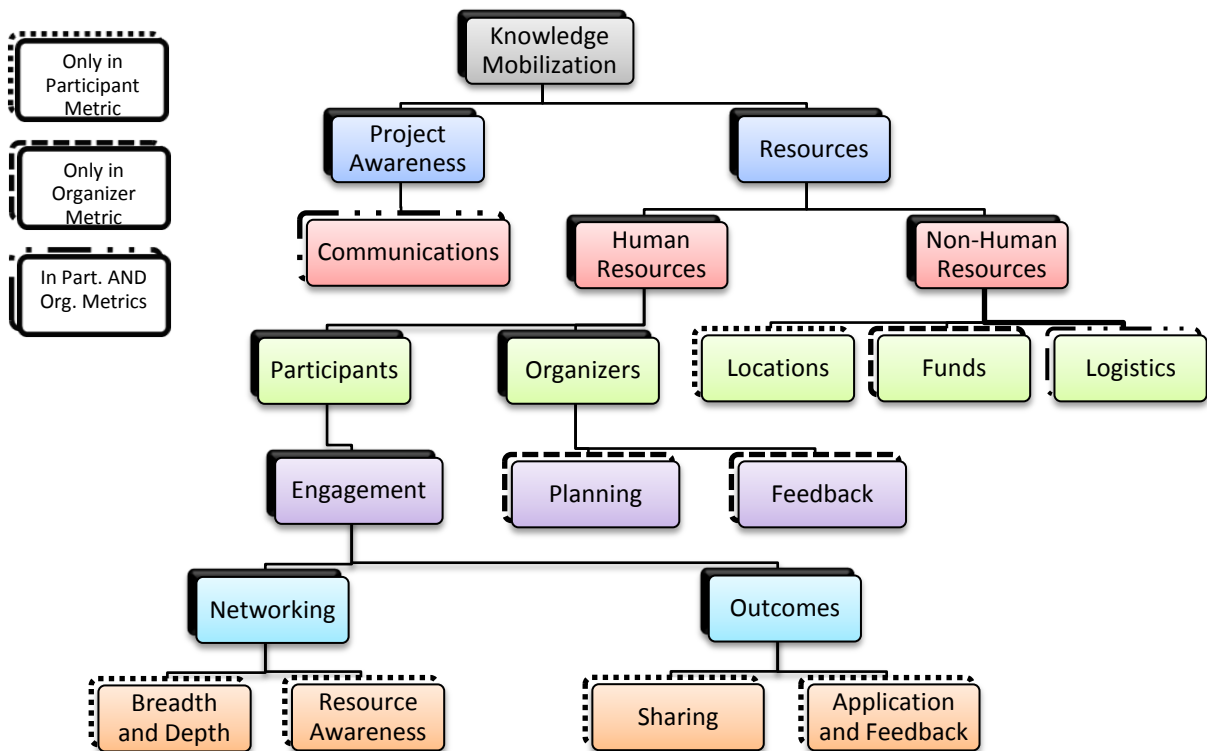
SECTION IV: FRAMEWORK FOR KNOWLEDGE MOBILIZATION ASSESSMENT

This section, provides a conceptualization of the KMB framework, and which topics he determined were crucial (i.e., necessary) for KMB.

Theoretical Framework for KMB Assessment

This author has constructed a flowchart (see Figure 3.1), to aid in the understanding of the assessment. The basis of Figure 3.1 was in part a literature review on the topic and discussion with persons knowledgeable of KMB. Following Figure 3.1 this author will briefly explain all the components of the figure, and will provide justification as to why they are important.

Figure 4.1 *Flowchart for the Knowledge Mobilization Assessment*



It is important to note the interpretation of what comprises KMB in this evaluation is an extrapolation of a literature review on the topic, as well as based on discussion with persons knowledgeable of KMB. Because KMB is somewhat of a nebulous concept, the metric created to assess KMB is one of many possible ways to do it. However, the components listed in Figure 3.1 as being crucial to the KMB process, are (in this author’s opinion) theoretically sound. Consequently, the KMB assessment metrics are (hopefully) the best balance between academic ideals and the real-life contamination. It is important to remember, KMB is *the sum* of the components, not the components themselves. Doing extremely well/poorly on one component should not affect the perception of KMB as a whole.

In order for KMB to occur, there must be a demand or need for it to occur. Although this may seem part of any professional collaborative effort, this author would like to stress that this is

a necessary condition for the existence of KMb. Knowledge Mobilization is filling a niche, and is providing an important service to people. Although crucial to the KMb process, measurement of Demand/Need will not happen in this report. The reason for its omission is because it is infeasible to measure (i.e., the question, “What do you have a need for?” is hopelessly vague) and because it would be retroactive (i.e., both SFICR and RUFRR have been largely completed, testing the “need” for SFICR and RUFRR in a post hoc fashion would be absurd). Additionally, both SFICR and RUFRR investigated novel questions, so it may not even be possible to measure the Demand/Need for the given topics. Knowledge Mobilization has a symbiotic relationship with Demand/Need: KMb determines what Demand/Need exists, however, Demand/Need also prompts KMb.

The result of this author’s collaboration and discussion with various KMb experts has led him to identify two major groups of people within the KMb process: Organizers and Participants. Organizers are persons responsible for initiating research, setting up events, disseminating results, and/or giving advice on policy development. Examples of Organizers would be members of steering committees, advisory committees, or support staff for either the SFICR or RUFRR projects. Participants are persons who attend forum events to provide expertise/input on the desired topic (or to simply sate curiosity). Any occupation could fall under the “Organizer” or “Participant” category (e.g., government employees, non-researchers, researchers, Harris Centre staff, etc.), generally though, persons who are government employees or MUN employees are more likely to be Organizers. Essentially, if a person planned, developed, organized, or made/influenced policy decisions about the SFICR or RUFRR projects, this author classified that person as being an “Organizer”. Any person who fulfilled a “non-Organizer” role, this author classified him/her as a “Participant”. This dichotomy was very effective in distinguishing the roles and responsibilities of various persons. The definitions of “Organizer” and “Participant” were deliberately broad for two reasons:

- i. The broad (but clear) definitions allowed for the surveying of a wider group.
- ii. The role of individual Organizers and Participants varied; a broad definition allowed for a full sampling of their respective roles.

In order to sort participants in the KMb process into a dichotomy, this author inspected records of events (paying particular attention to attendance and membership lists). If there was any confusion, ambiguity, or lack of information on the role a person played within the KMb process, this author consulted Harris Centre staff.

Project Awareness

“Project awareness” refers to Organizers and Participants recognizing the timing of KMb events and whether there was adequate information about it. Both Participant and Organizer metrics have questions that specifically address the concept of Project Awareness; however, the designed metrics asked Participants and Organizers dissimilar questions.

Communications. This term refers to the method in which persons in charge of the SFICR and RUFRR projects communicate its intentions (i.e., plans, goals, etc.) of collaboration (i.e., meetings, conferences, etc.). The questions in this section determine when there were SFICR or RUFRR-related events, whether the target audience of the events were likely to know about them.

Resources

Materials refer to anything with physical substance that was involved in a KMB event. There are two exhaustive and mutually exclusive groups in this category: Human Resources and Non-Human Resources. Human Resources refer specifically to persons who are involved in any capacity in either SFICR or RUFRR projects. Non-Human Resources refers to materials that were necessary for conducting the events.

Human resources. Human resources refer to all persons involved in the KMB process in either the SFICR or RUFRR projects. Persons who attend are sub-divided based on whether they played an organizational role or a participatory role within an event. The distinction between the two roles and the definitions of the two roles are in the “Theoretical Framework for KMB Assessment” subsection.

Participants. All topics branching from this heading address Participants. There may be situations in which a person fulfills both an “Organizer” and “Participant” role; in this event, this author will consider him/her as an “Organizer”. Any branches resulting from the “Participants” box are beyond the control of project Organizers. Organizers cannot control what persons will attend KMB events, nor can Organizers control what is the product of KMB events.

Engagement. Engagement is the ultimate goal of *all* KMB initiatives. Engagement refers to the process in which persons will actively collaborate with one another. The product of a collaboration (i.e., degree of success in endeavours), is not as important as persons active in the KMB process to interact with one another. Engagement is seen as being comprised of two aspects: Networking (the interaction between KMB participants) and Outcomes (the product of KMB participation).

Networking. Networking is the first component of the “Engagement” branch. Networking refers to recognizing, diversifying, and expanding social or material resources to facilitate the accomplishment of one’s goals. Networking is the most basic goal of the engagement branch. To this end, the Harris Centre expects persons or entities to increase interconnectivity after a KMB session. The measure for Networking indicator uses two indicators:

1. **Breadth and Depth:** This aspect of Networking measures persons’ relationships with other persons. A goal of KMB is to increase the range of connections a person will have (e.g., a person in geography may build relationships with marine engineering, linguistics, finance, etc.), as well as increase depth of relationships in one’s field (e.g., a person in geography liaising with more persons in geography).
2. **Resource Awareness:** A by-product of communicating with different persons is an increased recognition of resources (e.g., material resources, human resources, financial resources, etc.) and (ideally) how to best use said resources. A Participant in a KMB session should (ideally) demonstrate an increased awareness of resources available to him/her.

Outcomes. This is the second component of the “Engagement” pathway. The Harris Centre has an interest in whether the result of a collaborative effort solves a problem or otherwise bears fruit. Successful outcomes can happen in two ways:

1. **Sharing:** Participants are encouraged to voice their perspectives and opinions on topics relevant to the theme of the KMb session.
2. **Application/Feedback:** Participants become actively engaged in discussion on the topic central to a KMb session. This also included any projects that are spun-off from attending a KMb event.

Organizers. This grouping refers to persons who are involved within the organization or facilitation of the KMb process, or persons who play an administrative role within the KMb process. If a person were to fulfill both a “Participants” role and a “Organizer” role, he/she would be in the “Organizer” grouping for this evaluation. Persons in this category will be able to provide information and insight into the KMb process by providing data on Planning and Feedback. Topics under this heading are specifically addressed to Organizers.

Planning. This topic indicates the level of communication, attendance, and ease of participation in meetings related to a specific project.

Feedback. This topic examines whether attendance at forums better-informed work, what follow-up activities were conducted because of the KMb process, and general queries for anything to do with the project in question.

Non-human resources. This topic refers to the usage of any material(s) other than persons for the KMb process. Questions on this topic will be addressed toward both Organizers and Participants. Of particular interest will be if perceptions of “Non-human Resources” will be consistent between the two groups.

Locations. This topic refers to the physical locations selected to hold KMb events. The questions relating to this topic will assess the accessibility of the various locations.

Funds. This topic would broadly cover the amount of financial resources at the disposal of persons organizing KMb collaborations. A single question (relating to travel reimbursement) will assess the Funds component of the metric; the limited number of questions is due to the wide disparities in funding levels across projects.

Logistics. This topic refers to the work surrounding a forum, specifically, if the physical materials necessary for the event were adequate, if technology was utilized, and if there was adequate time for the desired material to be presented. Participants provided feedback on refreshments. Although both Participant and Organizer metrics have questions that specifically address the concept of Logistics; however, the designed metrics asked Participants and Organizers dissimilar questions.

Concluding Comments on Framework for KMb Assessment

This author would again like to emphasize that although there is likely more than one way to assess KMb, the process and developed framework possesses convergent validity with literature regarding KMb, and persons well acquainted with KMb. Because all questions were based on the initially developed theoretical framework, the author took great pains to ensure it was accurate, concise, and comprehensive. Below is a table to compare the Participant and the Organizer metrics:

Figure 3.2. *Comparison between what was asked in the participant and organizer metrics.*

	<u>Participants</u>	<u>Organizers</u>
Communications	X	X
Funds		X
Planning		X
Logistics		X
Feedback		X
Breadth and Depth of Network	X	
Resource Awareness	X	
Sharing	X	
Application/Feedback	X	
Location	X	

The following section will describe how this author applied the discussed theoretical framework in creating questions, as well as determining what information he would seek during data collection.

SECTION V: CONSTRUCTION OF METRICS

This section will discuss the process of generating questions for the different metrics, will give examples of the language used, and will provide an example for each relevant KMb component.

Previous sections established the theoretical framework used in determining topics relevant to KMb. Before the theoretical framework was finalized, it went through several iterations and persons responsible for KMb at the Harris Centre provided feedback on it. As mentioned in a previous section, this *may* have been a source of bias, as Harris Centre personnel were affecting the outcome of the metric design, but this author does not believe this to be the case for two reasons:

1. The author crosschecked the feedback provided by the personnel at the Harris Centre, against a federal publication on KMb; there were no anomalous suggestions or comments.
2. Because this author was responsible for the wording of the metric items, it is unlikely he introduced any significant amount of bias into the data collection process.

After this author determined the necessary components of the KMb process, he generated roughly 120 questions for the Organizer metric and the Participant metric. The volume of these questions is somewhat deceptive as roughly 1/3 of the items were reverse-coded to ensure validity⁹. Additionally, this author sought to produce more questions than needed in order to provide a wider degree of selection and in order to get adequate feedback during editing sessions. After several editing sessions with Harris Centre and project staff personnel, there were roughly 25 questions for both the Organizer metric and the Participant metric. Nearly all questions were on a 5-point Likert scale (1 = Disagree, 2 = Somewhat Disagree, 3 = Neither Agree or Disagree, 4 = Somewhat Agree, 5 = Agree, NA = Not Applicable), and both metrics provided room for respondents to offer questions, comments, or concerns about the project or survey. The survey largely utilized quantitative rankings for several reasons:

- i. The survey could generate statistics on a yearly basis, which Harris Centre staff could use to make comparisons.
- ii. Rankings are easier to understand with a concrete basis; a successful KMb component will be ranked 4.00 or higher.
- iii. Rankings are easier to understand with a concrete basis; an unsuccessful KMb component will be ranked 3.99 or lower.
- iv. Quantitative data reduces subjective interpretation of results.
- v. If the Harris Centre were to rely only on qualitative data from respondents, this author may have had to make distinctions between similar adjectives (e.g., “The SFICR Organizers did an outstanding job” and “The SFICR Organizers did an exceptional job” are both laudatory, but not intuitively hierarchical).

After Harris Centre personnel and project staff provided feedback, this author piloted the measures by soliciting feedback from persons trained in survey construction. This step was important as the piloting body had no familiarity with the project and was able to provide an outside perspective on the metrics.

⁹Reverse coding is a way of ensuring that a person is paying attention to the responses he/she is giving. For example, if a person is being honest and is paying attention to the items on a metric, he/she should answer the question “I am happy” and “I am not happy” in a divergent manner. If a person were to rate both questions as equally true (or equally false) then it is indicative that he/she needs to be excluded from the data, or otherwise compensated for. This practice is quite common in psychometric testing, and is a staple for ensuring honesty within collected data.

Because this evaluation addresses two distinct projects, this author distributed four measures (SFICR Participants, SFICR Organizers, RUFRR Participants, and RUFRR Organizers). Except for the preambles, the two Participant metrics are identical and the two Organizer metrics are identical. Because the Organizer metrics asked identical questions and the Participant metrics asked identical questions, this author will depict data in subsequent sections in a side-by-side comparison. Because the term “Knowledge Mobilization Event” is unknown to many, the metrics used the more generic terms of “forum” and “meeting” to indicate aspects of the KMB process. All metrics defined, “forum” as:

“...ANY event (one) attended (e.g., conference, workshop, town hall meeting, etc.) that dealt with the topics relevant to the (project of interest), and that was hosted/facilitated by people who were “officially” connected with the (project of interest)...”

All metrics defined “meeting” as:

“...ANY organizational activity you attended (e.g., steering committees, advisory committees, etc.) that dealt with planning, updating, or discussing (the project of interest)...”

The definition of both “Forum” and “Meeting” were deliberately broad because the precise goal or function of a meeting/forum varied, meaning over-preciseness would cause the exclusion of much data. Both Organizers *and* Participants provided feedback on forum activities, however, only Organizers provided feedback on meeting activities (as Participants by definition were not involved in the planning process).

Figure 4.1. *Examples of questions asked per Organizer component of KMB.*

<u>Component of KMB</u>	<u>Example of Question</u>
Communications	“Generally, there was adequate promotion and advertisement of forums.”
Funds	“Generally, when a forum was held, there were adequate funds for travel costs (e.g., air fare, car rentals, mileage reimbursement, etc.) for me to attend the event.”
Planning	“Generally, I felt that people responsible for organizing forums worked well together, respected input from each other, and integrated well overall.”
Logistics	“Generally there was adequate transportation to forums (e.g., public transport or carpooling).”
Feedback	“After the completion of the forum there was (please check all that apply): A report, Follow-ups made with participants of the forum, New projects launched because of the forum.”

All questions were asked on a five point Likert-scale (1 = Disagree, 2 = Somewhat Disagree, 3 = Neither Agree Nor Disagree, 4 = Somewhat Agree, 5 = Agree, NA = Not Applicable)

In addition to the questions tied into KMb assessment, a few other questions were of general interest (e.g., “How many forums did you attend?”). Respondents in all metrics were instructed that if they had attended more than one KMb event, that they were to generalize their respective experiences when answering the metrics’ questions.

Figure 4.2. *Examples of questions asked per Participant component of KMb.*

<u>Component of KMb</u>	<u>Example of Question</u>
Communications	“Invitations to forum(s) were sent with an adequate period of notice; and I was aware of the forum(s) well in advance.”
Location	“I felt the venue was easy to find and conveniently located.”
Network Breadth/Depth	“As a result of attending forum(s), I have increased the number of contacts within my field, or a field that is related to mine.”
Resource Awareness	“Forum(s) alerted me to resources I was not aware of.”
Sharing	“I had ideas on research (that was relevant to the forum(s)’ topic), and felt my ideas were appreciated and taken into account.”
Application/Feedback	“I used the research I was exposed to at the forum(s) to better inform my work and my interests.”

All questions were asked on a five point Likert-scale (1 = Disagree, 2 = Somewhat Disagree, 3 = Neither Agree Nor Disagree, 4 = Somewhat Agree, 5 = Agree, NA = Not Applicable)

The next section will address the methodology used to collect data for the evaluation of the Harris Centre’s KMb initiatives.

SECTION VI: METHODOLOGY

This section will describe the precise methodology and procedure used for conducting the evaluation. The topics covered will be participants, procedure, and data analysis.

Participants

In order to distribute the surveys, this author had to generate a list of potential respondents using various archival sources. This was arguably the most daunting part of the evaluation process, as it required the author to go through myriad email lists, documents, and reports in order to gather names. This was problematic as there was no comprehensive listing of Participants or Organizers within the SFICR or RUFRR projects. Because there was a lack of a “Master List”, it required this author go through a protracted process in order to be reasonably confident the metric would reach the majority of persons involved in the two projects. In total, this author found the names of 37 SFICR-related and 77 RUFRR-related persons. The response rate for this evaluation was reasonably high (35%), however the distribution of responses across the four groups was non-uniform (see Figure 6.1 below). One Participant respondent replied “Not Applicable” for all items asked, which led to his/her exclusion from the data set. Additionally, one person answered only half of the asked items, which led to his/her exclusion from the data set as the incompleteness was not explained (Note: he/she could have answered “Not Applicable” instead of leaving blanks). One potential respondent expressed concern over the confidentiality practices the Harris Centre had in place for the metric; citing a potential conflict of interest that a representative of the Harris Centre was responsible for data collection.

Figure 6.1. *Breakdown of response rates.*

	<u>Surveys Sent</u>	<u>Surveys Completed</u>	<u>Response Rate</u>
SFICR Participants	10	3	30%
RUFRR Participants	51	11	24%
SFICR Organizers	27	14	52%
RUFRR Organizers	<u>26</u>	<u>12</u>	<u>46%</u>
Total	114	40	35%

Although the absolute numbers of persons responding were low, this is not a methodological error. The underlying issue was the number of persons who participated in a specific capacity of a project. Even if 100% of SFICR Participants were to respond, it would still only be 10 respondents. The “low response rate” is not an issue as the metrics described the desired population.

Procedure

Approximately one week before data collection began, Dr. Rob Greenwood (Director of the Harris Centre) sent an email to all potential respondents; the substance of the email briefly outlined the goal of the data collection, and encouraged all persons to respond (see Appendix A). Although an advance email was not necessary, it was beneficial for several reasons:

- i. It reminded persons that they had participated in either the SFICR or the RUFRR project (allowing respondents to recognize the subsequent invitation to participate in the survey).

- ii. Because data collection was done through a third party (i.e., Student Voice¹⁰), Dr. Greenwood connected the Harris Centre to Student Voice which added legitimacy to the emails people received at the beginning of data collection.
- iii. It allowed for the early detection of incorrect, outdated, or defunct email addresses (Dr. Greenwood forwarded any messages that were delivery failures to this author). This early detection allowed this author to update the address list in order to maximize the number of contacts.

This author submitted digital copies of all metrics (see Appendices B – E) to Student Voice approximately one week before data collection began. Data collection began when an email from Student Voice invited all potential respondents to respond to a brief survey. The text of the email guaranteed confidentiality and estimated the survey would take less than five minutes to complete (see Appendices F and G). All collected data was stored on a secure website requiring a username and password to access it. Data collection lasted for a period of 12 days. Persons who had not responded by Day 7 of data collection were sent an automated digital reminder by Student Voice (see Appendices H and I); and persons who had not responded on Day 12 of data collection were sent an identical reminder. Because this uniformity in data collection was important, this author instructed Student Voice's automated system to send all digital invitations and reminders at 9:30AM Newfoundland and Labrador Time.

Data Analysis

This author performed data analysis using Microsoft Excel. The choice to use Microsoft Excel in lieu of a statistical software program (e.g., Statistical Package for the Social Sciences) was due to several factors:

- i. The availability of Microsoft Excel exceeds that of statistical software.
- ii. Microsoft Excel has a variety of statistical functions one can use, fulfilling many aspects of statistical software programs.
- iii. This author inferred the greater availability of Microsoft Excel meant there is generally a greater degree of familiarity with it than with other more specialized software.
- iv. Because similar analysis projects will continue after the completion of this project at the Harris Centre, it was prudent to use analytic software that other people could use as well.
- v. The majority of the analysis will be utilizing descriptive statistics, which do not require complex statistical procedures.

The vast majority of the data was qualitative in nature, and the following section will discuss the findings in detail.

¹⁰ Student Voice is affiliated with Memorial University of Newfoundland and is a digital information gathering organization (e.g., online surveys).

SECTION VII: RESULTS

This section will describe the data and trends that were present within the data. There will be a side-by-side comparison between the RUFRR and the SFICR projects to allow for an understanding of the similarities (and difference) in scores between the projects. Provided explanations discuss “how to interpret the data”, but there is a moratorium on discussion of implications and inferences until the next section.

Results for the Participants’ Metrics

Figure 7.1, depicts the collected Participant data for both projects combined (Overall) as well as for the individual projects (the SFICR and the RUFRR column). All multiple choice questions were averaged together to produce a mean (M), with higher values reflecting more positive scores (with a maximum of 5). Standard deviation (SD) indicates the degree to which responses varied (on average) across all respondents. Although M is a good indicator of the rating of an item, SD is also important to consider as it indicates the degree of concordance between respondents. An item that is highly rated with a low SD is more desirable than an equally rated item with a high SD . Any time a respondent answered a question of “NA”, that specific data point was excluded as it would adversely affect ratings of that question.

Figure 7.1. Participant data set.

Questions	Overall		SFICR		RUFRR	
	M	SD	M	SD	M	SD
1. I felt the purpose of the forum(s) I attended had a clear identity (i.e., there was no confusion as to the purpose of the forum).	4.64	0.63	4.67	0.58	4.64	0.67
2. Handouts and other materials relating to the forum(s) were available for interested parties.	4.64	0.63	4.67	0.58	4.64	0.67
3. Invitations to forum(s) were sent with an adequate period of notice; and I was aware of the forum(s) well in advance.	4.79	0.43	4.67	0.58	4.82	0.40
4. In between the talks or during lunch at the forum(s), there was time to speak to others in an informal setting.	4.86	0.36	5.00	0.00	4.82	0.40
5. As a result of attending forum(s), I have increased the number of contacts within my field, or a field that is related to mine	4.36	0.63	4.00	0.00	4.45	0.69
6. As a result of attending forum(s), I have increased the number of contacts <u>not</u> within my field, or a field similar to mine.	4.14	0.66	4.00	0.00	4.18	0.75
7. Forum(s) alerted me to resources I was not aware of.	4.43	0.76	4.33	0.58	4.45	0.82

8.	I feel that by attending forum(s) I now have access to more resources.	4.36	0.74	4.33	0.58	4.36	0.81
9.	The projects were effectively discussed and analyzed through the forum(s), and I provided input to the process.	4.43	0.76	4.67	0.58	4.36	0.81
10.	There were many good ideas that were relevant to the forum(s)' topics generated during the forum(s).	4.71	0.61	4.33	0.58	4.82	0.60
11.	I now have a better understanding of the topics discussed at the forum(s).	4.71	0.61	4.67	0.58	4.73	0.65
12.	I felt the forum was a good place to suggest ideas for the research that were relevant to the forum(s)' topics.	4.64	0.63	4.67	0.58	4.64	0.67
13.	I had ideas on research (that was relevant to the forum(s)' topic), and felt my ideas were appreciated and taken into account.	4.50	0.67	4.50	0.71	4.50	0.71
14.	I felt I was able to provide valuable input into the forum(s), and that my ideas were used.	4.36	0.74	4.67	0.58	4.27	0.79
15.	I thought the technology used within the presentation(s) was effective.	4.36	0.63	4.67	0.58	4.27	0.65
16.	Transportation to the venue and parking at the venue was adequate.	4.71	0.47	4.33	0.58	4.82	0.40
17.	I used the research I was exposed to at the forum(s) to better inform my work and my interests.	4.43	0.76	4.67	0.58	4.36	0.81
18.	I felt the venue was easy to find and conveniently located.	4.71	0.47	4.67	0.58	4.73	0.47
19.	There were adequate refreshments (i.e., food and drinks) at the forum.	4.79	0.43	4.67	0.58	4.82	0.40
20.	How many FORUMS did you attend?	1.43	0.89	1.33	0.58	1.46	0.97

SFICR Participants attended a total of 4 forum events ($M = 1.33$, $SD = 0.58$, Range = 1 – 2), while RUFRR Participants attended 19 forum events ($M = 1.46$, $SD = 0.97$, Range = 0 – 4). Overall for SFICR and RUFRR Participants there were 23 forums attended ($M = 1.43$, $SD = 0.89$). There were four research opportunities, collaborations, or projects that were generated from forum discussion ((0 SFICR); and 4 RUFRR (“International collaboration on a number of topics that interested me”; “Municipal cooperation on a number of economic development initiatives”; “Partnership with the Irish Loop Board and Municipalities, local groups such as the Trepassey management corporation”; “Several discussion sessions”).

Results for the Organizers' Metrics

Once all Organizer data was collected, it was put in a Figure that displayed the scores of both projects combined (Overall) as well as for the individual projects (the SFICR and the RUFR column). All multiple choice questions were averaged together to produce a mean (M), with higher values reflecting more positive scores (with a maximum of 5). Standard deviation (SD) indicates the degree to which responses varied (on average) across all respondents. Although M is a good indicator of how positively an item was rated, SD is also important to consider as it indicates the degree of concordance between respondents. An item that is highly rated with a low SD is more desirable than an equally rated item with a high SD . Review Figure 7.2 for complete details on the Participants' metrics' questions' ratings, along with the individual project ratings. Any time a respondent answered a question of "NA", that specific data point was excluded as it would adversely affect ratings of that question.

Figure 7.2. Organizer data set.

Questions	Overall		SFICR		RUFR	
	M	SD	M	SD	M	SD
1. I attended, in person, all meetings to which I was invited.	4.27	1.19	4.21	1.25	4.33	1.15
2. I was well-prepared for all meetings I attended.	4.38	0.90	4.36	0.93	4.42	0.90
3. I felt the meetings I attended were constructive and important to attend.	4.27	0.78	4.07	0.83	4.50	0.67
4. I found meetings to be conveniently scheduled.	4.42	0.76	4.43	0.76	4.42	0.79
5. I found it was easy to attend meetings in person.	4.04	1.18	4.07	1.27	4.00	1.13
6. If I was unable to physically attend a meeting, I made arrangements to attend via technology, or sought updates from a person who had attended.	2.60	1.55	2.75	1.28	2.43	1.90
7. During meetings, there was enough time to cover all or most of the desired topics and materials.	4.19	0.85	4.14	1.03	4.25	0.62
8. I was sufficiently updated on the project in between meeting dates.	3.58	1.14	3.86	0.95	3.20	1.32
9. How many MEETINGS did you attend?	7.75	10.86	6.77	7.80	8.91	27.81
10. Generally, when a forum was held, there were adequate funds for travel costs (e.g., air fare, car rentals, mileage reimbursement, etc.) for me to attend the event.	4.48	0.85	4.57	0.85	4.33	0.87
11. Generally, there was adequate promotion and advertisement of forums.	4.32	0.65	4.38	0.77	4.22	0.44

12.	Generally, I felt that people responsible for organizing forums worked well together, respected input from each other, and integrated well overall.	4.52	0.85	4.54	0.78	4.50	0.97
13.	Generally, transporting the necessary materials (e.g., posters, technology, handout materials, etc.) to forums did not pose any major problems	4.53	0.84	4.50	0.85	4.56	0.88
14.	Generally there was adequate transportation to forums (e.g., public transport or carpooling).	4.44	0.86	4.50	0.85	4.38	0.92
15.	Generally there were no major technology-related issues (e.g., lack of wires or cables, incompatible systems, missing technology components) at forums.	4.09	1.19	4.33	0.89	3.80	1.48
16.	Generally, there were adequate materials (e.g., handouts, nametags, etc.) at forums.	4.52	0.73	4.46	0.88	4.60	0.52
17.	Generally, there was adequate time for persons to socialize with one another in a non-official capacity at forum.	4.30	0.88	4.38	0.77	4.20	1.03
18.	Generally, I attended forums in person, and when I was there, I actively participated in discussion.	4.52	0.99	4.15	1.21	5.00	0.00
19.	Generally, food (e.g., meals or snacks) and beverages (e.g., coffee, tea, water, etc.) were available to the forum's participants when needed, and was of good quality.	4.64	0.73	4.50	0.80	4.80	0.63
20.	Generally, during forums, there was enough time to cover all or most of the desired topics and materials.	4.27	0.88	4.50	0.90	4.00	0.82
21.	I used the research I was exposed to at the forum(s) to better inform my work and my interests.	4.45	0.74	4.31	0.85	4.67	0.50

SFICR Organizers attended 88 meetings ($M = 6.77$, $SD = 7.80$, Range = 1 – 30), while RUFRR Organizers attended 98 meetings ($M = 8.91$, $SD = 27.81$, Range = 1 – 50). Overall there were 186 meetings attended between SFICR and RUFRR Organizers ($M = 7.75$, $SD = 10.86$). Organizers generated 18 reports from the various events attended (10 SFICR, 8 RUFRR), attempted 18 different follow-ups with participants (10 SFICR, 8 RUFRR), 3 new projects were launched as a product of the various KMB forums attended (1 SFICR (“Cluster and innovation in the ocean technology sector in Newfoundland and Labrador”); and 2 RUFRR (“Multiple economic development sessions incorporating RECI”; “Northern Peninsula network analysis and weaving project and to some extent the Canadian Regional Development Project followed on this

research’’), and respondents indicated that 46 forums were attended by persons in the Organizer category ($M = 1.77$, $SD = 2.90$, Range = 0 – 15).

Breakdown of Results in KMb Framework

The previously seen KMb framework indicated specific components of KMb. These components differed between Organizers and Participants, and often had several questions per component. Figure 7.3 and Figure 7.4 depict the numerical average of all questions for Organizer and Participant respondents in both SFICR and RUFRR metrics; each question is identified with a corresponding KMb framework component.

Figure 7.3. Cumulative scores per KMb framework topic for Participants.

<u>KMb Framework Topic</u>	<u>Overall</u>	<u>SFICR</u>	<u>RUFRR</u>
Communications (<i>Questions 1, 2, 3, and 15</i>)	4.61	4.67	4.59
Location (<i>Questions 16 and 18</i>)	4.71	4.50	4.77
Breadth and Depth of Network (<i>Questions 4, 5, and 6</i>)	4.45	4.33	4.48
Resource Awareness (<i>Questions 7 and 8</i>)	4.39	4.33	4.41
Sharing (<i>Questions 9, 10, 12, 13, and 14</i>)	4.40	4.27	4.44
Application/Feedback (<i>Questions 11 and 17</i>)	4.57	4.67	4.55
Logistics (<i>Question 19</i>)	4.79	4.67	4.82

Figure 7.4. Cumulative scores per KMb framework topic for Organizers

<u>KMb Framework Topic</u>	<u>Overall</u>	<u>SFICR</u>	<u>RUFRR</u>
Communications (<i>Questions 11 and 20</i>)	4.30	4.44	4.11
Funds (<i>Questions 10 and 16</i>)	4.50	4.52	4.47
Planning (<i>Questions 1, 2, 3, 4, 5, 6, 7, and 8</i>)	3.97	3.99	3.94
Logistics (<i>Questions 12, 13, 14, 15, and 19</i>)	4.44	4.47	4.41
Feedback (<i>Questions 17, 18, and 21</i>)	4.43	4.28	4.62

Figure 7.3 and 7.4 provide a breakdown of each assessed component of the KMb framework. The scores of each individual component was calculated by averaging all related scores on a specific topic together, which then produced an aggregate score on the topic. “Communications” and “Logistics” appear in both Organizer and Participant metrics, but because they asked dissimilar types and numbers of questions, they are not comparable to one another.

An assessment of the overall scores will be used as an indicator as to the success of the KMb initiatives undertaken by the project Organizers. Figure 7.5 presents the overall results as both the raw average of all items, and as a weighted average of all components. It is important to note that the “SFICR & RUFRR” scores are not the product of averaging the scores of the SFICR and RUFRR projects together (e.g., the weighted SFICR & RUFRR Participant score is not $(4.49+49.58)/2$), but rather it is the average of all Participant responses from both projects averaged at the same step (e.g., $(\text{Participant 1 Average} + \text{Participant 2 Average} + \dots + \text{Participant N Average})/N$). This prevented unfair skewing from the SFICR project as it had fewer participants

than the RUFRR project. It is interesting to note the reasonable amount of agreement between the various components – SFICR and RUFRR scores are overwhelmingly within 0.3 of each other (and quite often they are much closer than that).

Figure 7.5 Rating of Knowledge Mobilization Scores for the RUFRR and SFICR Projects.

<u>Average</u>	<u>Type</u>	<u>SFICR & RUFRR</u>	<u>SFICR</u>	<u>RUFRR</u>
Weighted	Participant	4.58	4.53	4.59
	Organizer	4.33	4.34	4.31
Raw	Participant	4.56	4.54	4.56
	Organizer	4.24	4.25	4.23

It is in this author’s opinion that the weighted average is the best way to interpret the results; the reasons for this are:

- i. Because there are a disparate number of questions per component of the KMB framework, an extreme ranking on one topic could influence the outcome of the rating inappropriately.
- ii. In a similar vein, the components of KMB are all considered to be crucial, therefore should be weighted similarly.
- iii. Statistically speaking, because many of the questions are “tapping” into the same topic within a given component it is likely that the answers will be similar; this poses problems. Because there are obvious connections between some of the questions in a given topic, the answers are “too connected” to be treated as individual items, and need to be treated as questions “tapping” into an overarching construct.

The following section will discuss and analyze the results; also in that section, this author will provide commentary regarding his perceptions of the efficacy of the KMB process.

SECTION VIII: DISCUSSION

This section will review and discuss the results from the previous section, and mention the implications from the gathered data. Although the nature of the data analysis did not use inferential statistics, it still provided valuable insight into how the Harris Centre is performing on different components of KMb.

To What Extent did KMb Occur during the Two Projects?

The central question to this evaluation was: “How effective was the KMb process in the SFICR and RUFRR projects, and what the Harris Centre could learn from the two projects?”. Using the data gathered about the SFICR and the RUFRR projects, it is apparent that the projects were successful at facilitating the horizontal exchange of information. The SFICR and RUFRR projects scored highly in both the Organizer (SFICR = 4.34, RUFRR = 4.31) and Participant (SFICR = 4.49, RUFRR = 4.58) sections of the metrics. These weighted scores suggest that the majority of persons rated the various items positively, and that there was a reasonable degree of consistency in ratings between the two projects.

As previously mentioned, this evaluation will view any item rated as a $4.00 \leq$ as a successful KMb component. Any item that is rated as a $4.00 >$ will be considered to be an unsuccessful KMb component. Using these cut-offs is somewhat arbitrary, but not completely baseless – a “4” within the Likert scaling (out of a possible “5”) was considered to be a positive response (“Somewhat Agree”) while a “3” was considered to be a neutral response (“Neither Agree Nor Disagree”). This author using a reasonably conservative cut-off point¹¹ because he wanted to ensure the conclusions drawn are not a product of liberalness¹²; he feels that error due to conservatism is more acceptable than its corollary. This mindset should not produce any major problems, as the worst-case scenario is that this author provides suggestions about KMb that are redundant.

Participant KMb

The individual scoring of each component in the Participant metric indicated a large degree of congruency between the items (Please review Figures 7.3, 7.4, and 7.5). All seven components of the Participant metrics were, on average, rated as being a “4” or higher (Communications, Breadth and Depth of Network, Resource Awareness, Sharing, Application/Feedback, and Location). Four of these seven components were rated as a 4.5 or higher for both SFICR and RUFRR projects (Communication, Location, Application/Feedback, and Logistics). This is positive news for several major reasons:

- i. The SFICR and RUFRR Participants ranked all components of KMb reasonably positively, which means the projects’ Organizers efforts in this regard have been (arguably) successful.

¹¹ Technically anything above a 3.50 cumulative rating would indicate the majority (albeit a bare majority) of people rated an item positively.

¹² This increases the likelihood of a Type II error (i.e., claiming KMb was a failure when KMb was a success).

- ii. Because respondents ranked components in the SFICR and RUFRR projects similarly, it indicated a degree of consistency in how the projects' Organizers carried out their KMb attempts¹³.
- iii. Respondents rated the majority of components in the Participant metrics as being "5", meaning the projects' Organizers were somewhat exceptional in their facilitation on those components.
- iv. Finally, it is important that Organizers are producing an environment that is conducive for Participants, as they are a necessary component of the KMb process.

Suggestions for Improving Participant KMb. This author can think of no suggestions to offer persons responsible for overseeing either the SFICR or RUFRR projects, and will not offer advice for the sake of offering advice. Even the lowest ranked components of the Participant KMb framework (Resource Awareness = 4.39, Sharing = 4.40) were well past the desired threshold. Although one may argue that, "...the lowest-ranked item (obviously) needs improvement...", this author rejects that line of reasoning for several reasons:

- i. It ignores relativity, an item being "the most lowly-ranked" is not the equivalent of "an item being ranked low".
- ii. Although wanting to improve professional standards is admirable, if there is no understanding of the direction of improvement, then proceeding is extremely difficult.
- iii. By the nature of ranking, there will always be a lowest item; there is an inherent bias if the ranking system always produces an item that "needs improvement" (regardless of that item's score).
- iv. The questions pertaining to "Resource Awareness" would be "lower" if a Participant was well informed prior to attending a forum. This is not negative.
- v. The questions pertaining to "Sharing" are largely dependent on the preparation and (to some extent) the openness of Participants; there would be no practical suggestions for improving this even if the score was (objectively) low.

Overall, the ranking for the KMb strategies for Participants in the SFICR and RUFRR were very positive and there were no problems identified by the data collection.

Organizer KMb

The individual scoring of each component in the Organizer metric indicated a large degree of congruency between the items (Please review Figures 7.3, 7.4., and 7.5). Out of the five components of the Organizer metric, 80% of the components achieved an average ranking of greater than "4" (Communications, Funds, Logistics, and Feedback). The only item not highly ranked was the "Planning" component. The "Planning" component was an aggregation of eight questions, but only two questions are responsible for the uniformly low scorings:

Questions 6. *"If I was unable to physically attend a meeting, I made arrangements to attend via technology, or sought updates from a person who had attended."*

Question 8. *"I was sufficiently updated on the project in between meeting dates."*

¹³ However, because this evaluation only covered two projects, it would be premature to conclude these strategies were the best.

These questions were ranked 2.60 (SFICR = 2.75 and RUFRR = 2.43) and 3.58 (SFICR = 3.86 and RUFRR = 3.20) respectively. The responses gathered by the data indicate that if a person were to miss a meeting then he/she would be unlikely to seek out materials discussed at the meeting. The data also indicated that participants did not feel adequately updated in between meetings. Although it is not positive that “Planning” did not surpass the pre-determined threshold, this failure is not final. Without Questions 6 and 8, the combined average for “Planning” was 4.26 (SFICR = 4.21 and RUFRR = 4.32) which indicates the rating of the sub-components was not uniform. In other words, although “Planning” did not achieve the desired threshold, it was not due to uniformly poor ratings for all items, but because two (highly related) questions/concepts need improvement. Overall, this author would argue the results are overwhelmingly positive:

- i. Generally, Organizer KMb was ranked positively and *similarly* across the same components (suggesting uniformity in efforts).
- ii. “Planning” as a component was not a failure, only two components of it were.
- iii. The identified problems within the data are relatively easy to remedy (see below).
- iv. The identified problems *do not* indicate something is innately wrong with Organizers, the planning strategies, or the ability to cooperate with others; these problems would have been far more difficult to remedy.

Suggestions for Improving Organizer KMb. As mentioned in the above bulleted list, the problems identified from the data collection can be improved by taking several simple steps:

- i. Provide meeting notes, minutes, or agendas to persons to all persons who are members of an organizing body, *in a prompt manner*.
 - a. If this is already being done, greater emphasis should be placed on catching up on the material.
 - b. An Organizer needs to recognize his/her involvement is *a priority*, persons who will not actively seek out engagement on a project are not ideal to be involved in a project. Meeting attendance in the SFICR and RUFRR projects (reported in the previous section) varied from “Stellar” to “Egregious”, persons involved in projects *must* be whole-heartedly involved in them.
 - c. Assign a single person to take minutes, and *emphasize the importance of the responsibility*.
 - i. Records should be taken digitally (i.e., typing on a laptop during a meeting).
 - ii. If a person takes minutes by hand, he/she should be also responsible for digitally recording them. This will reduce issues with legibility.
 - iii. If records are taken digitally, it will allow for a more rapid dissemination of the minutes to persons who did not attend.
 - iv. Minutes should be done in a consistent format to allow information to be more quickly found.
 - d. If regular updates to meetings are provided, then the importance (or even relevance) of Question 6 is severely reduced as “Missing meetings” becomes less problematic as updates are provided.
- ii. The proposed solution (i.e., providing meeting notes, minutes, or agendas) addresses issues that were reported in the data, but may have secondary effects which are equally beneficial:

- a. Regular updates increase the likelihood that Organizers are informed, which is of benefit to Participants involved in the KMb process.
- b. Regular updates allow for a stronger project identity, which encourages a better response rate for Organizers when providing feedback¹⁴ for future KMb assessments.
 - i. If not done already, this author would suggest every project have a *unique* logo or icon, a visual representation of a project is readily identifiable (i.e., eye-catching). The logo should adorn all things related to the project (including updates, minutes, or notes).
 - ii. Visual identifiers reduce confusion over project names (e.g., the SFICR project was referred to as “The Wolfe Project”, “Social Foundations project”, “The Innovation Project”, etc. This author suspects that it had many more identifiers at a local level (e.g., “MUN’s Collaboration Project”, etc.). Having a visual identifier on documentation relating to the project (e.g., questionnaires, report sheets, documentation forms, etc.) decreases the importance of having a consistent name for a project.
- c. Providing minutes for each meeting will help track the number of KMb events. This author struggled with generating a complete list of KMb events because of inconsistent or sporadic documentation.
- d. Greater familiarity in general; several responses from persons involved with the SFICR or RUFRR projects indicated that they were confused as to what either project was (despite a written description and a forewarning email from Dr. Greenwood). Regular updates would presumably reduce this.

It is this author’s belief that the example set by the SFICR and RUFRR projects did a very competent job at facilitating KMb and that the Harris Centre could learn from their examples. This author’s suggestions for the Harris Centre, is that it should approximate what the SFICR and RUFRR projects’ KMb process, but also incorporate the suggestions provided. The methodologies used by this author and the suggestions he provides address potential issues found within the data, and provide the means for the Harris Centre to evaluate its progress consistently. This culture of evaluation is important for the Harris Centre to adopt, as it allows a continuous appraisal of effort, strengths, and shortcomings. The Organizers for the SFICR and RUFRR projects seem quite adept at KMb, as indicated by the very positive feedback from the Participants of the forum events (and self-report) – the Harris Centre would do well by following similar KMb strategies.

General Suggestions

Throughout the evaluation process this author experienced several “unforeseeable unforeseeables” which were generally the product of inconsistent records, record-keepings, or listings. These inconsistencies varied between trivial (going through paper files) to serious (lack of a population listings), but generally just required sufficient time to remedy (see Appendices J

¹⁴Goncy, E. A., Roley, M. E., & van Dulmen, M. H. M. (2009). Strategies for retaining participants in longitudinal research with economically disadvantaged and ethnically diverse samples. In Streiner, D. L., & Sidani, S. (Eds.), *When research goes off the rails: Why it happens and what you can do about it*. New York: Guilford Press.

– K for a partial listing of KMb Events). The Harris Centre’s staff was overwhelmingly helpful in providing documents that were necessary for this author to conduct an evaluation, but were hampered by the lack central organization of documentation. Improvements could be made by:

- i. Better record keeping or record storage
 - a. Properly titled and dated minutes, notes, and/or records for meetings – these records should list attendees
 - b. Properly titled and dated minutes, notes, and/or records for forums – these records should list attendees
 - c. Store paper records relating to a project with similar documentation (possibly with an identifying logo) – the suggestion of having a visual identifier (e.g., logo, icon, etc.) is also relevant in this circumstance
 - d. Enormous amounts of time could be saved if record keeping is digital – a properly formatted Excel file that is copied to the Harris Centre’s “Shared Drive” – this would allow for an accurate listing of participants, events, and minutia that is of interest
- ii. Generic forms based on the SFICR and RUFRR template could be distributed to Participants at KMb forums, allowing for:
 - a. A higher response rate
 - b. The referenced project being identified by Participants
 - c. A better recall of information (e.g., quality of discussion, resource awareness, satisfaction with venue)
- iii. Generic forms based on the SFICR and RUFRR template could be distributed to Organizers at the completion of a project, allowing for:
 - a. A higher response rate
 - b. Less confusion from Participants as to what project is being referenced
 - c. A better recall of information (e.g., logistical concerns, communication efficacy, funds, etc.)
 - d. Fewer concerns over digital distribution (e.g., a potential respondent expressed concern over confidentiality of his/her responses)

As mentioned above, although problems and hurdles did exist, they were largely solvable provided enough time was given. This author is confident if the Harris Centre investigates its KMb in the future, the evaluation process will be markedly shorter as a metric for gathering responses, and system for analyzing responses already exists. Rapid evaluations of the Harris Centre are possible, provided that records are kept and maintained. The Harris Centre has the exciting opportunity to be on the leading edge of a culture of evaluation, and if it continues in its self-assessment, it will find only greater success in its mandate.

Appendices

Appendix A – Dr. Greenwood’s Email

Hi folks

David Speed, cc’d, is a Master’s student doing research with the Harris Centre this term. David is responsible for assessing how well the Harris Centre organized, promoted, and conducted collaboration events during the past few years. The two projects he will be specifically assessing are the Social Foundations of Innovation in City Regions project (a.k.a., the Wolfe Project) and the Rural Urban Functional Regions project. If you participated in both projects you will be asked to fill out both measures. You will receive separate e-mails with the link to the survey.

In order to improve how well the Harris Centre organizes, promotes, and conducts collaboration events, it will need your feedback. The survey shouldn’t take more than five minutes (it’s quite short), and if you have any concerns let David know (864 8405).

Thanks very much for your time and trouble.

Rob G.

Appendix B – SFICR Organizer Metric

The Social Foundations of Innovation in City Regions (SFICR) project examined innovation, creativity, and creativity in urban areas. Organizers (like you!) performed a wide variety of roles over varying periods.

Questions 1-9 deal with your attendance at a SFICR-related meeting. This survey uses the word “meeting” to describe any organizational activity you attended (e.g., steering committees, advisory committees, etc.) that dealt with planning, updating, or discussing SFICR developments.

Questions 10-23 deal with your attendance at a SFICR-related forum. This survey uses the word “forum” to describe ANY event that you attended (e.g., conference, workshop, town hall meeting, etc.) that dealt with topics relevant to the SFICR project, and that was hosted/facilitated by people who were “officially” connected with the SFICR project. If you attended more than one forum, please just generalize your experience.

Because there is only one survey for everyone, some questions may not be relevant to you specifically, so in that case please select “Not Applicable”.

1	2	3	4	5	N/A
Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Not Applicable

1.	I attended, in person, all meetings to which I was invited.	1	2	3	4	5	N/A
2.	I was well-prepared for all meetings I attended.	1	2	3	4	5	N/A
3.	I felt the meetings I attended were constructive and important to attend.	1	2	3	4	5	N/A
4.	I found meetings to be conveniently scheduled.	1	2	3	4	5	N/A
5.	I found it was easy to attend meetings in person.	1	2	3	4	5	N/A
6.	If I was unable to physically attend a meeting, I made arrangements to attend via technology, or sought updates from a person who had attended.	1	2	3	4	5	N/A
7.	During meetings, there was enough time to cover all or most of the desired topics and materials.	1	2	3	4	5	N/A
8.	I was sufficiently updated on the project in between meeting dates.	1	2	3	4	5	N/A
9.	How many MEETINGS did you attend? _____						
10	Generally, when a forum was held, there were adequate funds for travel costs (e.g., air fare, car rentals, mileage reimbursement, etc.) for me to attend the event.	1	2	3	4	5	N/A
11	Generally, there was adequate promotion and advertisement of forums.	1	2	3	4	5	N/A
12	Generally, I felt that people responsible for organizing forums worked well together, respected input from each other, and integrated well overall.	1	2	3	4	5	N/A
13	Generally, transporting the necessary materials (e.g., posters, technology, handout materials, etc.) to forums did not pose any major problems	1	2	3	4	5	N/A

14	Generally there was adequate transportation to forums (e.g., public transport or carpooling).	1	2	3	4	5	N/A
15	Generally there were no major technology-related issues (e.g., lack of wires or cables, incompatible systems, missing technology components) at forums.	1	2	3	4	5	N/A
16	Generally, there were adequate materials (e.g., handouts, nametags, etc.) at forums.	1	2	3	4	5	N/A
17	Generally, there was adequate time for persons to socialize with one another in a non-official capacity at forum.	1	2	3	4	5	N/A
18	Generally, I attended forums in person, and when I was there, I actively participated in discussion.	1	2	3	4	5	N/A
19	Generally, food (e.g., meals or snacks) and beverages (e.g., coffee, tea, water, etc.) were available to the forum’s participants when needed, and was of good quality.	1	2	3	4	5	N/A
20	Generally, during forums, there was enough time to cover all or most of the desired topics and materials.	1	2	3	4	5	N/A
21	I used the research I was exposed to at the forum(s) to better inform my work and my interests.	1	2	3	4	5	N/A
22	After the completion of the forum, there were (please check all that apply):						
	<input type="checkbox"/> A report <input type="checkbox"/> Follow-ups made with participants of the forum <input type="checkbox"/> New projects launched because of the forum (Please list projects launched): <hr/>						
23	How many FORUMS did you attend? _____						

Appendix C – RUFRR Organizer Metric

The Rural Urban Functional Regions (RUFRR) project examined how rural areas, urban areas, and communities in a region more generally, interacted with each other in terms of labour markets and other community sustainability factors. Organizers (like you!) performed a wide variety of roles over varying periods.

Questions 1-9 deal with your attendance at a RUFRR-related meeting. This survey uses the word “meeting” to describe any organizational activity you attended (e.g., steering committees, advisory committees, etc.) that dealt with planning, updating, or discussing RUFRR developments.

Questions 10-23 deal with your attendance at a RUFRR-related forum. This survey uses the word “forum” to describe ANY event that you attended (e.g., conference, workshop, town hall meeting, etc.) that dealt with topics relevant to the RUFRR project, and that was hosted/facilitated by people who were “officially” connected with the RUFRR project. If you attended more than one forum, please just generalize your experience.

Because there is only one survey for everyone, some questions may not be relevant to you specifically, so in that case please select “Not Applicable”.

1	2	3	4	5	N/A
Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Not Applicable

1.	I attended, in person, all meetings to which I was invited.	1	2	3	4	5	N/A
2.	I was well-prepared for all meetings I attended.	1	2	3	4	5	N/A
3.	I felt the meetings I attended were constructive and important to attend.	1	2	3	4	5	N/A
4.	I found meetings to be conveniently scheduled.	1	2	3	4	5	N/A
5.	I found it was easy to attend meetings in person.	1	2	3	4	5	N/A
6.	If I was unable to physically attend a meeting, I made arrangements to attend via technology, or sought updates from a person who had attended.	1	2	3	4	5	N/A
7.	During meetings, there was enough time to cover all or most of the desired topics and materials.	1	2	3	4	5	N/A
8.	I was sufficiently updated on the project in between meeting dates.	1	2	3	4	5	N/A
9.	How many MEETINGS did you attend? _____						
10	Generally, when a forum was held, there were adequate funds for travel costs (e.g., air fare, car rentals, mileage reimbursement, etc.) for me to attend the event.	1	2	3	4	5	N/A
11	Generally, there was adequate promotion and advertisement of forums.	1	2	3	4	5	N/A
12	Generally, I felt that people responsible for organizing forums worked well together, respected input from each other, and integrated well overall.	1	2	3	4	5	N/A
13	Generally, transporting the necessary materials (e.g., posters, technology,	1	2	3	4	5	N/A

.	handout materials, etc.) to forums did not pose any major problems						
14	Generally there was adequate transportation to forums (e.g., public transport or carpooling).	1	2	3	4	5	N/A
15	Generally there were no major technology-related issues (e.g., lack of wires or cables, incompatible systems, missing technology components) at forums.	1	2	3	4	5	N/A
16	Generally, there were adequate materials (e.g., handouts, nametags, etc.) at forums.	1	2	3	4	5	N/A
17	Generally, there was adequate time for persons to socialize with one another in a non-official capacity at forum.	1	2	3	4	5	N/A
18	Generally, I attended forums in person, and when I was there, I actively participated in discussion.	1	2	3	4	5	N/A
19	Generally, food (e.g., meals or snacks) and beverages (e.g., coffee, tea, water, etc.) were available to the forum’s participants when needed, and was of good quality.	1	2	3	4	5	N/A
20	Generally, during forums, there was enough time to cover all or most of the desired topics and materials.	1	2	3	4	5	N/A
21	I used the research I was exposed to at the forum(s) to better inform my work and my interests.	1	2	3	4	5	N/A
22	After the completion of the forum, there were (please check all that apply):						
.	<input type="checkbox"/> A report <input type="checkbox"/> Follow-ups made with participants of the forum <input type="checkbox"/> New projects launched because of the forum (Please list projects launched): <hr/>						
23	How many FORUMS did you attend? _____						

Appendix D – SFICR Participant Metric

The Social Foundations of Innovation in City Regions (SFICR) project examined innovation, creativity, and creativity in urban areas. Participants (like you!) witnessed, acted in, and affected outcomes in a variety of ways.

All of the questions deal with your attendance at a SFICR-related forum. This survey uses the word “forum” to describe ANY event that you attended (e.g., conference, workshop, town hall meeting, information sessions, etc.) that dealt with topics relevant to the SFICR project, and that was hosted/facilitated by people who were “officially” connected with the SFICR project. If you attended more than one forum, please just generalize your experience.

Because there is only one survey for everyone, some questions may not be relevant to you specifically, so in that case please select “Not Applicable”.

1	2	3	4	5	N/A
Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Not Applicable

1.	I felt the purpose of the forum(s) I attended had a clear identity (i.e., there was no confusion as to the purpose of the forum).	1	2	3	4	5	N/A
2.	Handouts and other materials relating to the forum(s) were available for interested parties.	1	2	3	4	5	N/A
3.	Invitations to forum(s) were sent with an adequate period of notice; and I was aware of the forum(s) well in advance.	1	2	3	4	5	N/A
4.	In between the talks or during lunch at the forum(s), there was time to speak to others in an informal setting.	1	2	3	4	5	N/A
5.	As a result of attending forum(s), I have increased the number of contacts within my field, or a field that is related to mine	1	2	3	4	5	N/A
6.	As a result of attending forum(s), I have increased the number of contacts <u>not</u> within my field, or a field similar to mine.	1	2	3	4	5	N/A
7.	Forum(s) alerted me to resources I was not aware of.	1	2	3	4	5	N/A
8.	I feel that by attending forum(s) I now have access to more resources.	1	2	3	4	5	N/A
9.	The projects were effectively discussed and analyzed through the forum(s), and I provided input to the process.	1	2	3	4	5	N/A
10.	There were many good ideas that were relevant to the forum(s)’ topics generated during the forum(s).	1	2	3	4	5	N/A
11.	I now have a better understanding of the topics discussed at the forum(s).	1	2	3	4	5	N/A
12.	I felt the forum was a good place to suggest ideas for the research that were relevant to the forum(s)’ topics.	1	2	3	4	5	N/A
13.	I had ideas on research (that was relevant to the forum(s)’ topic), and felt my ideas were appreciated and taken into account.	1	2	3	4	5	N/A
14.	I felt I was able to provide valuable input into the forum(s), and that my ideas were used.	1	2	3	4	5	N/A
15.	I thought the technology used within the presentation(s) was effective.	1	2	3	4	5	N/A

16.	Transportation to the venue and parking at the venue was adequate.	1	2	3	4	5	N/A
17.	I used the research I was exposed to at the forum(s) to better inform my work and my interests.	1	2	3	4	5	N/A
18.	I felt the venue was easy to find and conveniently located.	1	2	3	4	5	N/A
19.	There were adequate refreshments (i.e., food and drinks) at the forum.	1	2	3	4	5	N/A
20.	How many forums did you attend? _____						
21.	Please list any research opportunities, collaborations, or projects that were generated from the forum discussion: _____ _____						
22.	Do you have any questions, comments, or concerns about this project or anything to do with this survey? _____ _____						

Appendix E – RUFRR Participant Metric

The Rural Urban Functional Regions (RUFRR) project examined how rural areas, urban areas, and communities in a region more generally, interacted with each other in terms of labour markets and other community sustainability factors. Participants (like you!) witnessed, acted in, and affected outcomes in a variety of ways.

All of the questions deal with your attendance at a RUFRR-related forum. This survey uses the word “forum” to describe ANY event that you attended (e.g., conference, workshop, town hall meeting, information sessions, etc.) that dealt with topics relevant to the RUFRR project, and that was hosted/facilitated by people who were “officially” connected with the RUFRR project. If you attended more than one forum, please just generalize your experience.

Because there is only one survey for everyone, some questions may not be relevant to you specifically, so in that case please select “Not Applicable”.

1	2	3	4	5	N/A
Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Not Applicable

1.	I felt the purpose of the forum(s) I attended had a clear identity (i.e., there was no confusion as to the purpose of the forum).	1	2	3	4	5	N/A
2.	Handouts and other materials relating to the forum(s) were available for interested parties.	1	2	3	4	5	N/A
3.	Invitations to forum(s) were sent with an adequate period of notice; and I was aware of the forum(s) well in advance.	1	2	3	4	5	N/A
4.	In between the talks or during lunch at the forum(s), there was time to speak to others in an informal setting.	1	2	3	4	5	N/A
5.	As a result of attending forum(s), I have increased the number of contacts within my field, or a field that is related to mine	1	2	3	4	5	N/A
6.	As a result of attending forum(s), I have increased the number of contacts <u>not</u> within my field, or a field similar to mine.	1	2	3	4	5	N/A
7.	Forum(s) alerted me to resources I was not aware of.	1	2	3	4	5	N/A
8.	I feel that by attending forum(s) I now have access to more resources.	1	2	3	4	5	N/A
9.	The projects were effectively discussed and analyzed through the forum(s), and I provided input to the process.	1	2	3	4	5	N/A
10.	There were many good ideas that were relevant to the forum(s)’ topics generated during the forum(s).	1	2	3	4	5	N/A
11.	I now have a better understanding of the topics discussed at the forum(s).	1	2	3	4	5	N/A
12.	I felt the forum was a good place to suggest ideas for the research that were relevant to the forum(s)’ topics.	1	2	3	4	5	N/A
13.	I had ideas on research (that was relevant to the forum(s)’ topic), and felt my ideas were appreciated and taken into account.	1	2	3	4	5	N/A
14.	I felt I was able to provide valuable input into the forum(s), and that my ideas were used.	1	2	3	4	5	N/A

15.	I thought the technology used within the presentation(s) was effective.	1	2	3	4	5	N/A
16.	Transportation to the venue and parking at the venue was adequate.	1	2	3	4	5	N/A
17.	I used the research I was exposed to at the forum(s) to better inform my work and my interests.	1	2	3	4	5	N/A
18.	I felt the venue was easy to find and conveniently located.	1	2	3	4	5	N/A
19.	There were adequate refreshments (i.e., food and drinks) at the forum.	1	2	3	4	5	N/A
20.	How many forums did you attend? _____						
21.	Please list any research opportunities, collaborations, or projects that were generated from the forum discussion: _____ _____						
22.	Do you have any questions, comments, or concerns about this project or anything to do with this survey? _____ _____						

Appendix F – Student Voice Email for SFICR Project

Hi,

My name is David Speed and I work for the Harris Centre. Rob Greenwood sent an email last week mentioning that I would be surveying people involved in the "Social Foundations of Innovation in City Regions" project (a.k.a. the "Wolfe" project).

Below is a link to a Student Voice domain, a service run by Memorial University that the Harris Centre is using to collect data. After clicking on the link, you will be brought to a website that asks 20 multiple-choice questions. The survey should take **less than five minutes** to complete. All responses will be confidential, so please be as honest as possible!

To access the survey please click [here](#). If the survey does not open automatically, please copy and paste the following link to your internet browser's address bar:

<http://ca.studentvoice.com/p/?uuid=eacd18b6d42b4207b673ed5af22fe974>

Please note, that persons who worked on the “Social Foundations of Innovation in City Regions” AND the “Rural Urban Functional Regions” projects will receive TWO emails from Student Voice. Please complete BOTH surveys, it should take less than 10 minutes to complete both surveys.

Thank-you very much for your time!

David Speed.

Appendix G – Student Voice Email for RUFRR Project

Hi,

My name is David Speed and I work for the Harris Centre. Rob Greenwood sent an email last week mentioning that I would be surveying people involved in the "Rural Urban Functional Regions" project (a.k.a. the "Rural/Urban" project).

Below is a link to a Student Voice domain, a service run by Memorial University that the Harris Centre is using to collect data. After clicking on the link, you will be brought to a website that asks 22 multiple-choice questions. The survey should take **less than five minutes** to complete. All responses will be confidential, so please be as honest as possible!

To access the survey please click [here](#). If the survey does not open automatically, please copy and paste the following link to your internet browser's address bar:

<http://ca.studentvoice.com/p/?uuid=8f844fd2c6c848bbbe48242ae5de9d55>

Please note, that persons who participated in the “Social Foundations of Innovation in City Regions” AND the “Rural Urban Functional Regions” projects will receive TWO emails from Student Voice. Please complete BOTH surveys, it should take less than 10 minutes to complete both surveys.

Thank-you very much for your time!

David Speed.

Appendix H – Student Voice Reminder Email for SFICR Project

Hi,

My name is David Speed and I work for the Harris Centre. Rob Greenwood sent an email two weeks ago mentioning that I would be surveying people involved in the "Social Foundations of Innovation in City Regions" project (a.k.a. the "Wolfe" project).

Below is a link to a Student Voice domain, a service run by Memorial University that the Harris Centre is using to collect data. After clicking on the link, you will be brought to a website that asks 20 multiple-choice questions. The survey should take **less than five minutes** to complete. All responses will be confidential, so please be as honest as possible!

To access the survey please click [here](#). If the survey does not open automatically, please copy and paste the following link to your internet browser's address bar:

<http://ca.studentvoice.com/p/?uuid=eacd18b6d42b4207b673ed5af22fe974>

Please note, that persons who worked on the “Social Foundations of Innovation in City Regions” AND the “Rural Urban Functional Regions” projects will receive TWO emails from Student Voice. Please complete BOTH surveys, it should take less than 10 minutes to complete both surveys.

Thank-you very much for your time!

David Speed.

Appendix I – Student Voice Reminder Email for RUFRR Project

Hi,

My name is David Speed and I work for the Harris Centre. Rob Greenwood sent an email two weeks ago mentioning that I would be surveying people involved in the "Rural Urban Functional Regions" project (a.k.a. the "Rural/Urban" project).

Below is a link to a Student Voice domain, a service run by Memorial University that the Harris Centre is using to collect data. After clicking on the link, you will be brought to a website that asks 20 multiple-choice questions. The survey should take **less than five minutes** to complete. All responses will be confidential, so please be as honest as possible!

To access the survey please click [here](#). If the survey does not open automatically, please copy and paste the following link to your internet browser's address bar:

<http://ca.studentvoice.com/p/?uuid=eacd18b6d42b4207b673ed5af22fe974>

Please note, that persons who worked on the “Social Foundations of Innovation in City Regions” AND the “Rural Urban Functional Regions” projects will receive TWO emails from Student Voice. Please complete BOTH surveys, it should take less than 10 minutes to complete both surveys.

Thank-you very much for your time!

David Speed.

Appendix J – Incomplete Listing of KMb Events for SFICR Project

Name	Date	Location
Clarenville Advisory Committee Meeting	March 16, 2008	Clarenville
NL Advisory Committee Meeting	October 17, 2008	The Fairmont, St. John's
Advisory Committee Meeting	November 25, 2008	St. John's Region
Rob and Reeta travelled to a Town Council Meeting	November 27, 2008	Cormack Building, Clarenville
City Hall Meeting	December 11, 2008	Corner Brook
Preliminary Findings Meetings	February 18-19, 2009	St. John's
City Hall Ante Room	June 25, 2010	Corner Brook
Advisory Team Meeting	December 13, 2010	Clarenville

Appendix K – Incomplete Listing of KMb Events for RUFRR Project

Name	Date	Location
Gander info session	Mar 22, 2007	
Bridging the Urban-Rural Divide: Regional Cooperation in Newfoundland and Labrador, Community Prosperity Forum	April 2007	Corner Brook
Governance Team Meeting	Apr 21, 2007	NLFM Offices
Presentation on Municipal Census	May 9, 2007	Gander
NLFM Municipal Symposium	May 12, 2007	Gander
Presentation NLREDA	May 26, 2007	
Pilot Region Presentation	Jun 7, 2007	Southern Shore Joint Council, Ferryland
MC Meeting	June 11, 2007	
Functional Regions Advisory Committee Meetings	June 27, 2007	Spencer Hall
Functional Regions Advisory Committee Meetings	July 11, 2007	Harris Centre
Pilot Region Presentation	August 15, 2007	T-NWI Dialogue Sessin, Newville
Functional Regions Advisory Committee Meetings	October 5, 2007	Teleconference
Meeting with Pilot Region Representatives at MNL Convention	November 15, 2007	St. John's
Presentation to MNL Convention	November 16, 2007	St. John's
Functional Regions Advisory Committee Meetings	November 19, 2007	Delta Hotel, St. John's
Research/Management Team/Committee Meetings	February 21, 2008	Harris Centre
NL Local Action for Development Regions Workshop	March 2008	
Synergy Session	March 14, 2008	Spencer Hall
Pilot Region Knowledge Mobilization Session	April 8, 2008	Newville
Pilot Region Presentation	May 7, 2008	Straits Dialogue Session, Forteau
Gander-New-Wes-Valley Rural Secretariat Council	May 7, 2008	Gander
Functional Regions Advisory Committee Meetings	May 12, 2008	Spencer Hall
Research/Management Team/Committee Meetings	July 28, 2008	Harris Centre

Pilot Region Presentation	Aug 7, 2008	Irish Loop Dialogue Session, Trepassey
Research/Management Team/Committee Meetings	September 20, 2008	Harris Centre
Expanding the Possible: Exploring the Potential of Collaboration	October 1, 2008	New-Wes-Valley
Meeting with Pilot Region Representatives at MNL Convention	October 9, 2008	Corner Brook
Presentation to MNL Conference	October 10, 2008	Corner Brook
Collaborative Governance Models for Sustainable Development in Coastal Regions, Rural Secretariat Session	November 2008	Clareville
NLREDA AGM	November 7, 2008	
Functional Regions Advisory Committee Meetings	November 12, 2008	Spencer Hall
Research Team Meeting	April 7, 2009	
Project Presentation to New-Wes-Valley Regional Council	May 7, 2009	?
???	June 4, 2009	Outside of St. John's
Functional Regions Advisory Committee Meetings	June 17, 2009	Spencer Hall
Rural-Urban Interaction in Newfoundland and Labrador: Understanding and Managing Functional Regions Project Reports: Urban Municipalities Caucus	June 20, 2009	Happy Valley – Goose Bay
Research/Management Team/Committee Meetings	July 17, 2009	Harris Centre
Presentation to MNL Convention	November 6, 2009	Gander
Research/Management Team/Committee Meetings	January 8, 2010	Harris Centre
Functional Regions Advisory Committee Meetings	January 11, 2010	CBSC
Functional Regions Advisory Committee Meetings	February 2, 2010	
Municipalities NL Symposium	May 1, 2010	Gander
Local Governance, Creativity and Regional Development in Newfoundland and Labrador Lessons for Policy and Practice from Two Projects Workshop, Celtic Rendezvous	June 10, 2010	Bauline East NL

Research/Management Team/Committee Meetings	September 9, 2010	Mount Scio Road
Presentation to MNL Convention	October 7, 2010	St. John's
Functional Regions and Regional Governance: Implications for Policy, Planning and Dialogue (Vodden with Research Team)	Dec. 13, 2010	Clareville