

PLAN 661/PUBA 661: COLLABORATION BETWEEN SECTORS

Fall 2007

Saunders 116

Tuesdays 5-7:30pm

Dolores Foley
Associate Professor
Department of Urban and Regional Planning
Ph: 956-2780; Email:dolores@hawaii.edu
Office hours: Thursdays 2:00-4:00 & by appointment

Course Overview

Increasingly collaboration is promoted as a strategy for organizational and community change. We will study the policy issues generated by the promotion of the integration of public, private and nonprofit roles, responsibilities and practices. The purpose of this course is to examine the theories and the reality of multi-sector (private, public, and nonprofit) collaboration. The nature and types of collaborative efforts will be analyzed utilizing various frameworks. In order to establish a context for the study of collaboration, we will analyze major issues of concern in Hawai'i and elsewhere. Participants will analyze reports of collaborations and work with a collaborative effort in Hawai'i. Participants will be encouraged to examine the interrelationships between theory and practice, including the extent to which various "collaborations" are truly collaborative.

The course aims for a blend of the theoretical and the practical/experiential. We will hear from experts in the field and students will have an opportunity to work on a community project. The course will also focus on developing skills critical to successful collaborative efforts. Through exercises and application projects participants will have an opportunity to observe and practice skills.

Instructor's Assumptions and Approach

Since collaboration is a relatively new topic for academic study, I hope all of us will bring an experimental attitude into the classroom. I expect participants to be actively involved in the quest for knowledge—not just the passive recipients of information from the instructor and assigned readings. I believe we live in an exciting time for the understanding and exploration of new approaches to solving public problems.

This course is designed around the principle of active learning. You will be expected to master a body of knowledge, but you will also learn much from the active exchange of ideas in seminar-style discussions. Active learning requires more than regular attendance. It requires that each student participate fully in all aspects of the course, prepare fully for each class meeting, and complete all assignments on time.

Course Requirements

- I. Reflection papers. A two to three page paper reflecting on the readings is due each week, except when other written assignments are due. (20% of grade)
- II. Paper 1: Analyze the opportunities and barriers of collaboration. Discuss the relative strengths and weaknesses of the frameworks presented in the readings. Use examples from your workplace and other experiences. Utilize course readings and other literature. (30%) Due October 2
- III. Facilitation World Town Planning Day—November 8
- IV. Final Project-- 30% of grade. Papers and presentations
Group project. Work with others from class assisting and/or evaluating a collaboration in Hawai'i.

Class participation: This is a participatory learning class. Your absence affects the learning of others and will affect your grade. Class participation includes being prepared to effectively contribute to cooperative learning activities and actively participating in class discussions. 20% of grade

Required Texts:

Reader—available at **Professional Image**, 2633 South King St, 973-6599, near Kokua Market east of University Avenue.

Web Sites

Here are several key sites with which you should be familiar. I encourage you to bookmark them so you can find them easily.

1. The Art and Science of Community Problem Solving at MIT. Strategy tools.
<http://www.community-problem-solving.net/>
2. Civic Practices Network. <http://www.cpn.org/> World Wide Web pages provide online, multimedia capacities to exchange the broadest range of practical tools and diverse experiences. Includes training manuals, "best practice" guides, and evaluative tools so that all of us can become more skillful about the public work that we do.
3. Community Tool Box <http://ctb.lsi.ukans.edu/> The core of the Tool Box is the "how to tools." There are sections on leadership, strategic planning, community assessment, advocacy, grant writing, and evaluation to give just a few examples. Each section includes a description of the task, advantages of doing it, step-by-step guidelines, examples, checklists of points to review, and training materials
4. Coming Together <http://www.communitycollaboration.net/> Building Community Collaboration and Consensus contains extensive information on Collaboration and Public Participation with an emphasis on Youth Participation. This site is divided into informational sections and pages with links to additional information.

Part I Frameworks

August 21 Overview

August 28 Frameworks for Understanding Collaboration

Hardy, Cynthia, Thomas Lawrence and Nelson Phillips (2006) Swimming with sharks: creating strategic change through multi-sector collaboration

Barbara Gray (1989) Collaborating

Himmelman, Arthur (2002) "Collaboration for a Change"

http://www.futurehealth.ucsf.edu/pdf_files/4achange.pdf

September 4 Frameworks, cont'd

Healy, Patsy (1997) Collaborative Planning
Wondolleck, Julia and Steven Yaffee, Making Collaboration Work (2000)
London, Scott (1996) "Collaboration in Action: A Survey of Community Collaborations" <http://www.scottlondon.com/reports/ppcc-survey.html>

Part II Models of partnerships, co-operations and collaborations

September 11 Models of partnerships, co-operations and collaborations

Moore, Carl, Gianni Longo and Patsy Palmer (1999), "Visioning," *The Consensus Building Handbook*
Smith Melinda, "The Catron County Citizens Group" (1999), *The Consensus Building Handbook*
Potapchuk, William (2002) "Moving from Collaborative Processes to Collaborative Communities," ACSP Conference Paper
Conger, Jean (2002) Mergers, Consolidations and Partnerships: A Look at Strategic Nonprofit Restructuring in Hawaii
http://www.hawaiicommunityfoundation.org/doc_bin/publications/Mergers_full.pdf

September 18 Models of partnerships, co-operations and collaborations

Weizner, Vivian and Marvin Fonseca Borrás (2000) Cahuita, Limón, Costa Rica; From Conflict to Collaboration in Daniel Buckles Cultivating Peace
Foley, Dolores and Mpho Putu (2005) Developing citizen leaders for democratic governance
<http://www.asiafoundation.org/Environment/overview.html>

Reflection paper due –NO CLASS (make-up November 8)

September 25 Community Collaboration: Re-engaging the Community

Putnam, Robert, and Lewis Feldstein (2003) *Better Together*
McKoy, John (2002) Leading and Learning, pp269-281
Sirianni, Carmen and Lewis Friedland: Civic Innovation in America (2001).pp. 234-281

Part III Building Collaborative Environments

October 2 Tools for Making Collaboration Work

NCI Cross-disciplinary Public Involvement Report (download full report)
http://www.charretteinstitute.org/resources/NCI_RWJF_Forum.html
The Asset Based Community Development Institute
<http://www.northwestern.edu/ipr/abcd.html>
Community Planning Website
<http://www.communityplanning.net/index.htm>

October 9 Building Collaborative Environments

Sawyer, Keith (2007) Group Genius
Collaboration Handbook (handout)

Optional: **Democratic Dialogue: Handbook for Practitioners (2007)**

<http://www.democraticdialoguenetwork.org/index.pl>

October 16 Building Collaborative Environments

Foley, Dolores (2003) The Method of Dialogue. Handbook of Conflict Resolution
Study Circles www.studycircles.org

Peter Senge and the Learning Organization www.weleadinlearning.org/msapr03.htm
<http://www.openacademy.mindef.gov.sg/OpenAcademy/Central/HTML%20Folder/KM/bcp/>

Dialogue Tools:

<http://www.openacademy.mindef.gov.sg/OpenAcademy/Central/HTML%20Folder/KM/bcp/>

Assignment: Complete: Left Hand Column

October 23 **Practices of Successful Collaborations**

Xavier de Souza Briggs (2003) *Organizing Stakeholders, Building Movement, Setting the Agenda*

McDermott, Melanie Hughes, Margaret Ann Moote, Cecilia Danks (2006) *How Community-based Collaboratives Overcome External Institutional Barriers to Achieving Their Environmental Goals*

http://www.cbrc.org/2005nationalconf/docs/McD_Moote_Danks.pdf

October 30 **Building Collaborative Environments**

Strauss, David and Thomas Layton (2002) *How to Make Collaboration Work*. San Francisco” Berrett_Koehler Publishers Inc. (handout)

http://www.albany.edu/sph/Hoff_learning/hpm_tim_learnorg.htm

http://www.criticalmethods.org/collab/v.mv?d=1_67

November 6 **Facilitation workshop**

Schwartz, Roger. *The Skilled Facilitator*

Hanson, Mirja *Clues to Achieving Consensus*

Basic Facilitation Primer www.uiowa.edu/~cqi/2002BasicFacilitationPrimer.pdf

November 8 **World Town Planning Day (Make-up class for September 18)**

November 13 **Challenges and Opportunities in Public-Private Collaborations**

Boris, Elizabeth and C. Eugene Steuerle (eds) *NonProfits and Government: Collaboration and Conflict*

Austin, James (2000) *The Collaboration Challenge*

Sagawa, Shirley and Eli Segal (2000) *Common Interest/Common Good*

November 20 **Evaluating Collaborations**

Leach, William D.(2004) *Is Devolution Democratic? Assessing Collaborative Environmental Management*

http://www.csus.edu/ccp/publications/Devolution_CCP_2004.pdf

Margerum, Richard (2002). “Evaluating Collaborative Planning.” *APA Journal*, 68,2: 179-.191

November 27 **Presentations**

December 4 **Wrap up**