

PLAN 661: COLLABORATION BETWEEN SECTORS

Spring 2011

Saunders 116

Thursdays 1:45-4:15pm

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Office hours: Thursdays 10:00-12:00 & 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.

The course will include a class project where we will work with the Hauula community to foster collaboration on building community resilience.

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 Objectives:

We will explore the theory and practice of collaboration using the literature, research findings, case studies, and experiential activities. This syllabus reflects a framework however I am flexible and open to changes and we will discuss your goals at the beginning of the semester. By the end of the semester the learning outcomes I expect that you will achieve include the following:

- Understand the principles of collaboration
- Understand the critiques and barriers to collaboration
- Develop an understanding of criteria for evaluating the effectiveness of collaboration
- Develop interpersonal skills, including the ability to work cooperatively with others
- Suggest courses of action for increasing the use of collaborative governance in public, private and multi-sector organizational initiatives

Course Requirements

- I. 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. Due February 10 (20%)
- II. Group project. Work with others from class assisting and evaluating a collaborative endeavor in Hawai'i. Workshop with community tentatively planned for February 26. Analysis and Reflection due March 31 (20%)
- III. Semester Writing Assignment: How can collaboration within a sector and between domains enhance community resilience to natural hazards. (40%)
 - Topic Identification- Due March 10
 - Outline—Due March 31
 - Presentations-Due April 21/28
 - Final Paper—Due May 5

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:

Mattessich, Paul (2004) *Collaboration: What Makes it Work*
(ordering books in bulk, available through Professor)

Readings—available on CD, provided by instructor

January 13 Overview

Part I Frameworks

January 20 Frameworks for Understanding Collaboration

Chrislip, David (2003) *The Collaborative Leadership Fieldbook*, pp 40-92

Barbara Gray (1989) *Collaborating: Finding Common Ground for Multiparty Problems*.

San Francisco: Jossey Bass, Chapters 1&3

Himmelman A. *Communities Collaboration for Change) Definitions, Decision-making models, Roles, and Collaboration Process Guide*. Retrieved March 1, 2010 from

http://depts.washington.edu/ccph/pdf_files/4achange.pdf

January 27 Frameworks, cont'd

Mattessich, Paul, Marta Murray-Close and Barbara Monsey (2004) *Collaboration What Makes it Work*, San Paul M: Wilder Research Institute. Chapters 1-6.
Strauss, David and Thomas Layton (2002) *How To Make Collaboration Work*, SanFrancisco: Berrett-Koehler, Inc, pp 57-128

February 3 Building Community Resilience through Collaboration

Committee on Private-Public Sector Collaboration to Enhance Community Disaster Resilience, Geographical Science Committee, National Research Council. (2010) *Building Community Disaster Resilience through Private-Public Collaboration*
http://www.nap.edu/catalog.php?record_id=13028
USAID Guide: How Resilient is Your Community? (CD)

Part II Tools for Making Collaboration Work

February 10 Tools for Making Collaboration Work

Lois Hart. *Faultless Facilitation* (CD)
Clues to Achieving Consensus (CD)
Clues for Facilitators (CD)
The Asset Based Community Development Institute
<http://www.northwestern.edu/ipr/abcd.html>
Basic Facilitation Primer www.uiowa.edu/~cqi/2002BasicFacilitationPrimer.pdf
Coming Together [http://www.communitycollaboration.net/Building Community Collaboration and Consensus](http://www.communitycollaboration.net/BuildingCommunityCollaborationandConsensus) contains extensive information on Collaboration and Public Participation with an emphasis on Youth Participation.

Paper Due

February 17 Tools for Making Collaboration Work—Workshop Prep

FEMA Coastal Community Resilience Participant Manual (CD)

February 24 Organizing for Community Workshop

Coastal Community Resilience Instructor Manual (CD)
Fletcher, C.H. (2010) *Hawaii's Changing Climate*, Briefing Sheet (2010). University of Hawaii Sea Grant College Program, Center for Island Climate Adaptation and Policy, Honolulu, 7p. at <http://www.soest.hawaii.edu/coasts/>

February 26 Hauula Community Resilience Workshop

March 3 Building Collaborative Environments

Schuman, Sandy (ed) (2007) *Creating a Culture of Collaboration: Collaboration in Action* (pp322-417), San Francisco: Jossey-Bass. (CD)

Part III Models of partnerships, co-operations and collaborations:

March 10 Models of partnerships, co-operations and collaborations

London, Scott (1996) "Collaboration in Action: A Survey of Community Collaborations" <http://www.scottlondon.com/reports/ppcc-survey.html>
National Park Service (2003) *Collaboration and Conservation* (CD) (*Western Collaboration*)
Smith Melinda, "The Catron County Citizens Group" (1999), *The Consensus Building Handbook* (CD)

Conger, Jean (2002) Mergers, Consolidations and Partnerships: A Look at Strategic Nonprofit Restructuring in Hawaii.
http://www.hawaiicommunityfoundation.org/doc_bin/publications/Mergers_full.pf*

March 17 No class Replaces Hauula Workshop on March

March 24 Spring Break

March 31 Community Collaboration: Re-engaging the Community

Mckoy, John "Leading and Learning," National Civic Review, Volume 91, Issue 3, pages 269-281, Autumn (Fall) 2002 (CD)

Hardy, Cynthia, Thomas Lawrence and Nelson Phillips (2006) "Swimming with Sharks" (CD)

Seymoar, Nola-Kate (2007) "Sustainable Cities," International Centre for Sustainable Cities (CD)

April 7 Practices of Successful Collaborations

Mandell, Myrna (2001) *Getting Results Through Collaboration*, pp1-23.(CD)
The Art and Science of Community Problem Solving at MIT. Strategy tools.

<http://www.community-problem-solving.net/>

April 14 Evaluating Collaborations

Margerum, Richard (2002). "Evaluating Collaborative Planning." APA Journal, 68,2: 179-191 (CD)

Wolff, T. A practical approach to evaluating coalitions. In T. Backer (Ed.) *Evaluating Community Collaborations*. Springer Publishing

<http://www.tomwolff.com/resources/backer.pdf>

Taylor-Powell, E. *Evaluating Collaborations*

<http://danr.ucop.edu/eee-aea/rossing.html118076639&sid=1&Fmt=6&clientId=23440&RQT=309&VName=PQD>

April 21 Presentations

April 28 Presentations

May 5 Paper Due