American College Personnel Association
Educating Students: One Purpose – 10,000 Approaches

From Collaborative Initiatives to Collaborative Culture

Monday, March 31, 2003
Minneapolis, Minnesota

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Presentation Outline

- Why Collaborate?
- Focal Points for Collaboration
- Collaborative Relationships
- Developing Collaborative Initiatives
- Implementing Collaborative Initiatives
- Moving from Collaborative Initiatives to Collaborative Culture
- Leadership in a Collaborative Culture
Why do we Collaborate?

- External Pressures
- Internal Needs
Focal Points for Collaboration

Shared Big Question:
- What is best for students?

Shared Goal:
- Students success demonstrated by improved retention and graduation rates for students.

Shared Strategies:
- Initiatives that impact the quality of student learning and make the learning environment for students seamless.
Collaborative Relationships: How to begin?
Reflection: Developing Collaborative Relationships

What relationships do I have that have the potential to support collaborative initiatives? What is present in the relationship? What is missing or needs to be strengthened?

How can I develop collaborative relationships across cultural boundaries within my organization?
How do you move from a collaborative relationship to a collaborative initiative?
Developing Collaborative Initiatives

- Goals and outcomes identified
- Individuals collaborating are committed and assume responsibility to implement the initiative
- The first question asked is “Who else should be involved?”
- High level of purposeful talk with progress toward implementation
Developing Collaborative Initiatives

- Shared ownership and power
- Shared accountability among those collaborating and to the initiative
- Planned assessment of results
- Outcomes of the initiative are reported
- Shared belief that the collaborative initiative is possible and can be successful
Discussion: Issues of Power and Control

Issues of power and control can be a strategy for success or a barrier to success.

- What are some of the positives of sharing power? Giving up control?
- What are some of the down sides of sharing power? Giving up control?
- What have you learned about shared power?
Implementing Collaborative Initiatives

- Networking
- Cooperation
- Coordination
- Interdependence

Adapted from Chelle Lyons-Hanson
Developing Collaborative Culture: Strategies

- Human-Oriented/Cultural Strategies
  - Cross-institutional dialogue
  - Common language development
  - Common vision
  - Generating enthusiasm
  - Marketing change
  - Staff development

Kezar, A. (2001). Documenting the Landscape: Results of a National Study on Academic and Student Affairs Collaborations
Developing Collaborative Culture: Strategies

Structural Strategies – statistically significant in relationship to creating successful collaborations
- Shared fiscal resources
- Systemic incentives
- Planning
- Restructuring
- Reward system
- Setting expectations and accountability
- Change in promotion and tenure

Kezar, A. (2001). Documenting the Landscape: Results of a National Study on Academic and Student Affairs Collaborations
Developing Collaborative Culture: Effect of Specific Strategies

- Leadership
- Cross-institutional dialogue
- Setting expectations
- Generating enthusiasm
- Creating a common vision
- Staff development
- Planning

Kezar, A. (2001). Documenting the Landscape: Results of a National Study on Academic and Student Affairs Collaborations
Collaborative Culture

A collaborative culture demonstrates the following characteristics: learning-centered; interdependent; bi-cultural; generative communication; pro-active; and systemically-oriented.

Rice, ACPA (1998)
Leadership in a collaborative culture is for everyone involved.
Institutional Effectiveness and the Movement from Collaborative Initiatives to Collaborative Culture

Engaged in strategic planning to:
- Respond to students' needs
- Meet institutional mission and goals
- Solve problems together
- Seek additional opportunities to meet shared goals or outcomes
Strategic Planning and Change

- Leading and learning communities
- Shift in values and behaviors: mental models
- Personal awareness and mastery
- Systems thinking
- 10 challenges

Peter Senge: The Fifth Discipline (1990), The Fifth Discipline Field Book (1996), The Dance of Change (1999),
Transformational Leadership

“Good” followers have the same characteristics as “good” leaders
- Shared vision
- Communication—multilevel
- Relationships
- Culture
- Implementation

Sergiovanni (1983), Senge (1990)
Pielstick, (19??)
Reflective Practice

- Theories-in-belief
- Theories-in-action

Schon (1983)
Key Reflective Questions

- What? Why? How?
- What if . . . ?
- What is the problem? How can it be resolved?
- What worked? What didn’t? Why?
- What’s my role/responsibility?

Roth (1989)
Staff Development for Reflective Thinking: King & Kitchner (1994)
Leadership

What are my strengths in strategic planning?

What attributes of transformational leadership have I already mastered?

What can I do to strengthen my own reflective practice?
Closing Reflection

- The most important idea presented to me was…

- To me, that idea means…

- I will begin to apply the idea by…