

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

From Collaborative Initiatives to Collaborative Culture

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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...

