Building Effective Collaborations

• Principles and Applications of Effective Coalition Building
• Teaching to Increase Diversity and Equity in STEM (TIDES)
• Association of American College and Universities
• June 26, 2017

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Stand and Declare

• What do we believe about collaboration?
Collaboration with representatives from all parts of the campus community is fun and easy.
Stand and Declare

• In collaborations where we share information these exchanges lead to changes in programs, policies, and practices
Stand and Declare

• In collaborative efforts in our campus community we always engage those most affected by the problem as equal partners at the table and they willingly join us and participate actively.
Stand and Declare

I am able to bring my full spirituality to the work I do in my campus community
What are collaborative solutions?

• Doing together that which we cannot do alone

• A collaboration is a group of individuals and/or organizations with a common interest who agree to work together toward a common goal.

• From S.Fawcett et.al
The purpose of collaboration is to create a shared vision and joint strategy to address concerns that go beyond the purview of any particular party.
A mutually beneficial relationship between two or more parties to achieve common goals by sharing responsibility, authority, and accountability for achieving results.

-Chrislip and Larson
Why collaborative solutions have been encouraged?

• To create social change
• To encourage social innovation
• Expand interventions to the whole community
• To do more with less when there are budget cuts
• To address limitations of the academic system
• To promote civic engagement
• To build healthy communities
• Other reasons from your experience?
Concerns with our Systems

- Fragmentation
- Duplication of effort
- Focus on deficits
- Crisis Orientation
- Failure to respond to diversity
- Excessive professionalism
- Detached from community & clients
- Competition
- Limited and inaccessible information
- Failure to engage those most directly affected
Collaborative Solutions

1. Engage a broad spectrum of the community
   • Especially those most directly affected
   • Celebrate racial and cultural diversity

2. Encourage true collaboration as the form of exchange
The Continuum of Collaboration

Definitions:

• **Networking**  Exchanging *information* for mutual benefit.

• **Coordination**  Exchanging information and *modifying activities* for mutual benefit.

• **Cooperation**  Exchanging information, modifying activities, and *sharing resources* for mutual benefit and to achieve a *common purpose*. 
The Continuum of Collaboration- cont.

• **Collaboration**  Exchanging information, modifying activities, sharing resources, and *enhancing the capacity of another* for mutual benefit and to achieve a common purpose by *sharing risks, resources, responsibilities, and rewards*. 

  • *From Arthur Himmelman*
The Continuum of Collaboration Worksheet

Instructions: Given the definitions of networking, coordinating, cooperating and collaborating, identify the following:

- With an “x” identify which functions are most frequently used in your collaborative efforts
- Discuss how you might like to change this “mix”
- With an “o” identify where you would like to be (which functions you would like to use more frequently, etc.)
- Discuss and note what your collaborative needs to do to make this happen

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<tr>
<th>Function</th>
<th>Use Frequently</th>
<th>Use Sometimes</th>
<th>Hardly Ever Use</th>
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<td>Share Resources</td>
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<td>Enhance Capacity</td>
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Collaborative Solutions cont.

3. Practice democracy
   • Promote active citizenship and empowerment

4. Employ an ecological approach that emphasizes individual in his/her setting.
   • Build on community strengths and assets
Social ecological model

Individual
Relationship
Institutional
Community
Societal

Five Level
Primary Building Blocks: Assets and capacities located inside the neighborhood, largely under neighborhood control.

Secondary Building Blocks: Assets located within the community, but largely controlled by outsiders.

Potential Building Blocks: Resources originating outside the neighborhood, controlled by outsiders.

From John McKnight

Neighborhood Assets Map

Public Information

Libraries

Fire Depts.

Public Schools

Personal Income

Parks

Higher Education Institutions

Cultural Organizations

Associations of Business

Citizens Associations

Religious Organizations

Individual Capacities

Gifts of Labeled People

Home-Based Enterprise

Energy/Waste Resources

Public Information

Welfare Expenditures

Capital Improvement Expenditures

Police

Vacant Bldgs., Land, etc.

Social Service Agencies

Primary Building Blocks: Assets and capacities located inside the neighborhood, largely under neighborhood control.

Secondary Building Blocks: Assets located within the community, but largely controlled by outsiders.

Potential Building Blocks: Resources originating outside the neighborhood, controlled by outsiders.
Types of community assessment questions

• Traditional:
  • What are your needs?
  • How can we (providers) meet those needs?

• Asset-based assessment questions:
  • What are your community’s strengths?
  • How can you contribute to helping us find a solution?
Collaborative solutions cont.

5. Take action
   • Address issues of social change and power
   • Move from social services to social change
   • Build on a common vision

6. Engage your spirituality as your compass for social change

   Align the goal and the process
   • “Be the change that you wish to create in the world.” (M. Gandhi)
Four spiritual principles that are critical to community building

- Appreciation
- Acceptance
- Compassion
- Interdependence
Interdependence

• The community is a complex whole
• Take an ecological view of individual in their community settings
• Focus on the full range of social determinants of health
• All systems/settings have an impact and they all interact with each other
Six principles for successful coalitions:

1. Engage a broad spectrum of the community
2. Encourage true collaboration as the form of exchange
3. Practice democracy
4. Employ an ecological approach that emphasizes individual in his/her setting.
5. Take action
6. Engage your spirituality as your compass for social change
Factors Affecting a Collaboration’s Capacity to Create Change

- Having a clear vision and mission
- Action planning for community and systems change
- Developing and supporting leadership
- Documentation and ongoing feedback on programs
- Technical assistance and support
- Securing financial resources for the work
- Making outcomes matter
- Addressing conflict as it emerges
  - From Roussus and Fawcett
5 Basics You Need to Succeed

- **A Coalition.** A diverse group composed of key players from the formal and informal sectors.

- **A Coordinator.** A person to coordinate the initiatives (*could be paid person, full time, part time, or a volunteer initially*).

- **A Plan.** A written guide to accomplishing your goals/objectives/activities.

- **A Communications Strategy.** Building awareness and engagement in your community is a crucial part of the effort.

- **Community Support.** Residents that support your effort
Basics of Coalition Building – Key Components –

• Check on community readiness - start where community is
• Develop clear vision, mission and goals
• Ensure inclusive and diverse membership
• Develop organizational competence
  • Collaborative Leadership and Facilitation
  • Decision making
  • Communication
  • Planning
Key Components –cont.

• Identify and use needed resources
• Engage in action and advocacy
• Promote hope and celebration
• Change takes time and persistence
• Monitor and evaluate
• Get help when you need it
Collective Impact: Five Conditions of Collective Success

**Common Agenda**

- Shared vision of change
- Common understanding of problem
- Joint approach to solving it

**Shared measurement system**

- Agreed upon ways of measuring success
- Indicators across all organizations and community

Collective Impact

• Mutually reinforcing activities
  - Coordination of members’ differentiated activities

• Continuous Communication
  • Building trust takes time

• Backbone organization
  • Supporting infrastructure needed to plan, manage and support the coalition
Ten Places Where Collective Impact Gets It Wrong

• 1. Does not address the essential requirement for meaningfully engaging those in the community most affected by the issues.

• 2. Collective Impact emerges from top-down business consulting experience and is thus not a true community development model.

• 3. Collective Impact does not include policy change and systems change as essential and intentional outcomes of the partnership’s work.
4. Collective Impact as described in Kania and Kramer’s initial article is not based on professional and practitioner literature or the experience of the thousands of coalitions that preceded their 2011 article.

5. Collective Impact misses the social justice core that exists in many coalitions.

6. Collective Impact mislabels their study of a few case examples as “research.”

7. Collective Impact assumes that most coalitions are capable of finding the funds to have a well-funded backbone organization.
• 8. Collective Impact also misses a key role of the Backbone Organization – building leadership.
• 9. Community wide, multi-sectoral collaboratives cannot be simplified into Collective Impact’s five required conditions.
• 10. The early available research on Collective Impact is calling into question the contribution that Collective Impact is making to coalition effectiveness.
• [www.gjcpp.com](http://www.gjcpp.com) and Non Profit Quarterly
Collaborating for Equity and Justice

• Explicitly address issues of social and economic injustice and structural racism.

• Employ a community development approach in which residents have equal power in determining the coalition or collaborative’s agenda and resource allocation.

• Employ community organizing as an intentional strategy and as part of the process. Work to build resident leadership and power.
Collaborating for Equity and Justice

• Focus on policy, systems, and structural change.
• Build on the extensive community-engaged scholarship and research over the last four decades that show what works, that acknowledge the complexities, and that evaluate appropriately.
• Construct core functions for the collaborative based on equity and justice that provide basic facilitating structures and build member ownership and leadership.
Strategic goals of the paper:

• One: influence all those engaged in coalition building and systems change to adopt these principles and ACT on them

• Two: Get funders to move towards funding initiatives that promote these principles
Collaborating for Equity and Justice Tool Kit

• https://www.myctb.org/wst/CEJ/Pages/home.aspx
Steps in the Community Development Process and How to Evaluate

1. Assessment & Collaborative Planning
2. Targeted Action & Intervention
3. Community & System Change
4. Widespread Behavior Change & Risk Factors
5. Improvement in Population-level Outcomes
Evaluation questions at each of the five phases are:

- **Assessment and collaborative planning**
  - *How has the coalition developed its organizational capacity?*
  - *Does the coalition have a vision and a plan for community mobilization?*
  - *Is the coalition membership inclusive of all community sectors?*
• **Targeted action intervention**
  
  • *Has the coalition developed measurable and targeted action steps?*

  • *Is the coalition taking actions to reach its goals?*

  • *Will these action steps help the coalition reach its goals and meet its objectives?*
Evaluation questions at each of the five phases are:

- **Community and systems change**
  - Does the coalition create community changes, defined as changes in programs, policies, and practices?
  - Have participating organizations changed programs, policies, and practices? (These are the intermediary outcomes that seem to be able to predict the ultimate population-level change).
• Widespread behavior change
  • *How widespread is the change?*
  • *Where have these changes occurred and what form do they take?*
  • *Are changes happening in many sectors and systems?*
• **Improvement in population-level outcomes**
  
  • *How are community/system changes contributing to the efforts to improve the community?*

  • *Are community/system changes associated with improvements in population-level outcomes?*
Barriers – What are your biggest concerns?

• Turf and Competition
• Bad history
• Failure to Act
• Lack of a Common Vision
• Failure to provide and create collaborative leadership
Barriers (cont.)

- Minimal organizational structure
- Costs outweigh the benefits
- Not engaging self-interest
- Overcoalitioned community
Coalition Building Tools

• Applications to Your STEM Coalitions
Revitalizing an Existing Coalition

• SWOT Analysis  Strengths Weaknesses Opportunities Threats
• Root Cause Analysis
• Revisiting your vision – vision exercise
• Force Field Analysis
• Brain storm possible activities  and Prioritize (Form work groups)
### SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) of Your Coalition

- Think about your present coalition and fill in the boxes

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<th>Strengths</th>
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<th>Opportunities</th>
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Root Cause Analysis - Example

• EXAMPLE:

• Identified by coalition as issue: Homelessness among YMSM

• This is not yet a root cause. Follow the steps above to conduct RCA around this issue. Start by writing a clear and concise problem statement, such as “LGBT youth are at risk for HIV/AIDS because of unstable housing.” Begin asking WHY and follow the steps to identify the root multiple causes. The diagram below illustrates how the brainstorming process unfolds to reveal many reasons this problem exists. As noted above, the coalition should probe at least two layers deep. Often times, more layers are needed to sufficiently get to “root causes.”
Problem: LGBT youth at risk for HIV/AIDS because of unstable housing

WHY?

- No job to pay rent
- Lack LGBT friendly residential facilities
- Employment requires 2 forms of ID
- No work experience
- Job training center has limited hours
- Limited space at shelters
- Family doesn’t accept them
- Rentals require security deposit
- Dept of Housing has no priority status for youth

A Sample Root Cause Analysis
Visioning: Tool for Creating a Common Vision

• You will write a newspaper article on the success of your coalition in five years. The focus of the article will be on both the accomplishments and changes in the community.

• What does the article say?
• Think about:
  • Any changes that have taken place in the community.
  • Any new programs or services that have been created.
  • Who is active and involved and working with your effort now and in what ways?
Visioning cont.

• Do the following:
  • Write a headline for the article
  • Note the specific priorities that emerge for the next two years
  • Be prepared to report out to the whole group
• Remember: This is your VISION of what could happen if the initiative were organized and working together for common goals and changes.
• Be daring!
**Force Field Analysis**

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<th>Project Goal:</th>
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<tr>
<td>Supporting or Facilitating Forces</td>
<td>Opposing or Resisting Forces</td>
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<tr>
<td>Force Field Analysis</td>
<td>ACTION OPTIONS</td>
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<tr>
<td><em>Project Goal:</em></td>
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<tr>
<td>Actions to be taken to strengthen the facilitating/supporting forces</td>
<td>Actions to be taken to weaken or reduce the opposing/resisting factors</td>
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Pink isn’t the only color associated with breast cancer.

Black women are more likely to die after being diagnosed with breast cancer than women of other races. These women beat the odds. You can too. Know your body and your options.


A message from Mayor Thomas M. Menino and the Boston Public Health Commission.
About the REACH Coalition

Mission—What is our work?

The mission of the Boston REACH Coalition is to promote health equity and eliminate racial and ethnic health inequities in Boston.
the Boston REACH Coalition

• Initially focused on breast and cervical cancer in Black women in Boston

• Now taking a broader SDOH approach
A Health Equity Framework

- Socioeconomic Status
- Environmental Exposure
- Health Behaviors
- Access to Health Services
- Housing
- Public Safety
- Social Capital
- Education
- Transportation
- Employment
- Food Access

Health Outcomes
Jamaica Plain Youth Health Equity Coalition

• Why focus on youth
• We’re doing it already!
• Youth issues = community issues = family issues
• Narrows the focus (but not much)
Jamaica Plain Youth Health Equity Collaborative - Goals

- Involve residents, organizations and youth
- Examine health disparities
- Identify causes including social determinants
- Common language and framework
- Define and implement programs
Bucket Meetings

• Case Study

• Employment inequities for low income African American/Latino youth – role of institutional racism

• Employment Health impacts for low income African American/Latino youth

• Possible Action Steps/Strategies
Youth Retreat August 2009

Undoing Racism Activity
Current Focus:
Youth Employment
  • Job Development
  • Communications
  • Job Training
Youth Report 2009

02130
HEALTH + YOUTH

WHAT IT IS TO LIVE IN THE OTHER JP

Casha, 10, and her sister Sandra, 12, live with their single mother in public housing in Jamaica Plain. During a particularly bad winter, a large window in their living room was broken and never repaired. The room was freezing but the rest of the house was hot and stuffy. The window was not the only thing the landlord wouldn’t fix: the apartment complex leaked creating a waterfall of gross water, mildew and mold. The landlord refused to spray for pests or treat the rooms. Everywhere. Everyone in the house lives in a constant state of frustration and sadness. The mom fears for her daughter’s safety both inside and outside of the house. She tried to contact the proper authorities at City Life, but the process is slow. They continue to live there, with no improvements planned.

Adapted from Health and Housing Testimony p. 18

HOME IS WHERE
THE HEART IS
BUT A HOUSE
CAN MAKE YOU SICK...

It is common to use the term house when we are referring to the structure that, among other functions, provides a protected space to live. This protected space is called a house. It is important to realize that the structure of a house can have a direct impact on the health of the people who reside there.

The story of Casha, Sandra and their mother emphasizes that what we call a house can cause poor health, unhappiness and unsafe conditions. That’s why it’s so important to think about how our homes can affect our health. If this is repeated throughout an entire community, we can imagine that all efforts to create equal health conditions for all will be impossible without addressing housing conditions and house health.

For the youth of JP the most concerning housing issues are:

HOUSING SEGREGATION
SHELTER POVERTY
HOMELESSNESS

This section will look at all three and address possible solutions.

* If you know what this is, this report is for you.
March and Rally February 2010
Key challenges & What we learned

- 1. Addressing institutional and structural racism
- 2. Focus on social determinants of health
- 3. Grassroots community engagement
- 4. Policy change
- 5. Focus on a shift from social service to social change
- 6. Collaboration
“Be optimistic, it feels better.”

Dalai Lama
Global Journal of Community Psychology Practice
www.gjcпп.org

• Sustainability Tool:
Web Resources

- Community Tool Box
- [http://ctb.ku.edu](http://ctb.ku.edu)
- Global Journal of Community Psychology Practice
- [www.gjcpp.org](http://www.gjcpp.org)
- Tom Wolff & Associates
- [www.tomwolff.com](http://www.tomwolff.com)