

Collaboration: Developing & Building Effective Partnerships

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Warm-up

- Attendee experiences with collaboration
 - Who has a grant that requires collaboration?
 - What are some of the organizations with whom you partner?



Background

- ▣ Reasons for studying collaboration
 - ▣ Required aspect of many grants (as is evaluation)
 - ▣ Districts were reporting challenges in collaboration



Background

- Safe Schools/Healthy Students Initiative
 - Collaboration required
 - Focus on healthy and safety of students



Background

- Study approach
 - Developed a theory of collaboration based on our observations
 - Trained district staff to conduct research
 - Included many districts (urban, suburban and rural)

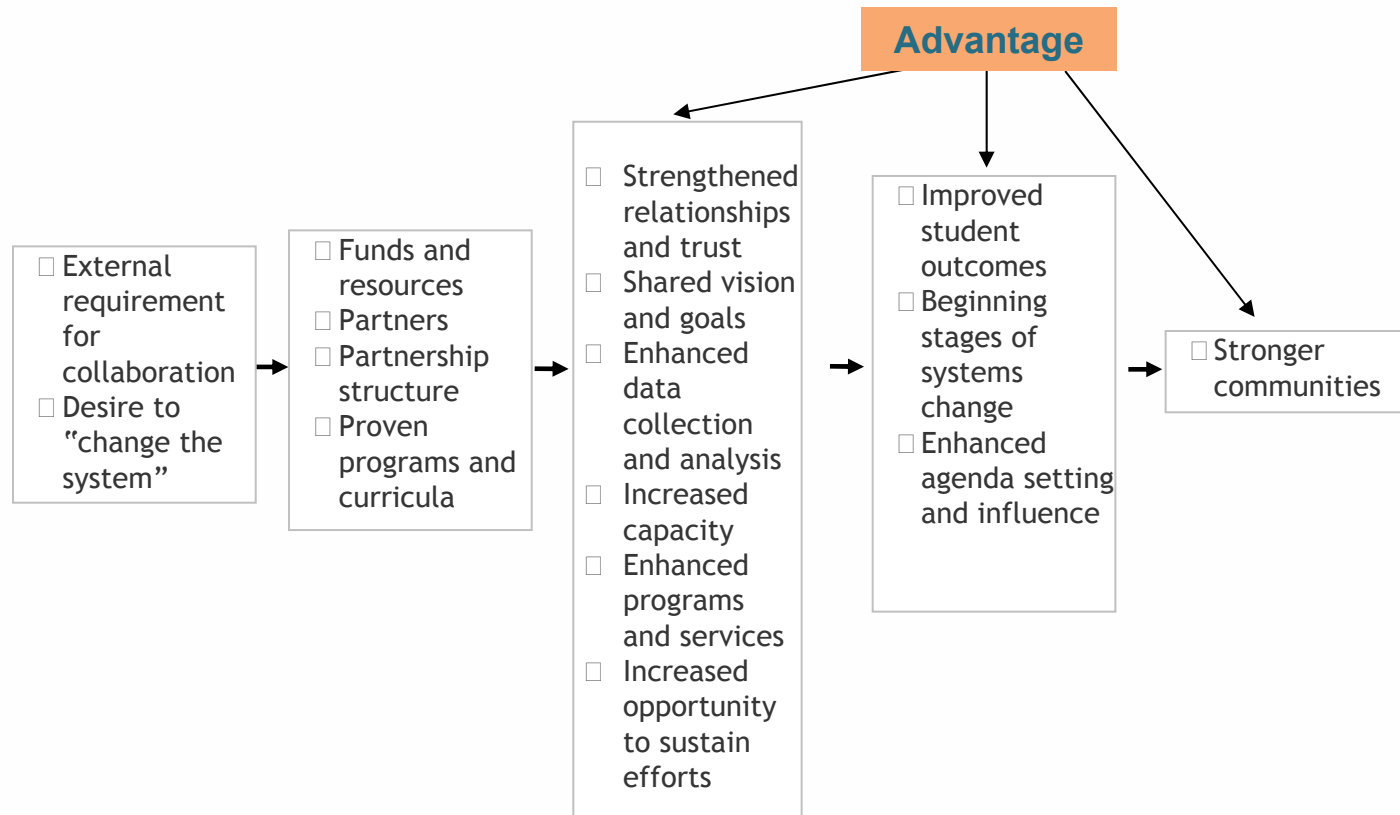


Background

- Research we consulted
 - Social capital
 - Systems change
 - Complex problems
 - Group decision-making and processes
 - Subject-specific (school violence, mental health)



Collaboration model





Stimulus

- Defined as:
 - What prompted collaboration in the Safe Schools/Healthy Students Initiative, at local and Federal levels

- What we observed:
 - Common program goals and interdependence
 - Desire for systems change
 - Funding incentives



Inputs

- Defined as:
 - Elements which research revealed were important to allowing partnerships to move forward in accomplishing their goals

- What we observed:
 - Funds and resources
 - Partners
 - Partnership structure
 - Proven programs and curricula



Outputs

- Defined as:
 - Accomplishments of the collaborative partnership, such as improvements in processes or increased capacity

- What we observed:
 - Strengthened relationships and trust
 - Shared vision and goals
 - Enhanced data collection and analysis



Outputs

- What we observed *(continued)*
 - Increased capacity
 - Enhanced programs and services
 - Increased opportunity to sustain efforts



Proximal outcomes

- Defined as:
 - Impacts evidenced outside the partnership, particularly impacts on individual students and systems.

- What we observed:
 - Improved student outcomes
 - Enhanced agenda setting and influence
 - Beginning stages of systems change



Ultimate outcomes

- Defined as:
 - Collaborative impact observed on families or the broader community.

- What we observed:
 - Uncertainty about impact

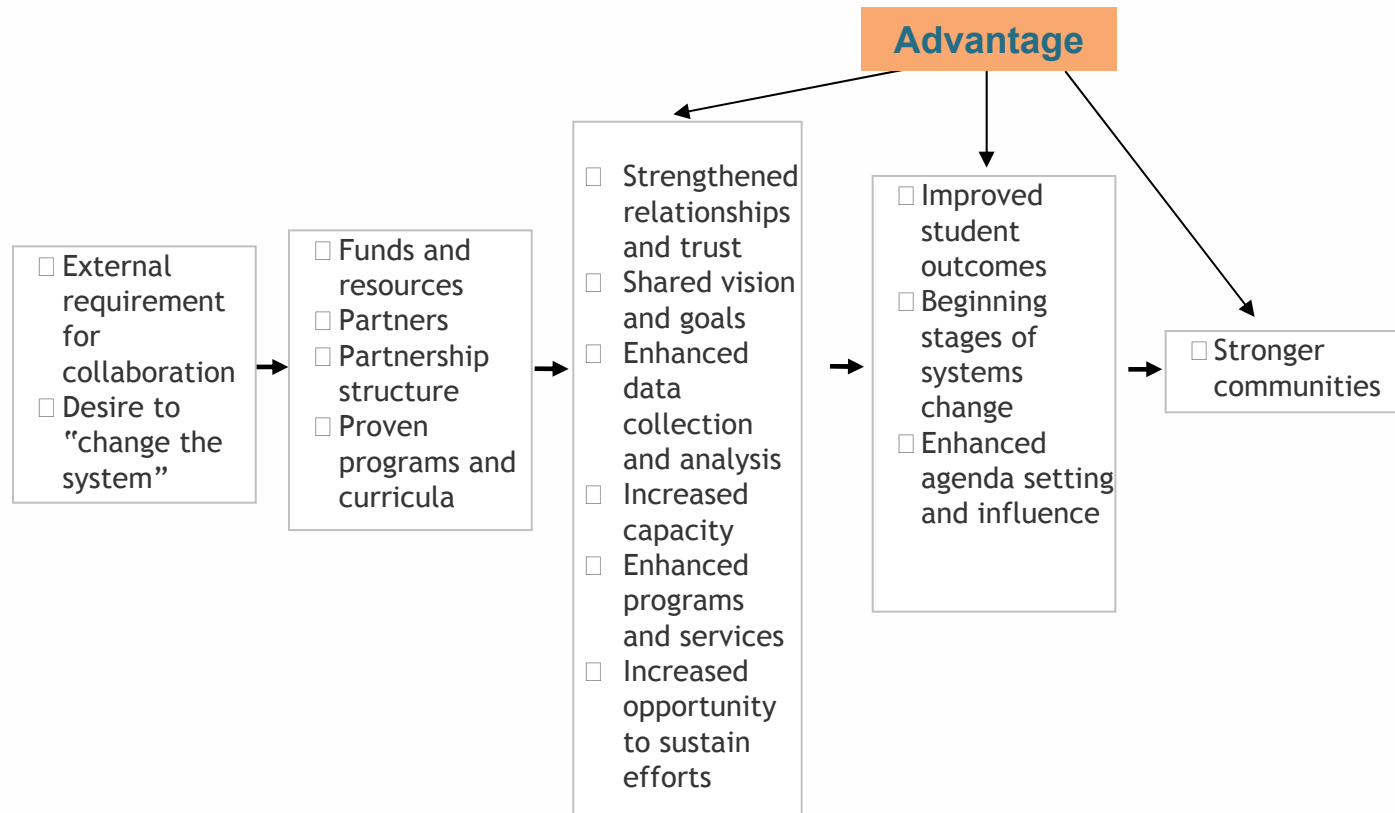


Lessons learned

- Collaboration is important strategy to address complex problems
- Elements of the collaborative process are interrelated
- Collaboration increases capacity
- Collaboration can help to sustain efforts
- Collaboration can support system change



Collaboration model





Ideas for implementation

- Start partnership with broad vision of success
- Assess organizational resources and readiness
- Develop leadership and operational structures
- Think about what success will mean – both outputs and outcomes



Resources

- www.sshsevaluation.org
- www.promoteprevent.org
- Please also see bibliography



About the authors

- Leah Goldstein Moses founded the Improve Group in 2000 to help organizations deliver more effective services. She enjoys the learning exchange that happens with each client.
- Rebecca Stewart specializes in community-led initiatives. She enjoys engaging diverse groups in designing projects and interpreting findings.



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