1. What interests you most about evaluating organizational collaboration?

2. What are you hoping to learn/get out of this workshop?

The direction, speed and depth of program implementation is mediated by collaboration - the structure and dynamics of the ties between people and organizations.
Collaboration Evaluation and Improvement Framework

1. Operationalize collaboration
   The evaluation of collaboration must be characterized by specific attributes so that its existence, development, quantity, quality, and effects can be measured, observed, and/or documented.

Collaboration - 5 Principles

- Levels of integration
- Predictable stages of development
- Nested and networked phenomenon
- People collaborate
- Shared purpose

The sine qua non of collaboration is shared purpose.

Two or more entities come together for a reason – to achieve a vision, to do something that could not otherwise be accomplished as independent actors working alone.

People Collaborate

North, South, East & West: Compass Points

<table>
<thead>
<tr>
<th>North</th>
<th>West</th>
<th>East</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acting – “Let’s do it.” Likes to act, try things, plunge in.</td>
<td>Paying attention to detail – likes to know the who, what, when, where and why before acting.</td>
<td>Speculating – likes to look at the big picture and the possibilities before acting.</td>
</tr>
</tbody>
</table>

South
Caring – likes to know that everyone’s feelings have been taken into consideration and that their voices have been heard before acting.
Nested and Networked Phenomenon

Predictable Stages of Development
Evaluating and Improving Organizational Collaboration

Figure 1 – Stage Models of Collaboration from Measuring Collaboration Among Grant Partners: Frey, Lohmeier, Lee, & Tollefson, American Journal of Evaluation 2006

Figure 1: Levels of Integration

Levels of Integration

Shared Information & Mutual Support
Common Tasks & Compatible Goals
Integrated Strategies & Collective Purpose
Unified Structure & Combined Cultures

Cooperation Coordination Collaboration Coadunation

Low Formal Integration High

Adaptation of Figures 1.1 and 1.2 in Bailey and Koney (2000), pgs.7 & 9

Collaboration Evaluation and Improvement Framework

Nested and networked groups/teams are the building blocks of organizations.
Diagram an organization, project, and/or program of your choice.

Depict organizations, groups, people and connections between them.
“Poor organizational design and structure results in a bewildering morass of contradictions: confusion within roles, a lack of co-ordination among functions, failure to share ideas, and slow decision-making bring managers unnecessary complexity, stress, and conflict.”

Evaluating and Improving Organizational Collaboration

Stages of Development

Monitoring Questions

Formation stage: In this stage of collaboration success hinges on the level of shared clarity around purpose, structures, strategies, leadership, and key tasks.

Suggested developmental/formative assessment interview questions:

1. How is/was the leader identified?
2. How are/were members recruited and was enough time spent in the recruitment process?
3. How representative is our partnership membership with regard to its purpose?
4. Do leaders and members share a common understanding of the alliance's purpose?
5. Do we have the right people and organizations at the table?
6. Are leaders' and members' roles and responsibilities transparent and understood by all?
7. Do each of us understand why we are here and what we are hoping to accomplish?
8. Are anticipated linkages between the members' parent organizations and the alliance clearly delineated?

Collaboration Evaluation and Improvement Framework


**Levels of Integration**

Assess levels of integration
Data about degrees of integration between partners can inform resource allocation decisions and directions for future growth. Levels of linkage can be correlated with program or organizational outcomes.

Levels of Integration (adapted from Frey, Lohmeier, Lee, & Tollefson, American Journal of Evaluation 2006)

- Levels of Collaboration
  - Coordination
    - Cooperation
      - Communication
      - Coordination
      - Coordination
    - Collaboration
      - Partnership
      - Unifying
    - Unifying

- Levels of Integration
  - Levels of Community Linkages Model (Jones, 1995)
  - Levels of Integration Model (Zappa, 1996)
  - Levels of Integration Model (Zappa, 1996)

Figure 1 – Stage Models of Collaboration from Measuring Collaboration Among Grant Partners: Frey, Lohmeier, Lee, & Tollefson, American Journal of Evaluation 2006.
Evaluating and Improving Organizational Collaboration

Levels of Organizational Integration Rubric

<table>
<thead>
<tr>
<th>Level of Integration</th>
<th>Pattern</th>
<th>Strategies and Tools</th>
<th>Levels of Collaboration and Leadership Style</th>
<th>Bar Professional Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>National</td>
<td>None identified</td>
<td>Direct strategies and tools do not exist</td>
<td>Non-transparent, non-transparent</td>
<td>Non-existent or only transparent and formal</td>
</tr>
<tr>
<td>Network</td>
<td>1</td>
<td>Coordinated efforts, separate and distinct in terms of approach and focus on common goals</td>
<td>Non-transparent, flexible</td>
<td>Non-transparent, professional focus on coordination, communication, and common goals</td>
</tr>
<tr>
<td>Cooperating</td>
<td>2</td>
<td>Coordination in specific areas, free structures and processes, low inter-departmental conflict</td>
<td>Semi-transparent, flexible</td>
<td>Semi-transparent, professional focus on coordination, communication, and common goals</td>
</tr>
<tr>
<td>Interacting</td>
<td>3</td>
<td>Interchange of ideas and resources, free structures and processes, high inter-departmental conflict</td>
<td>Transparent, flexible</td>
<td>Transparent, professional focus on coordination, communication, and common goals</td>
</tr>
<tr>
<td>Unifying</td>
<td>4</td>
<td>Integration of ideas and resources, free structures and processes, no inter-departmental conflict</td>
<td>Clear, transparent, flexible</td>
<td>Clear, transparent, professional focus on coordination, communication, and common goals</td>
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Federal funding to support ‘collaborative research’

Inter- and intra-jurisdictional partnerships formed to address an agreed upon research problem and to advance excellence in science and engineering research and education

EPSCoR Jurisdictions

NSF EPSCoR
Experimental Program to Stimulate Competitive Research

Woodland@umass.edu
Measuring Collaboration Among Grant Partners
Frey, Lohmeier, Lee & Tollefson, American Journal of Evaluation 2006

Figure 2
Levels of Collaboration Survey

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<th>decision making</th>
<th>stewardship</th>
<th>influence</th>
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<td>cooperation</td>
<td>coordination</td>
<td>collaboration</td>
<td></td>
</tr>
<tr>
<td>level 1</td>
<td>high</td>
<td>5</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>level 2</td>
<td>medium</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>level 3</td>
<td>low</td>
<td>3</td>
<td>2</td>
<td>1</td>
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Evaluator

Measuring Collaboration Among Grant Partners
Frey, Lohmeier, Lee & Tollefson, American Journal of Evaluation 2006

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Evaluator
Social Network Analysis

A mathematical and graphical means to examine the structure and attributes of networks (e.g. friendship, professional, etc.) and what passes through them (e.g. advice, innovation, power, money, information, resources, influence, disease, etc.) in order to describe network functioning and/or predict how networks influence outcomes (safety, engagement, achievement, etc.)

Selected SNA Software

**UCINET Software**

**NetDraw**

**Gephi** - open-source network analysis and visualization software package
Collaboration Evaluation and Improvement Framework

1. Operationalization of collaboration
   - Define objectives and scope of collaboration
   - Establish evaluation criteria and methodologies
   - Develop specific, measurable, achievable, relevant, and time-bound (SMART) outcomes

2. Identify and map interactions of practice
   - Analyze data from observation and feedback
   - Use case studies and qualitative methods
   - Develop a comprehensive map of interactions

3. Worker (individuals) development
   - Assess the skills and competencies needed
   - Design learning and development programs
   - Monitor progress and adjust plans as needed

4. Assess levels of integration
   - Evaluate the degree of organizational alignment
   - Conduct surveys and interviews
   - Analyze data to identify gaps and areas for improvement

5. Assess cycles of inquiry
   - Facilitate team dialogue to enhance decision-making
   - Conduct action research to improve group dynamics
   - Make meetings more meaningful
   - Build group capacity to attain performance goals

Collaboration Evaluation and Improvement Framework

Evaluating and Improving Organizational Collaboration

Team Level Cycle of Inquiry

Team Collaboration Assessment Rubric (TCAR)

See handout

In organizations, real power and energy is generated through relationships. The patterns of relationships and the capacities to form them are more important than tasks, functions, roles and positions.

– Margaret Wheatley