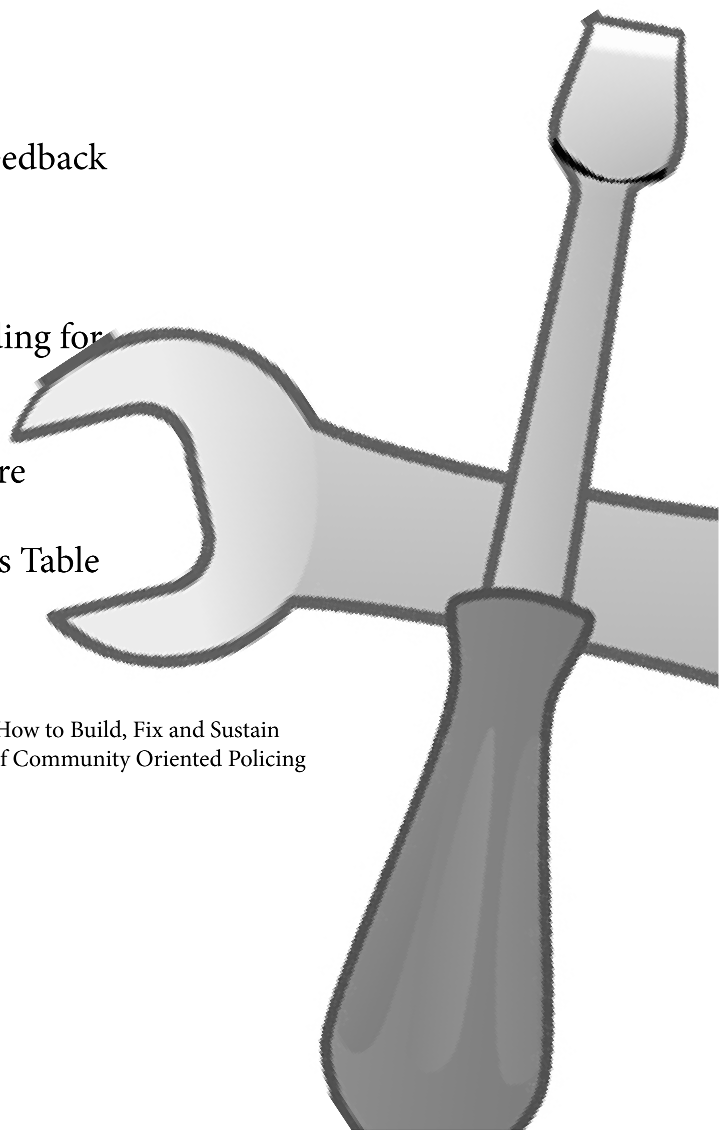
Jeanne Clery Act Training Toolkit to Build Collaboration

Toolkit Contents



Adapted from Rinehart, T.A., Laszlo, A.T., Briscoe, G.O., Collaboration Toolkit "How to Build, Fix and Sustain Production Partnerships." Washington, DC: U.S. Department of Justice: Office of Community Oriented Policing Services. 2001.

Tool 1: Identifying Partners

This tool can be used to assist you and your institution in identifying the potential stakeholders, their potential contributions and their expectations regarding the institution's sexual assault policies.

Stakeholders are individuals, groups, and organizations who will collaborate with your institution regarding victim services both on and off campus who:

- Care about improving or expanding victim services.
- Have resources they are willing to share.
- Bring knowledge and skills about victim services and support.
- Will benefit from being a part of collaborative victim service.
- Will bring a diverse viewpoint to the collaboration.

Once all of the stakeholders have been identified, develop a plan to obtain the commitment of the identified stakeholders for the collaborative effort. The plan should address how the individual or organization will be contacted, by whom, and by what date.

Directions

Make additional copies of the attached chart as needed. The primary partners in collaboration should ask the following questions for each potential stakeholder. The responses to the question should help the partners determine whether involvement of the stakeholder may further the goals of the initiative.

Answers to the questions will also provide talking points for the invitational conversation (e.g. the benefits to participation by the stakeholder).

1.) What is the reason that the individual or organization has been identified as a stakeholder?
2.) How will the individual or organization envision their role and what expectations will they bring to the effort?
3.) What does the individual or organization bring to improving victim services/ support?
4.) What is the goal of working together with the identified individual or organization?
5.) How will the individual or organization benefit from this relationship?
6.) How do you, as the primary partners, envision the individual or organization being involved in the collaborative effort?

Partner Information	Stakeholder #1	Stakeholder #2
Name		
Affiliation		
Telephone		
Fax		
Email		
Mailing Address		
Reason Identified		
Expectations		
Possible Contributions		
Goal of Working Together		
Benefits of Partnership		
Involvement		

Tool 2: Expertise and Resources- What Does the Collaborative Effort Need?

These worksheets will help to identify existing expertise among the partners in the collaboration as well as help fill gaps in the knowledge and skills necessary for successful implementation of improved/expanding victim services.

The following questions are designed to guide you in identifying the expertise and means you need to accomplish your collaborative initiative. Answers to the questions will also point to areas that will require assistance from outside the current collaboration.

Taking the time to complete this process on a regular basis will help you identify potential obstacles to success and direct your thinking to overcoming these obstacles.

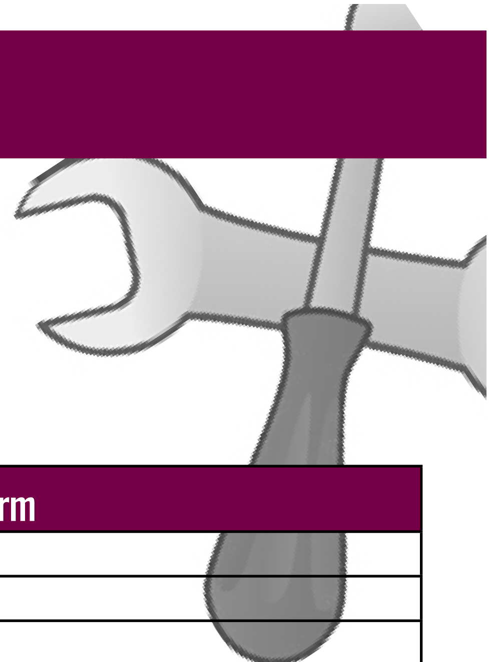
1.) On the following chart, list the tasks that need to be completed and the time frame for completion.

2.) For each task, answer the following questions:

- What expertise will it take to get this task done?
- Do we have this expertise within our collaboration?
- If yes, name the person(s) who can successfully take on the task.
- If no, do we know someone outside the team who might help us?
- In addition to expertise, what else do we need to complete the task (e.g., money, time, and people)?
- Are these resources available within the collaboration? If not, are there other ways to access what is needed? If not, do we need to modify our plan?
- What are the next steps?

Task	Completion Time frame	Expertise Required	Source of Expertise	Other Resource Needs	Sources of Resources	Next Steps

Tool 3: Expertise and Resource Inventory



Each member of the collaboration has experiences, contacts, resources, and skills that will support the collaboration. Take the time to have each member of the group complete this expertise and resource inventory. Modify this form to fit your project.

Tool 3: Expertise and Resource Inventory Form

Name:

Affiliation:

Phone:	Fax:	Email:

Address:

1. Areas of expertise: *Please identify areas where you can help with collaboration, whether through direct or indirect victim services.*

2. Resources: *Please list any public or private organizations that you know and believe might support this project. (Please include contact information). Also consider individuals who might not have the time to commit to on-going work, but who would lend their support and influence for special circumstances.*

Please complete chart with persons from your own community. Compare and discuss the resources you found.

Name	Organization	Address	Phone/Fax	E-mail

3. Time: *How much time can you devote to this project over the next year?*

4. Additional considerations: *Do you have special considerations and resources relevant to our collaboration?*

Tool 4: Developing Team Norms

This section outlines the process by which stakeholders can develop norms for the team that it is forming.

Directions: Team norms should be developed using the following process:

1.) Explain the importance of developing norms and how they will enhance the collaboration. Inform the group that they are going to develop a set of ground rules or norms, which will guide the partners as they work on the collaborative initiative.

2.) Suggest areas that may be considered when developing norms. These may include time; decision-making; communication issues such as listening, interrupting, and side conversations; conflict management and confidentiality.

3.) Follow brainstorming guidelines; ask the team to offer ground rules/norms that they would like to implement. Record all suggestions.

4.) When the team has exhausted their suggestions, review the list, giving members an opportunity to comment or to ask questions. Team members may also oppose certain norms.

5.) After the norms have been reviewed, the facilitator asks if everyone can live with and agree to follow the suggested ground rules.

6.) When all team members are in agreement, the agreed upon norms are accepted guides for the working interactions of the team.

7.) Write out final norms and post or disseminate them to the team.

8.) Revise norms as they become less useful or unnecessary.

Tool 4: Developing Team Norms Brainstorming Feedback Form

Thank you for taking a few minutes to provide your ideas and perspectives about developing norms for our collaboration. We appreciate your feedback and welcome your on-going participation in our collaborative efforts to serve victims of crime on and off campus. Please also provide your contact information (if we do not already have it) so that we may contact you regarding questions, provide you with information from our visioning meetings, and notify you about follow-up meetings and activities.

Name:	
Affiliation:	
Phone:	Fax:
E-mail:	
Street address:	

Visualize 1 year from now: What do you think the victim services community will look like?

1.) How are victims being served both on-campus and off-campus?

2.) What additional services are you providing campus crime victims?

3.) What is different about your relation with on and off-campus organizations?

4.) How would you like to be involved in the partnership to better serve your victims of campus crime?

5.) When is the best time for you to meet?

6.) What is the best method and time to contact you?

7.) What are your expectations from the collaboration effort?

8.) Is there anyone else you would like us to invite to participate in this effort?

Tool 5: Team Building Exercise

This exercise takes from 15-20 minutes and uses a facilitator or leader. The leader or facilitator starts by stressing that everyone depends on others. To illustrate this point, ask partners to indicate which members of the team they depend on.

The first person (leader/facilitator) is given a ball of string. S/he picks out someone whom s/he relies on and while holding onto the end of the string throws the ball to that person and states the nature of the dependency. The person who just received the ball holds onto a strand of string and tosses the ball to another person upon who the second person relies.

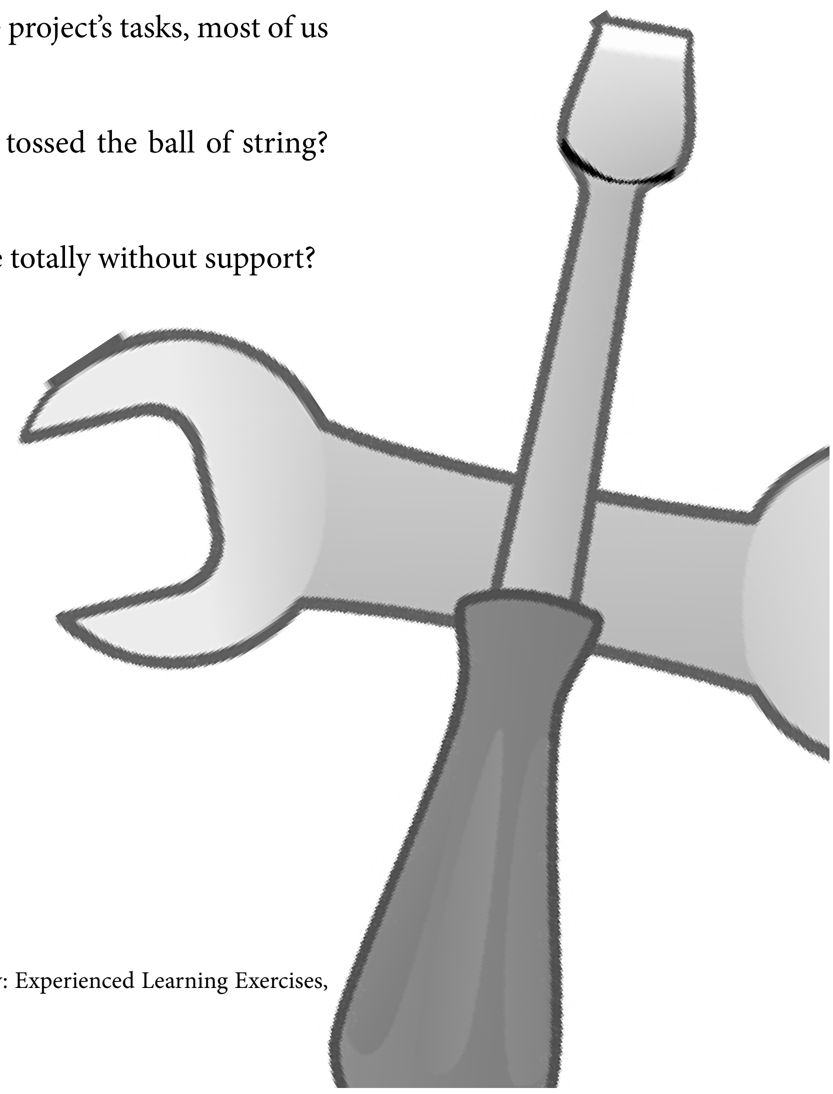
Continue this for as long as time permits or until all partners have been involved in the "web." At the conclusion, repeat the initial point- all partners depend on or are "tied to" one another for this project to succeed.

Discussion:
Untie the group and discuss the following questions:

1.) Even with the independent nature of some of the project's tasks, most of us still need others. Why?

2.) How did you choose the person to whom you tossed the ball of string? Could there have been others?

3.) Can you think of a situation in which we operate totally without support?



Scamwell, E.E. and Nordstrom, J.W. Still More Games Trainers Play: Experienced Learning Exercises, New York, New York, McGraw Hill Inc. 1991.

Tool 6: Open Communication Tool

When establishing open and on-going communications in sexual assault collaboration, try to avoid the following pitfalls and consider implementing some of the suggested strategies if you have already encountered these challenges.

Instructor note: For each of the following scenarios ask participants to brainstorm solutions. Compare their solutions with the recommendations below.

Pitfall:

A small subset of partners is vocal during planning meetings, while others are quiet, reserved, or aloof.

Solutions:

- Meeting ground rules must prohibit interruptions and criticism during brainstorming. The facilitator is responsible for enforcing these rules and redirecting unproductive conversations.
- Various brainstorming techniques can be used to solicit feedback from participants. At the beginning of the partnership, define acronyms or technical terms. As new members join the team, review these acronyms and terms so that everyone is speaking the same language.

Pitfall:

A partner complains that some partners seem to be 'in the know' while s/he is 'in the dark.' While informal communication networks can be cost-effective and appropriate, informal communication alone cannot sustain the partnership. Some may gravitate to others on a personal level but this may inadvertently exclude others.

Solutions:

- At the conclusion of each planning meeting or brainstorming meeting, the recorder should summarize decisions and next steps and forward that information to all partners, whether or not they participated in the meeting.
- Partner meetings should be scheduled in advance. As a follow-up, written or e-mail notices should be sent to all partners.
- Create a website or electronic bulletin board and post pertinent information so that all partners may access it.

Pitfall:

Meetings often involve heated debates with little actual progress. Conflict that is not addressed directly may manifest itself during partner meetings. A partner may be so focused on getting his/her way, making his/her point, or even embarrassing another partner, that all partners are distracted. Conversely, conflict or miscommunication may stem from a lack of understanding of cultural issues among partners.

Solutions:

- During the visioning meeting, the facilitator must help the team establish ground rules. At each subsequent meeting, these rules should be visibly posted. The facilitator should refer to these rules at the beginning of the meeting and at points during the discussion to help ensure that they are observed. If an individual member repeatedly violates these rules, it is appropriate for the team leader to speak with him/her privately.
- At the visioning meeting, it is important for core partners to acknowledge that change often is difficult to accept ad may produce conflict. The team should be provided with basic communication tips, as well as tips for conflict management.
- Issues of culture and diversity can begin to be addressed by discussing cross-cultural similarities and differences and by focusing on the group's common vision. Partners must be sensitive to and respect each other as they work together to achieve the common vision. Over time, mutually respectful behavior may grow into a better understanding and valuing of cultural differences.
- The team leaders must communicate clear goals for the meeting and distribute an agenda that reflects these goals.

Tool 7: Developing a Memorandum of Understanding for Your Collaboration

A memorandum of understanding (MOU) is a formal agreement between two or more parties. Its purpose is to define the roles and responsibilities of the individuals and organizational partners involved.

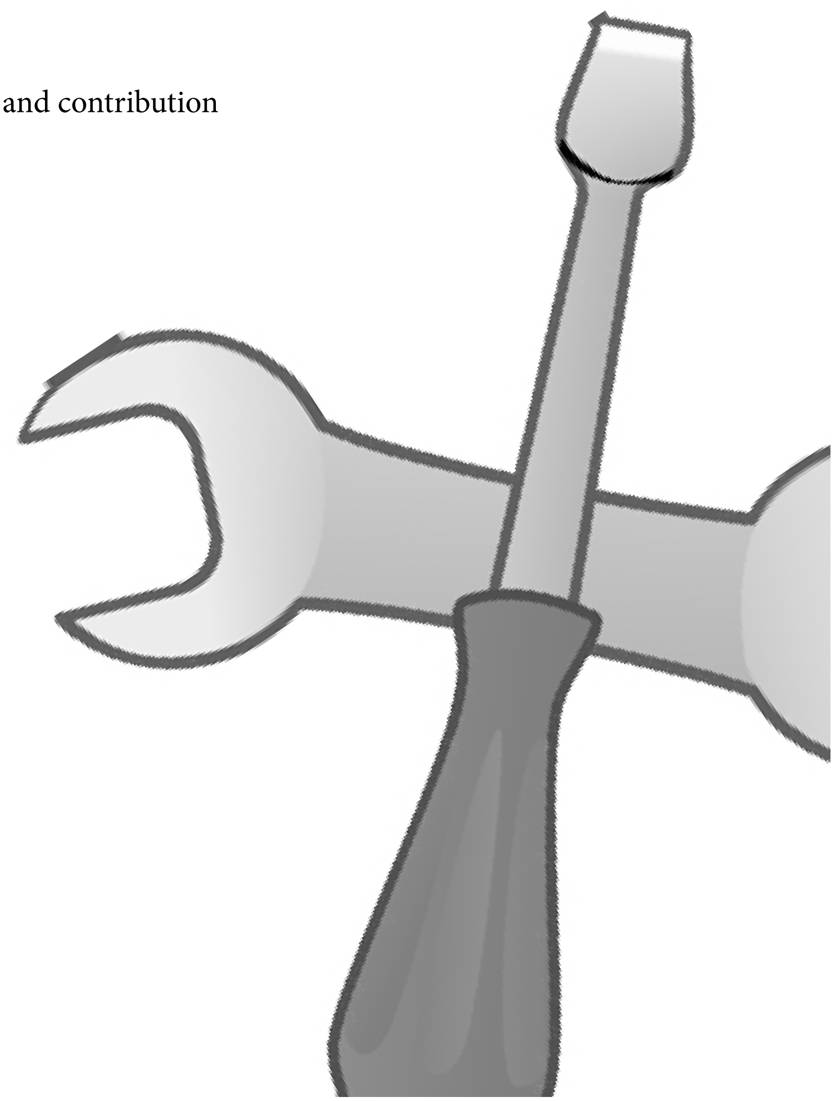
What should the MOU address?

- Goals and objectives of the partnership
    - Vision statement
    - Desired outcomes

- Organizational Structure
    - Management plan and style
    - Chain of decision-making authority/ responsibility
    - Procedures for resolving conflict
    - Confidentiality guidelines
    - Procedures and guidelines for involving new partners

- Clear delineation of roles and responsibilities
    - Substantive areas of primary responsibility and contribution
    - Management of financial resources
    - Information sharing
    - Supervisory responsibilities as appropriate
    - Grant management, as appropriate
    - Evaluation

The MOU should be signed by all partners.



Tool 8: Reassessing the Collaboration

The attached diagnostic tool is designed to help collaborations identify what is missing or getting in the way of working effectively and successfully to reach victim services goals. The attached worksheet can be used to identify collaborations components that could be strengthened.

Directions:
Make copies of the questionnaire for each member of your team. Have each member respond individually to the questions. The leader should not share the scoring information until the entire team has completed their forms. Collect questionnaires and tally the responses in front of the team. Replicate the tally sheet on a blackboard or flip chart.

Tallying the answers:

1.) Number 1-36 down the side of the flipchart or blackboard.
2.) Draw a line across the page between 4 and 5, 8 and 9, 12 and 13, 16 and 17, 20 and 21, 24 and 25, 28 and 29, 32 and 33.
3.) Put an X by the number for each no response.

Interpretation:

- Questions 1-4 pertain to the stakeholder.
- Questions 5-8 to trust within the team.
- Questions 9-12 to address shared vision.
- Questions 13-16 consider the expertise within a team to shared goals.
- Questions 17-20 address issues of team work-shared responsibility.
- Questions 21-24 look at open communication among partners.
- Questions 25-28 motivating the team to keep it energized.
- Questions 29-32 availability of sufficient means to do the work.
- Questions 33-36 designed plan of action.

If the no responses are clustered in one area, this indicates that the team needs to work on that particular area.

If no's are scattered throughout decide on a plan of action for working through the issues one at a time.

Directions:
Discuss the findings with the team. Some guiding questions are:

- What do you see from the response tally?
- What caught your attention?
- Was anything surprising?
- What seemed really on target and confirms your experience?
- Where does this information lead us?
- What is the next step?

Tool 8: Reassessing the Collaboration

Where and why are we stuck?   *What areas can be strengthened?*

A questionnaire for partners.

☐ Yes ☐ No 1. Are all partners affected by the problem addressed by this project?

☐ Yes ☐ No 2. Is there a strong core of committed partners?

☐ Yes ☐ No 3. Is the team open to reaching out to include new people?

☐ Yes ☐ No 4. Are there ways for meaningful involvement from all interested partners?

☐ Yes ☐ No 5. Have team norms been developed?

☐ Yes ☐ No 6. Do partners demonstrate a willingness to share resources?

☐ Yes ☐ No 7. Is time provided for partners to get to know one another?

☐ Yes ☐ No 8. Have relationships deepened as a result of the partners getting to work together?

☐ Yes ☐ No 9. Are all team members clear of the purpose of the team?

☐ Yes ☐ No 10. Do you trust team members to move beyond personal agendas?

☐ Yes ☐ No 11. When new team members join the team, is it easy to explain your goals?

☐ Yes ☐ No 12. Do all team members agree on the purpose of the team?

☐ Yes ☐ No 13. Are meetings well run and organized?

☐ Yes ☐ No 14. Do you know what skills other team members have?

☐ Yes ☐ No 15. Do you know what expertise the collaboration needs to move ahead?

☐ Yes ☐ No 16. Do you know where to access expertise so implementation of the plan can continue?

☐ Yes ☐ No 17. Do people volunteer to work on projects?

☐ Yes ☐ No 18. Do team members share responsibility for completing tasks?

☐ Yes ☐ No 19. Is it clear and agreed upon how team decisions are made?

☐ Yes ☐ No 20. Do leadership responsibilities shift with a shift in tasks?

☐ Yes ☐ No 21. Do all people feel free to speak at meetings?

☐ Yes ☐ No 22. Are decisions and information communicated to all members in a planned fashion?

☐ Yes ☐ No 23. Is there a regular time to give feedback on project leadership?

☐ Yes ☐ No 24. Do you feel your opinions are heard and respected?

☐ Yes ☐ No 25. Is it fun and satisfying working with this team?

☐ Yes ☐ No 26. Does the team make steady progress in working toward your goal?

☐ Yes ☐ No 27. Do people want to join and stay with the project?

☐ Yes ☐ No 28. Are others attracted to working with the team?

☐ Yes ☐ No 29. Are their enough people involved in the project to get tasks done in a specific time frame?

☐ Yes ☐ No 30. Do you have the financial resources to do what the team wants?

☐ Yes ☐ No 31. Do members of the team share leadership responsibilities?

☐ Yes ☐ No 32. Is everyone involved as a full partner in the decision making process?

☐ Yes ☐ No 33. Is it clear what strategies you are working on?

☐ Yes ☐ No 34. Are team members clear on their assigned tasks?

☐ Yes ☐ No 35. Do team members do what they say they will do?

☐ Yes ☐ No 36. Does the team stay on track in addressing the issue?

Tool 9: Identifying Funding Sources and Options

Directions:
1.) Identify tasks that need to be completed:
2.) For each task, identify:
- Amount and source of available funding.
- Amount of funding shortfalls and gaps in resources.
- Potential sources from which to obtain additional resources.
- Contact information for potential sources of funding.

Task	Amount of Available Funding/ Source	Funding Gaps	Funding Resources/ Options	Contact for Funding Source