

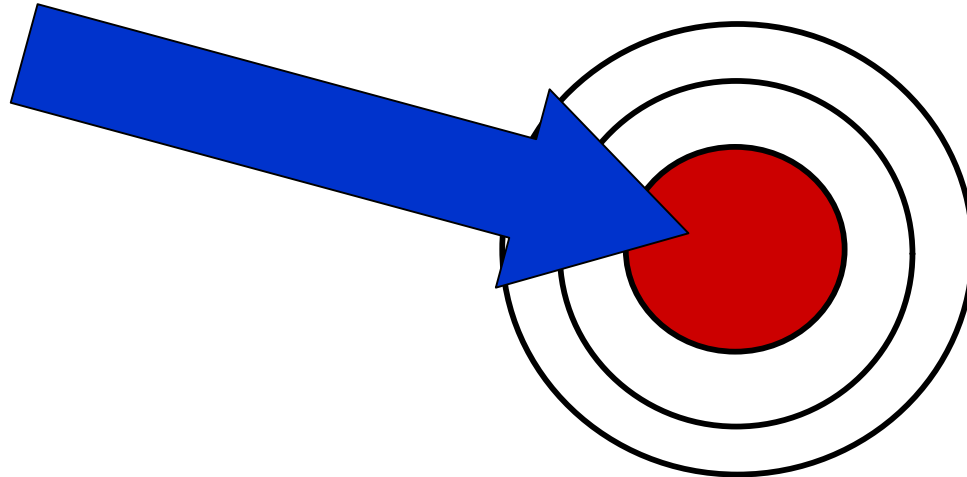
# **Institutional Collaboration as AIE Strategy**



**Johannesburg 2000**

# Day One

## Intra- and Inter-Institutional Collaboration: A Case Study



**Intra-Institutional Collaboration...**

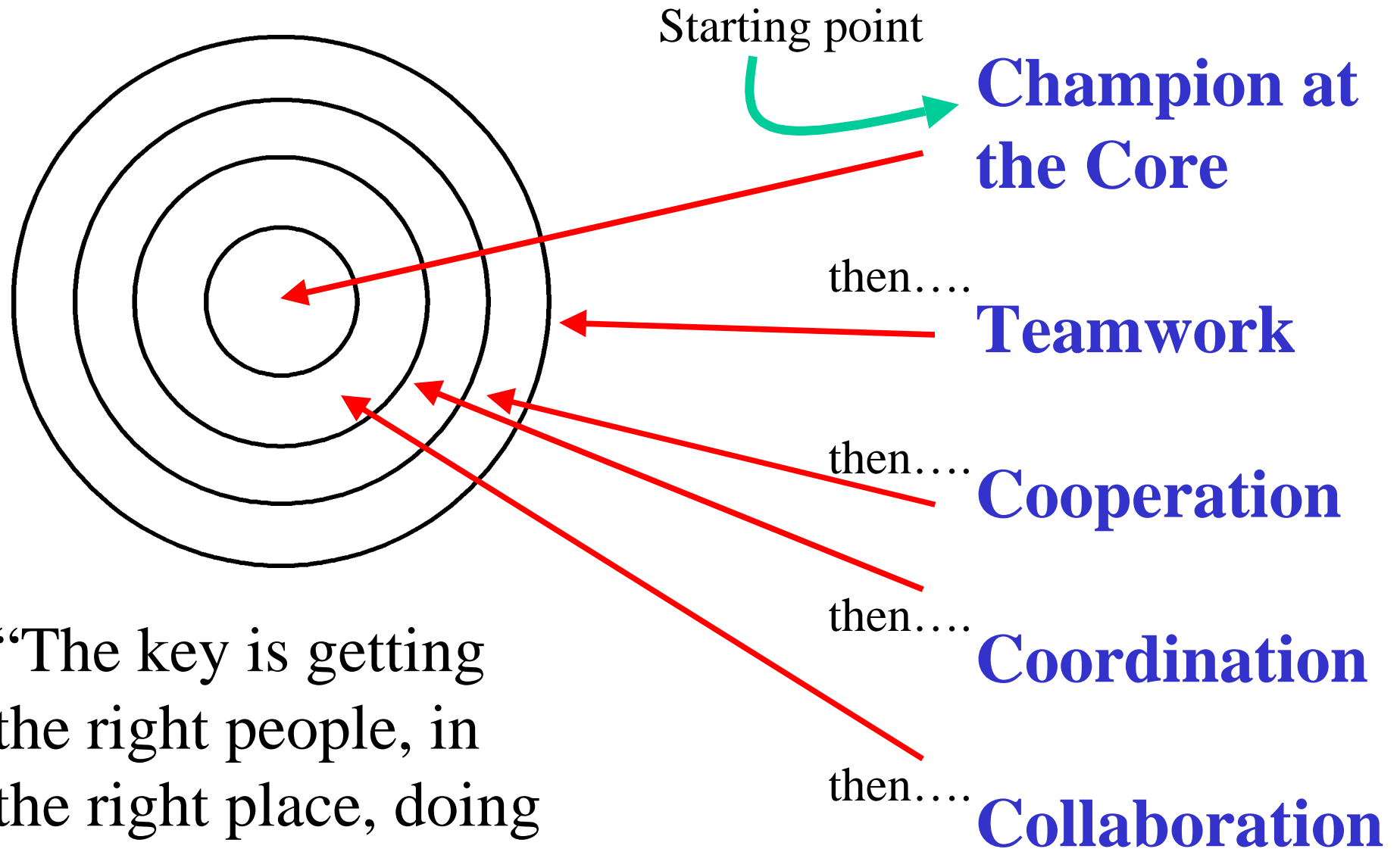
**Inter-Institutional Collaboration...**

**Collaboration is more than Teamwork  
(informal), or Cooperation (transitory).**



**TEAMWORK -- COOPERATION -- COORDINATION -- COLLABORATION**

# Steps to Collaboration



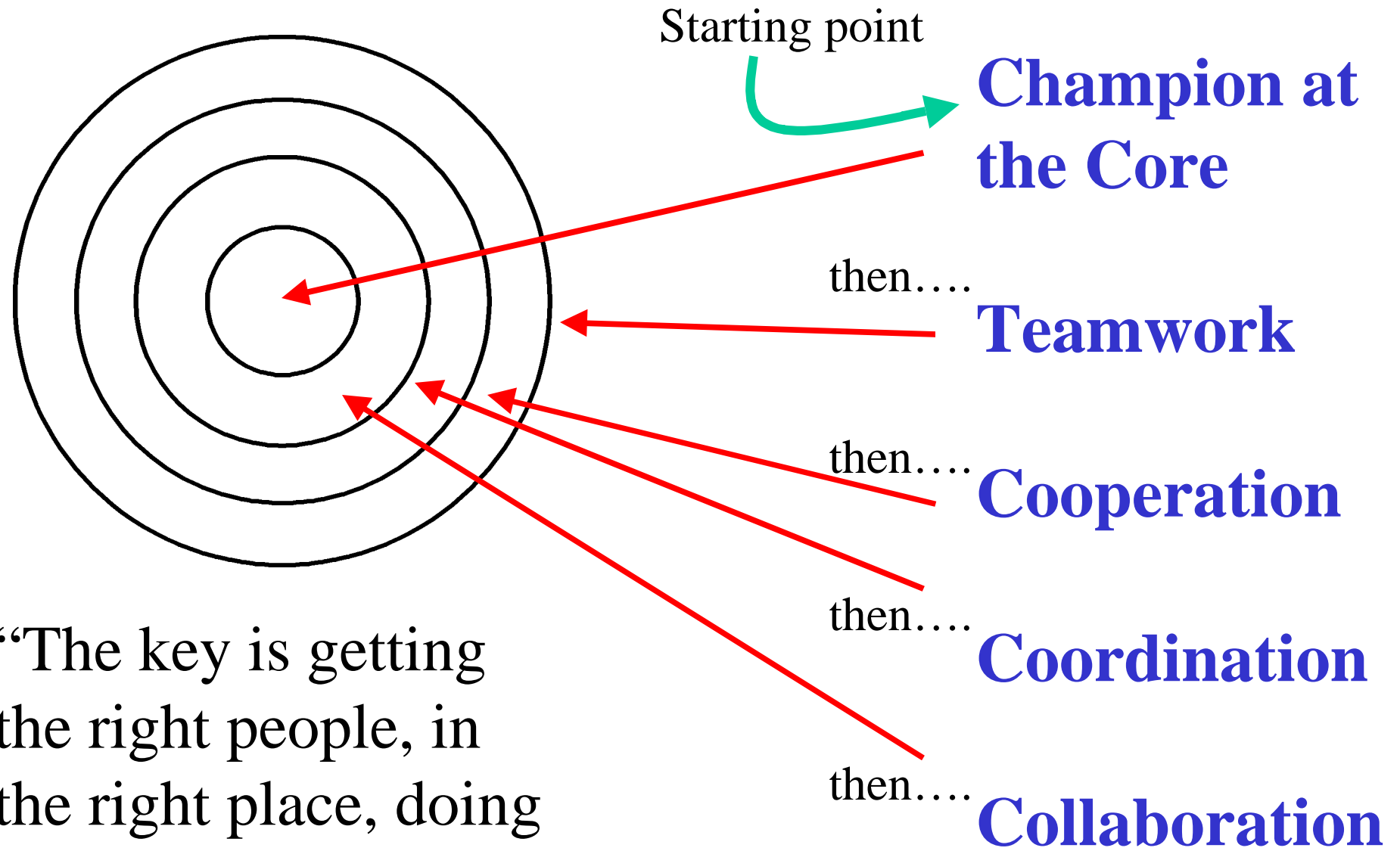
“The key is getting the right people, in the right place, doing the the right thing.”

Champion at the core...

“Leadership springs up at the  
intersection of personal  
passion and public problems”

Barbara Crosby

# Steps to Collaboration



“The key is getting the right people, in the right place, doing the the right thing.”

“Collaboration is about touching people where they are.”

**Collaboration is a structured approach to a well-defined and mutually beneficial commitment to common goals.**

**Collaborating parties share responsibility, accountability, resources, and rewards.**

**Collaboration is a way of life, not a program.**

# Four Phases of Collaboration

Amherst Wilder Foundation

**Stage One:** By Working Individual-to-Individual,  
Envision Results and Build Trust

**Stage Two:** By Working Individual-to-Organization,  
Empower Teams, Confirm Roles, and Organize the Initiative

**Stage Three:** By Working Organization-to-Organization,  
Create Joint Systems, Evaluate the Results, and Renew the Effort

**Stage Four:** By Working Organization-to-Community,  
Engage Outside Organizations to Change  
(or Improve) the System.

*(now allow me to tell the MVNC  
story on how we successfully used  
collaboration to change and  
improve the institution.)*

**BENEFITS OF COLLABORATION**

**INNOVATION**

**COMMITMENT**

**COMMUNICATION**

**RISKS OF COLLABORATION**

**SLOW**

**COMPROMISE**

**COMMUNICATION**

# Benefits...

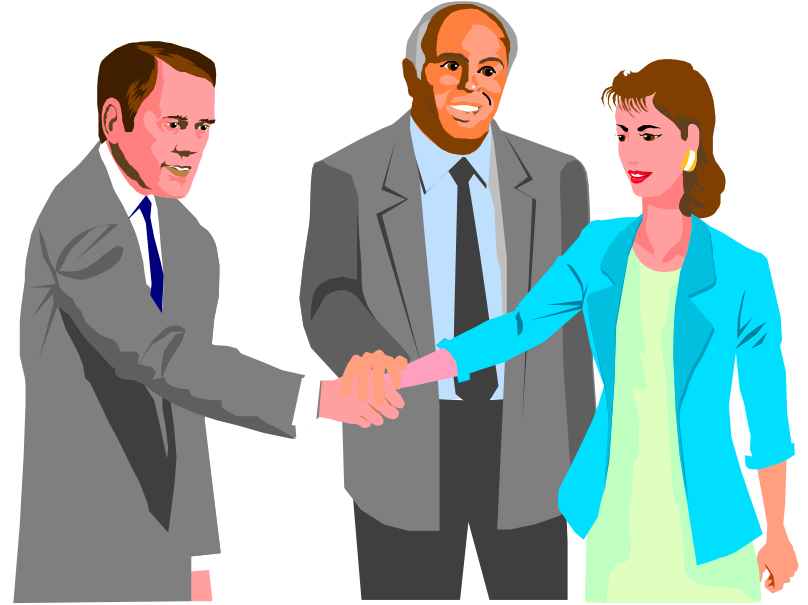
- “Christian leaders who embrace and value collaborative approaches to ministry discover the power of involving others. The sum is so much greater than the parts.”
- “Being collaborative taps into the gifts of many people, fosters, creativity, and achieves greater results.” The Collaborative Leader

# Sharing Your Collaboration Experiences

20 minutes

- **Groups of 7**
- **Each group, from your differing backgrounds, decide on ONE successful or ONE failed collaboration in your organization. (Even groups 2, 4, 6, 8, 10 do successful; odd groups failures.)**
- **Each group, tell the story of a success or a failure and why it was the one chosen.**
- **Post it on the wall.**

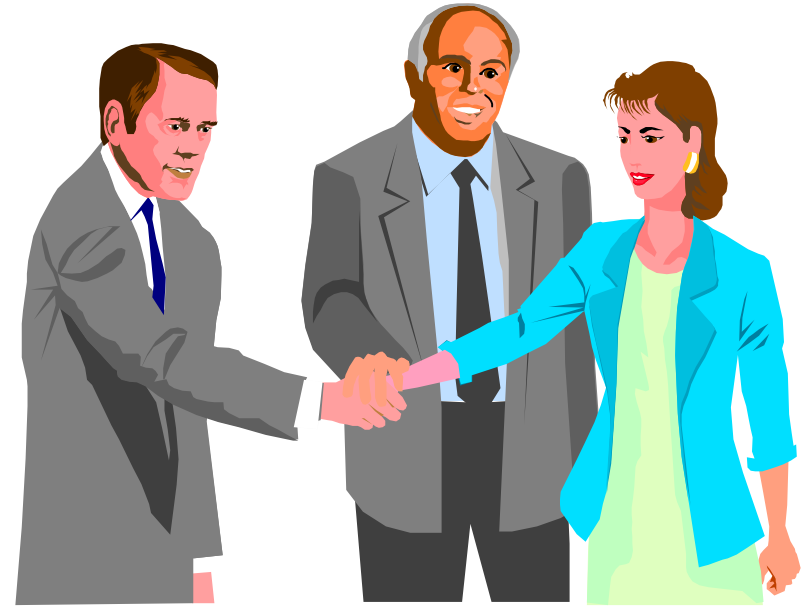
# Why Did MVNC Turn to Collaboration?



- **Immediate Need**

- Shared thinking and planning
- Collaborative resource development
- Program coordination

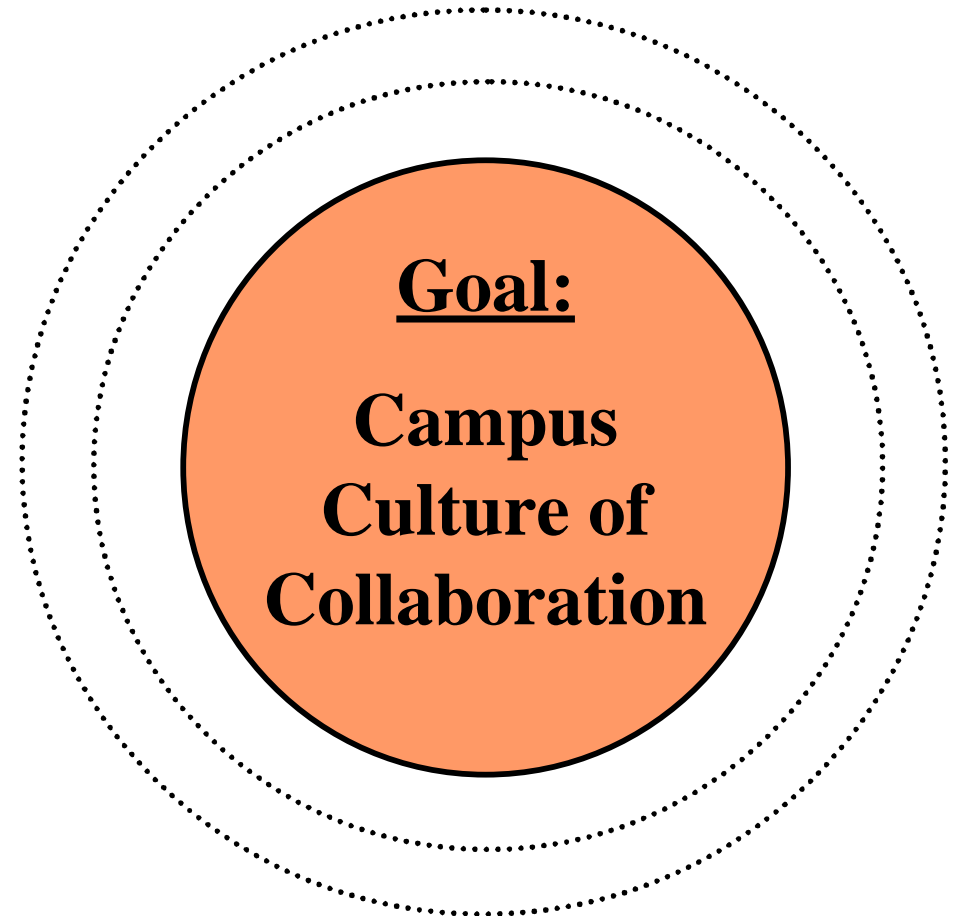
# Why Did MVNC Turn to Collaboration?



- **Immediate Need**
- **Personal Commitment**
- **Structure for Collaborative Participation**
- **Sufficient Campus Commitment to Improve**
- **Teamwork is Part of Our Campus Culture**

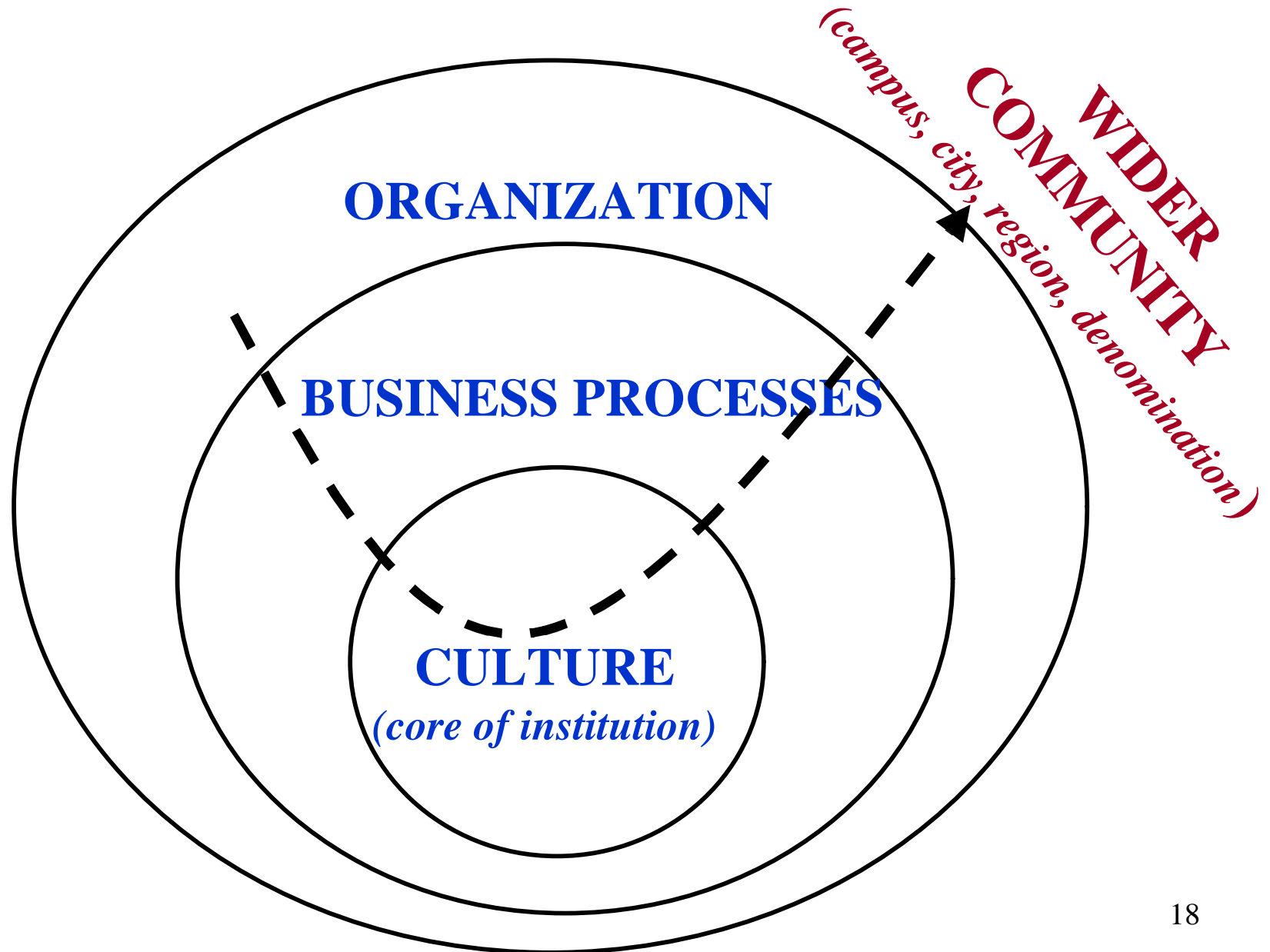
# Specific Examples of What We Did

- **Expanded decision-making**
- **Interacted with local/regional churches**
- **Restructured administrative divisions**
- **Networked with USA/Canada Council of Education**
- **Redesigned our processes**
- **Structured feedback mechanisms**



# The MVNC Legacy of Collaboration

## An Overview of Our Experience



# **Lessons Learned About Collaboration at MVNC**



- **Using collaboration to manage change is challenging.**
- **A vision and need are required for success.**
- **Regular communications is the glue of collaboration.**
- **Active, committed leadership and steering committee are required.**
- **The greater the trust and communication, the faster and more profound is the benefit.**
- **Institutional collaboration must become institutional strategy.**

# Personal Passion and Public Need

- About what are we passionate as it relates to the institutions we serve?
- Our response to others' passion should be “WOW!”

# Day Two

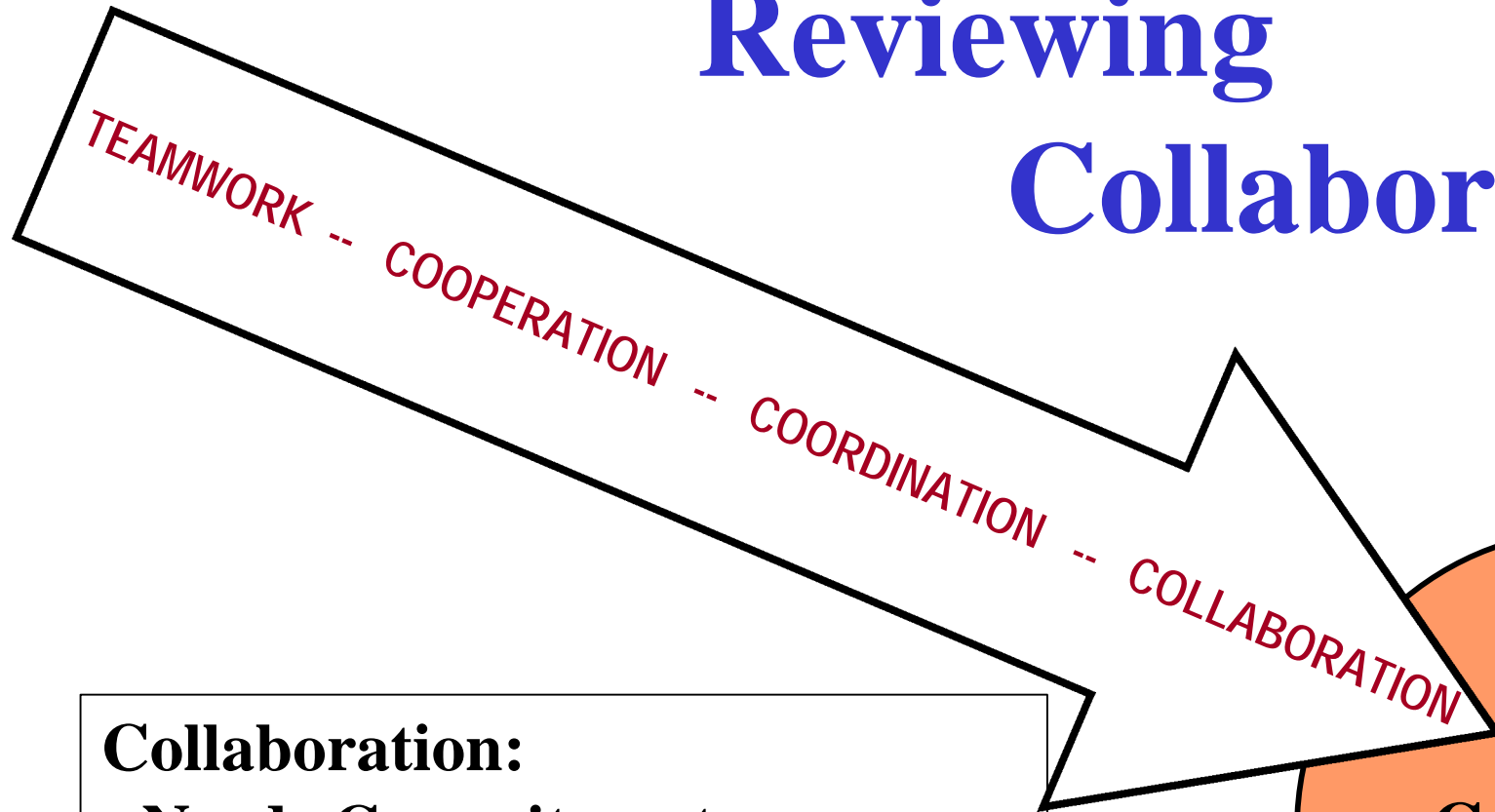


## Applying Collaboration to The Academy for International Education

**“The driving force behind the Academy is a desire to maximize access to the rich educational resources in the Church of the Nazarene.”**

**Al Truesdale**

# Reviewing Collaboration

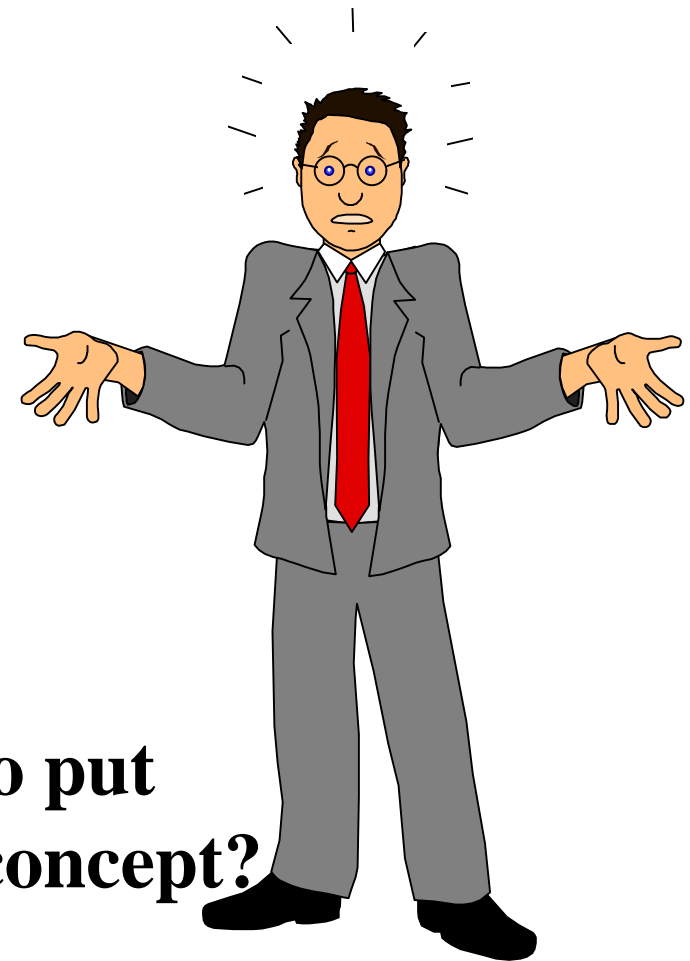


## **Collaboration:**

- **Needs Commitment**
- **Needs Leadership**
- **Requires Compromise**
- **Needs Trust across Individuals**
- **Is Structured and Durable**
- **Requires Communication**



# Collaboration and the AIE

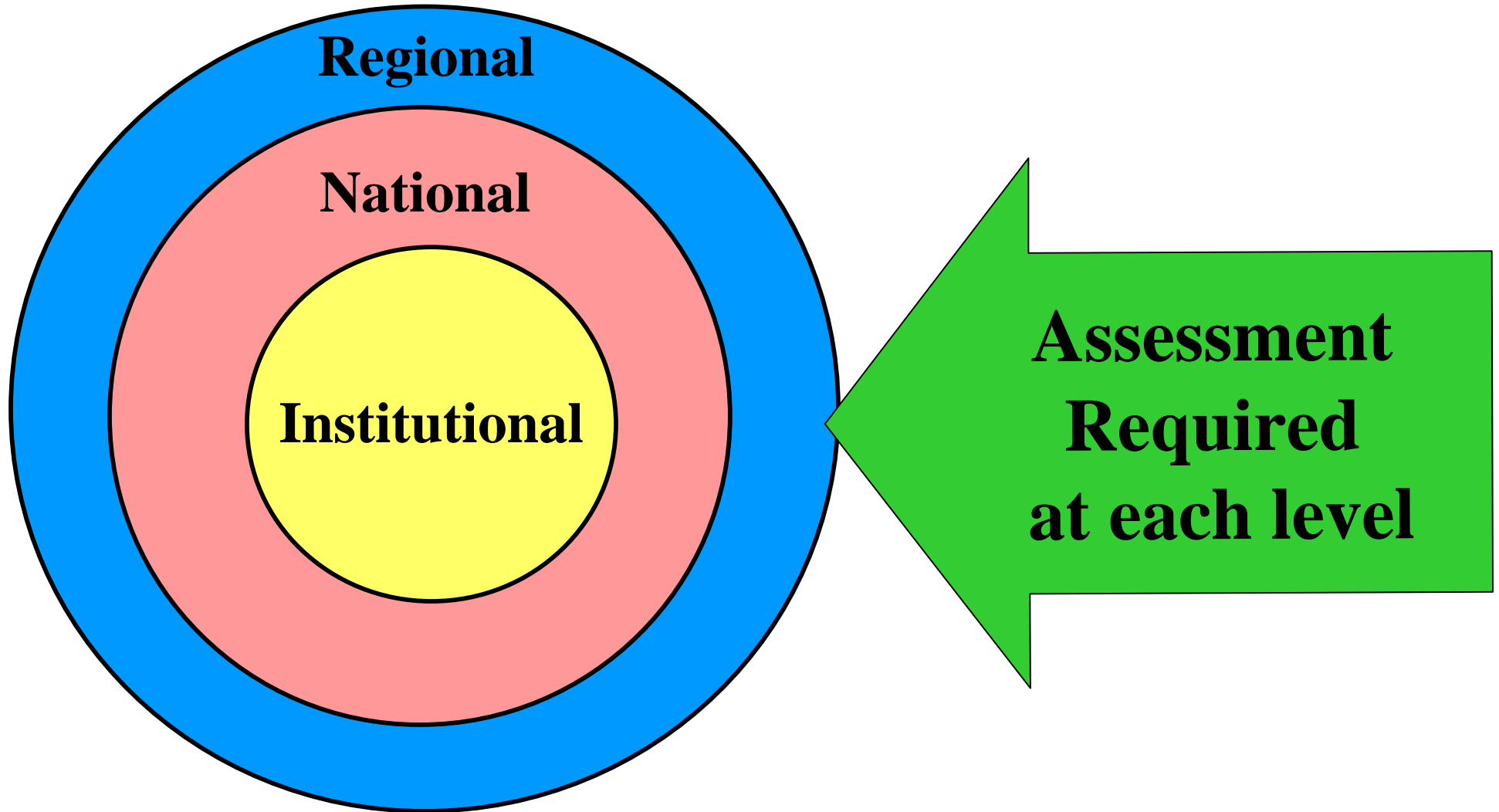


- Q: Should the AIE use collaboration to put “flesh on the bones” of the AIE concept?**
- Q: Can we apply collaborative experiences such as MVNC’s and other brick and mortar experiences to a concept-based organization ?**

Since the answer is yes....

What is the next step?????

**Global (AIE)**



**Global (AIE)**

# An Approach to Assessment

## Factors of Successful Collaboratives

(S.W.O.T\*. Analysis)

- **Environment**
  - History & leadership?
  - Favorable climate?
- **Membership**
  - Trust?
  - In members self-interest?
  - Able to compromise?
- **Structure**
  - Flexible?
  - Clear roles & guidelines?
- **Communication**
  - Open and frequent?
  - Established links?
- **Purpose**
  - Attainable goals?
  - Shared vision?
- **Resources**
  - Sufficient funds?
  - Sufficient time?
  - Skilled facilitator?

\* strengths / weaknesses / opportunities / threats

# Institutional

**Does our organization match  
with the factors of successful collaboratives?**

	High	Medium	Low
<b>Environment</b>			
▪ History & Leadership?			
▪ Favorable climate?			
<b>Membership</b>			
▪ Trust?			
▪ In members self-interest?			
▪ Able to compromise?			
<b>Structure</b>			
▪ Flexible?			
▪ Clear roles & guidelines?			
<b>Communication</b>			
▪ Open and frequent?			
▪ Established links?			
<b>Purpose</b>			
▪ Attainable goals?			
▪ Shared vision?			
<b>Resources</b>			
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▪ Sufficient time?			
▪ Skilled facilitator?			

# AIE

**Does our organization match  
with the factors of successful collaboratives?**

	High	Medium	Low
<b>Environment</b>			
▪ History & Leadership?			
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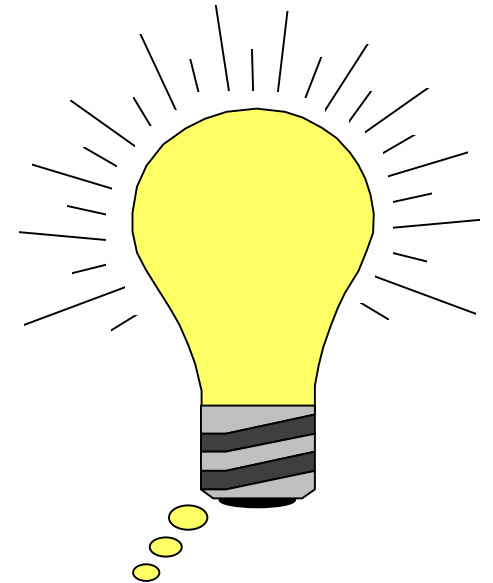
Divide into groups of 7, each group should create one grade for each sub-heading (High/Medium/Low) to identify institutional and AIE readiness and challenges. Keep the completed matrix to use during this session.

# Truesdale's Core Statement

**“The driving force behind the Academy is a desire to maximize access to the rich educational resources in the Church of the Nazarene.”**

**Using the results of  
your group work, let's brainstorm...**

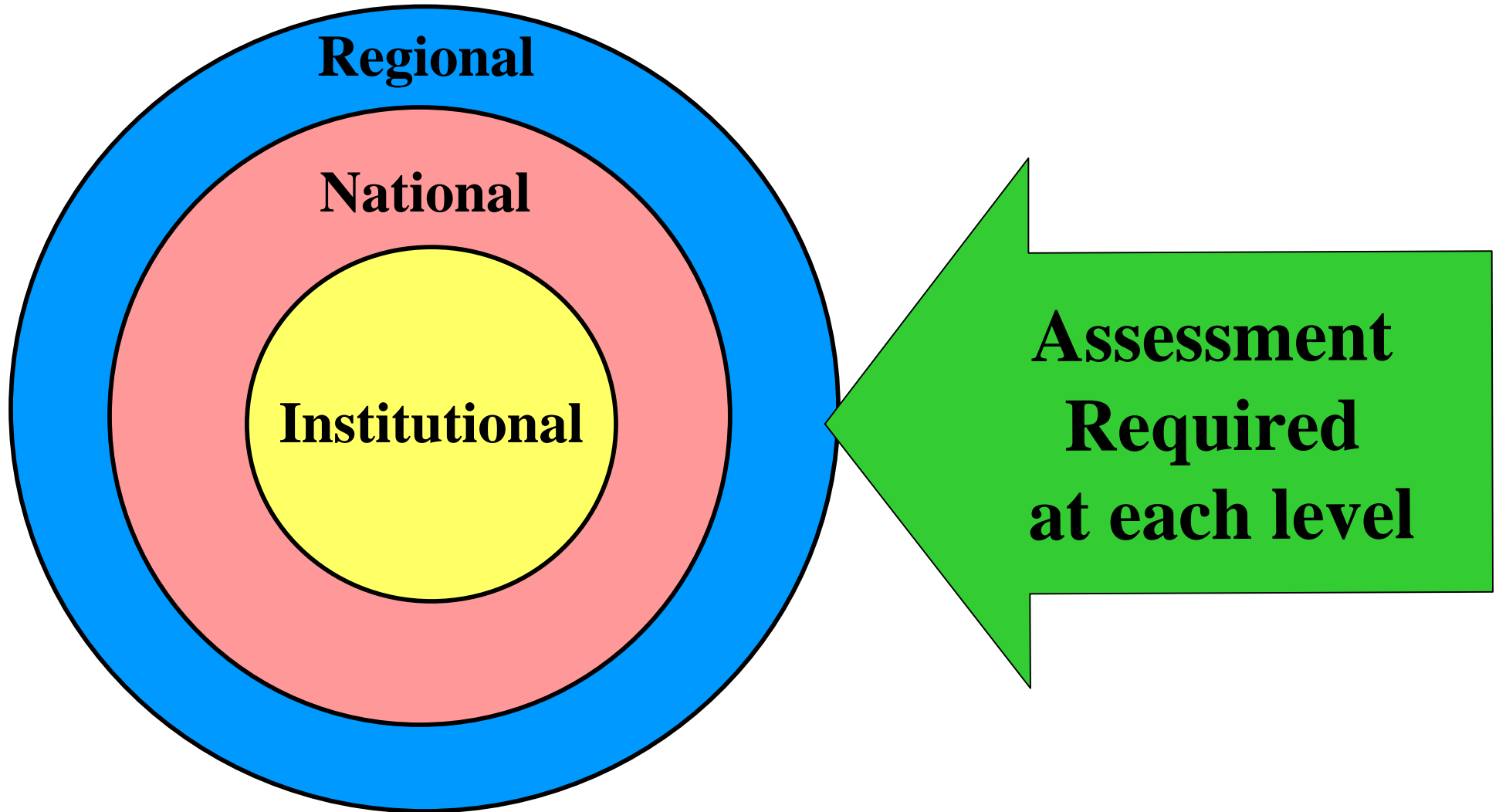
- **What key strengths do we have to collaboratively “maximize access” ?**
- **What key areas do we need to strengthen to “maximize access” ?**



# The Immediate Question:

What are reachable, priority targets where we can collaborate to develop the AIE?

**Global (AIE)**



**Global (AIE)**

Remembering that collaboration starts with individual to individual (one to one), and assuming that you are one of the two, then

**WHAT CAN YOU DO TO ENHANCE  
COLLABORATION IN YOUR INSTITUTION?**

1.

2.

3.

## **The Overarching Challenge (Vision)**

***How can IBOE institutions worldwide and Nazarene International Headquarters (led by the World Mission Division and by IBOE) collaboratively build the AIE to equip Nazarenes worldwide for worship, nurture, outreach, and fellowship so they will be prepared to teach others?***

## **The Overarching Task**

***“...throw yourself into this work for Christ. Pass on what you have heard from me...to reliable leaders who are competent to teach others.***

II Timothy 2:2

The Message (paraphrase)