

**BSAD 395; NR 385; PA 395**  
**Collaborative Management Institute: Leading Through Partnership**

**Faculty**

Clare Ginger, Rubenstein School of Environment and Natural Resources

Office: 355 Aiken Center

Email: [Clare.Ginger@uvm.edu](mailto:Clare.Ginger@uvm.edu); Phone: 802-656-2698

Michael Gurdon, School of Business Administration

Office: 309 Kalkin

Email: [Michael.Gurdon@uvm.edu](mailto:Michael.Gurdon@uvm.edu); Phone: 802-656-0513

Christopher Koliba, Master of Public Administration Program

Office: 105 Morrill Hall

Email: [Christopher.Koliba@uvm.edu](mailto:Christopher.Koliba@uvm.edu); Phone: 802-656-3772

**Description**

Managers are increasingly asked to build relationships with people and organizations that span governmental, business and non-profit settings to carry out their jobs. The resulting networks may take the form of public-private partnerships, cross-sector collaborations, and strategic alliances. Leading and succeeding within these settings requires collaboration skills, as well as attitudes and knowledge about how best to function and succeed within networked environments. The UVM-Collaborative Management Institute (CMI) provides graduate and executive leadership students with an opportunity to learn how to lead and succeed in settings that require partnering with others to achieve common goals and outcomes. The CMI draws on students' professional expertise and interests with applications drawn from case studies, guest speakers and practice-oriented projects.

**Dates:** July 13 to 17, 2009

**Times:** 8:00 am to 8 pm (M,W); 8:00 am to 4 pm (T,TH, & F)

**Place:** Lafayette L207/Field Trip

**Core Learning Objectives**

- To provide students with an orientation to the trends toward networks and partnerships within and across the public, private and nonprofit sectors;
- To provide students with situational awareness of partnership development, roles and functions, shared governance, innovation, and performance and accountability;
- To expose students to the skills, dispositions and knowledge needed to lead and succeed in networked partnerships. These skills include: negotiation and conflict resolution, facilitation, shared leadership, and assessment of performance.

**Concepts to be explored**

- Partnership/Network structures & competition/coordination/collaboration
- Leadership – individual & organizational; as a process
- Cross sector partnering (public, private, non-profit)
- Partnership roles & functions
- Shared governance; power, authority, & incentives
- Innovation in partnerships
- Evaluating partnership processes & outcomes

**Skills to be explored**

- Negotiation and conflict resolution
- Facilitating joint action
- Shared leadership
- Trust Building
- Relationship Mapping

Concepts and skills will be introduced through readings from the literature on networks, partnerships, and leadership.

Concepts and skills will be developed and explored through a series of cases, including role play exercise, and a field trip to learn about a partnership in practice.

Dinner on Wednesday will include a panel discussion with representatives from several partnerships in Vermont.

Readings from the literature and case materials will be provided to participants through an on-line site, which will be available prior to the start of class.

**Assignments/Grades**

Grades will be assigned based on the following elements:

- Classroom engagement/participation
- Writing/Analysis/Mapping exercises during the week of class
- Small group presentations
- Final report/product due one week after the end of class