How do you build a TRUE collaboration?
Not just a dance of partners?
- Aren’t we also collaborating with the public?
- There is an assumption that collaborations will be program enhancing.
- The key is to find a collaborator(s) that will help you achieve what you could not on your own.
- If you aren’t collaborating it will be harder to achieve STRATEGIC IMPACT.

?- Local vs. National partners
- Local partnerships that are vital to achieving outcomes and serving audience
- National partners provide expertise.
- Even highly experienced partners (ex: Explorers) should benefit from a collaboration w/ a smaller partner.
Our initial questions and interests:
- How can libraries and museums collaborate more effectively? How can museums create exhibits for libraries to understand libraries’ unique needs better?
- Collaborating w/ federal partners
  - How does the Framework apply to professional audiences? How does collaboration factor in?
  - How does the Framework get applied by smaller institutions in rural, isolated areas?
- What’s required? Why is collaboration essential?
  - How do you manage the time it takes to collaborate?

Working w/ partners:
- Defensiveness, confrontation at first
- How do you express the success of the collaboration (passion, enthusiasm) in your report?
- What’s an indicator of a good collaboration?
- Collaborations can produce long-lasting, organizational Changes for partners.

- Collaboration between different ways of knowing:
  - Western science & indigenous ways of knowing
- How do you work into your budget the unexpected successes of collaboration?
- Collaborators going in on additional proposals = a great indicator!
- Evaluation of collaboration should be qualitative.
- RELATIONSHIP describes qualitative changes
Evaluating collaboration

- The collaboration itself can be the unit of evaluation.
- What are the failure points of collaborations?
- NSF wants to see what has failed.
- NSF wants to know to what extent does the project foster new collaboration or reinforce existing collaboration?
- You really should go in and look at what's happening 20 years out, not just right after!!

What methods and when to evaluate collabs?

- Formative and summative
- Don't look just at the institutes but at the people who are now enabled to work together i.e. public and scientists.
- Indicator: change in attitudes of the deliverers of content (scientists, educators), not just the receivers
- There is a need for quick search of evaluations
- Difficulty: each collab is so special & individual that it's hard to say what exactly was effective.

Indicator of a good collab: transformative change.
- Deep listening, respect, conflict resolution
- There must be a lot in the business, organizational development literature
- Check out NSFnet. Math and science partnerships in universities.
- Literature in the health, social services field
- We need a theoretical framework.

Continuum:

Cooperation

Collaboration
- How can we catalog and share what works best?
- Most of the time we focus on communicating the products of the collab.

- Books
  - *Collaboration: Critical Criteria for Success (The Red Book)* by Vicki Coates @ OMSI
  - TEAMS project reports - insci.org?
- How do we state what a good collaboration is?

-SMEC is a long-term collaborative that grew out of intrinsic need in the field
- NIST.net is a funded project providing extrinsic motivation ($$$) to collaborate.
- The Framework doesn't address community impacts

- Use of web to evaluate collaborations. External evaluators do site visits to see how well partners are working together.
- One of the most interesting things about Collab are the unintended impacts. Evaluation should explicitly ask to see these.

- Lynn: Dennis wrote a book and used focus groups, interviews to assess collaborations
- Important to look at folks who aren't collaborating to achieve what they want.
- In some projects, the collaboration is as much the product as the means to an end.
- We collaborate b/c we want to share skill but sometimes that is what it's all about yet sometimes that is what it's all about.
- One unintended impact: the higher quality of conversation at end vs. beginning of project.
- It would not be as evident in the product (exhibit) as in the conversations b/twn participants.