



Connecticut State University System

Board of Trustees

BR#95-81



RESOLUTION

concerning

CONTINUATION OF THE CENTER FOR COLLABORATION

AT

WESTERN CONNECTICUT STATE UNIVERSITY

December 15, 1995

WHEREAS, The Board of Trustees of the Connecticut State University System, by resolution 92-129, established the Center for Collaboration at Western Connecticut State University with a sunset date of December 31, 1995, and

WHEREAS, The President of Western Connecticut State University has evaluated the Center's operation and has recommended its continuation for another five-year period with the President of the CSU System concurring, therefore, be it

RESOLVED, That the Board of Trustees of the Connecticut State University System approves the continuation of the Center for Collaboration at Western Connecticut State University until December 31, 2000.

A Certified True Copy:

A handwritten signature in black ink, appearing to read 'W. J. Cibes, Jr.', written over a horizontal line.
William J. Cibes, Jr.
President

CENTER FOR COLLABORATION

PROGRESS REPORT

FALL 1995

Western Connecticut State University

**Ancell School of Business
Management Department**

Dr. Frederick Tesch
Director (since July 1995)

Chairman and Professor
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Western Connecticut State University
181 White Street
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Center for Collaboration

Progress Report
1991 - 1995

We have grown up in a climate of competition between people, teams, departments, divisions, pupils, schools, universities. We have been taught by economists that competition will solve our problems. Actually, competition, as we see now, is destructive. It would be better if everyone would work together as a system, with the aim for everybody to win. What we need is cooperation and transformation for a new style of management.

--W. Edwards Deming, The new economics for industry, government, education (2nd ed.). 1994, p. xv.

The Center for Collaboration (CC) seeks to explore Deming's "transformation to a new style of management" by focusing on collaboration, especially mediation and alternative means of conflict resolution. The Center's work to date and plans are summarized in this report.

1993 - 1994

The Center for Collaboration began its work in earnest in the Summer of 1993 after review by the Western Connecticut State University (WCSU) Senate in April 1993.

December 1993 and January 1994:

The Center was asked by both management and labor to facilitate TQM sessions of the maintenance staff at WCSU in order to identify process improvements that would result in significant cost savings. Approximately 60 employees/supervisors participated.

CC staff: Benson, Buccini

1994 - 1995

August 1994:

1) The Center was asked by both management and labor to facilitate TQM sessions over a three day period for the Department of Facilities Management at the University of Connecticut. Approximately 300 employees/supervisors from UConn participated.

CC staff: Cooper, Egbert, Mullaney, Tesch

2) The Center for Collaboration was chosen in a competitive bid (over a UConn team and an outside consulting firm) to conduct five days of employee relations/management training for the Facilities Management Department of the University of Connecticut at Storrs. Approximately 60 supervisors/managers participated.

CC staff: Buccini, Tesch

December ~~1995~~ 1994

The Center for Collaboration was asked to provide consulting to the Facilities Management Department at UConn on developing mediation and facilitation skills for supervisors to help reduce complaints. This involved the senior managers of Facility Management.

CC staff: Buccini

January 1995:

Center for Collaboration was asked to conduct one week of employee relations training to Facilities Management supervisors. Part of this training focused on handling particularly difficult employee relations issues. This involved 30 managers.

CC staff: Buccini, Tesch

1994 - 1995 Academic Year

Town Meeting: organized and facilitated a public forum, "Crisis in Social Services," Broadview Middle School, August 2, 1995.

CC staff: Manes

Resident Advisor Training: Conducted a session for WCSU Residence Services, "Conflict Resolution Skills and Resources," Litchfield Hall Formal Lounge, August 30, 1995.

CC staff: Manes

Training: conducted training sessions for the Connecticut Criminal Justice Command Institute, Ancell School of Business, "Conflict Resolution I," October 11, 1995, and will conduct "Conflict Resolution II," March 27, 1996.

CC staff: Manes

The 1994-95 academic year began with an effort to develop and expand the Center's activities. Interested individuals from the faculty, staff, and student body of the WCSU community were invited to a series of planning meetings. At these formative sessions it was decided to emulate the Harvard Negotiation Project model to organize the Center's activities. The Harvard Project is an umbrella agency for several independent and interrelated components, including theoretical and research, training, organizational development, and conflict resolution activities.

The WCSU Center for Collaboration has been organized into several independent and interrelated components as well. These include:

- 1) Campus Conflict Resolution Project (CCRP)
- 2) Certification Program (CP)
- 3) Community and Professional Conflict Resolution Services (CPCRS)
- 4) Conflict Resolution and Technology (CRT)

The Center's structure is still evolving.

Current and proposed projects

- 1) Campus Conflict Resolution Project (CCRP) to provide:

A) *A campus conflict resolution hotline*: to inform the community of the availability of campus conflict resolution services and to connect individuals and groups in conflict with appropriate campus resources, either through referral, transfer, and/or provision of training or services; to record and evaluate the need for dispute resolution on campus and the effectiveness of the services provided by the University.

B) *Training in conflict resolution*, including communication and rapport building skills, creative problem solving techniques, assertion, information sharing, and conflict management skills provided for students and members of the WCSU and Danbury communities.

C) *Mediation, facilitation, and consensus building services*: provided for students, faculty, and staff in need of assistance in resolving conflicts, problem solving, and systems analysis.

D) *Certificates of achievement in conflict resolution*: awarded to students who take a minimum of 80 hours of training (six credits or equivalent) and who complete an experiential examination.

E) *A conflict resolution library*: providing resources for the WCSU community.

2) Certification Program (CP)

A) *Curriculum*: we intend to develop 6-10 courses in conflict resolution and a multi-disciplinary minor in conflict resolution.

B) *Certification*: a three tiered certification program to be offered to the WCSU and western Connecticut communities.

Level One: Interpersonal communication (40 hours of training or equivalent)

Level Two: Third party techniques in conflict resolution (80 hours of training and a 10-hour practicum)

Level Three: Trainer training and system analysis (80 hours)

C) *State certification*: our goal is to work with the State of Connecticut Attorney General's Office to develop a certification program for dispute resolution practitioners and to increase the degree to which the justice system uses alternatives to litigation.

3) Community and Professional Conflict Resolution Services (CPCRS) to provide:

A) *Referrals and transfers* to related agencies;

B) *Training* in communication, conflict resolution, and organizational development;

C) *Expertise* in consensus building, creative problem solving, facilitation, negotiation, mediation, arbitration, organizational development, and systems analysis.

4) Conflict Resolution and Technology (CRT) to provide:

A) *Training and expertise* in the use of conflict resolution software and technology (Vision Quest);

B) *Access* to conflict resolution resources and technology through the Internet, the World Wide Web, and other means.

Center for Collaboration personnel

Director: Frederick Tesch (since July 1995), Chairman, Management Dept.
Eugene Buccini (until July 1995), Dean, Ansell School of Business

Associate Director: R. Averell Manes, Assistant Professor of Political Science,
Department of Social Sciences

Board: E. Buccini, Dean, ASB
R. Benson, Professor, Management Dept.
J. Cooper, Assistant Professor, Management Dept.
D. Fox, Professor, Management Dept.
F. Tesch, Professor & Chairman, Management Dept.
A. Manes, Assistant Professor, Social Science Dept.
[vacancy]

Participants: Charles Mullaney, Assoc. Professor, Justice & Law Administration
Division
Daniel Joynt, Professor, Educational Psychology
Nancy Griffin, Director of Student Center and Activities
Maribeth Griffin, Assistant Director of Housing;
Kenneth Porter, Protestant Chaplain;
Joanne Wells, Director of Counseling Center

Summary of Financial Status

Income:	1994	Facilitation programs	\$10,600
		Training programs	13,431
	1995	Management & employee relations programs	5,300

		Total income	29,331
Expenses:			(20,489)

Current balance:			\$ 8,842