



Bureau of Mediation Services

STATE OF MINNESOTA

MN State Office for Collaboration and Dispute Resolution

Consultant's Process Recommendations to Address the Hamline University and Hamline Midway Community Assessment Findings

The following recommendations are based on the assessment findings and include the OCDR consultant's process recommendations for addressing and resolving the key issues identified in the assessment.

1) Develop a Hamline University Neighborhood Advisory Committee (Committee)

Short-term purpose and role of the Committee

Provide a structure and a process to address and resolve the current dispute between Hamline University and some of its neighbors/community members regarding the University's campus expansion plan and the demolition of properties owned by Hamline.

Longer-term purpose and role of the Committee

Provide an ongoing structure and process to enhance and improve communication and relationships between the University and its neighbors. Establish a mechanism for the University and its neighbors to openly address concerns and to work together on community and neighborhood matters.

Committee Membership

Establish Committee membership representative of Hamline University's neighbors and the Hamline Midway community. Committee not to exceed 15-20 members.

Community Groups/Neighborhood Representation:

- Hamline Midway Coalition (HMC), Historic Hamline Village (HHV), and Hamline United Methodist Church.
- Other neighborhood group representatives may include, but not be limited to: block club leaders, local business representatives, and a representative from the Hamline Midway Library.

- The majority of members from these groups should live within close proximity of the University.
- Up to two possible at-large neighborhood representatives, not affiliated with any community groups, and nominated and selected by the full Committee.
- Committee members serve as liaisons for the community groups they represent and report to these groups.
- **Hamline University Representation:**
 - President and/or other high-level administrator.
 - Other Hamline University representatives might include a student, faculty, trustee and alumni representative.
 - Hamline representative(s) report directly to the President and his or her leadership team, and possibly periodically to Hamline’s board of trustees.
- **City of St. Paul Representation:**
 - Council President Russ Stark and/or a representative from Council President Stark’s office will serve as an ex-officio, non-voting member.
 - Other City staff may attend meetings, on an as needed basis, to support the efforts of the Committee, including providing required information or resources.
 - City representative to serve as a liaison to the City of St. Paul and reports directly to Council President Russ Stark.

Selection of Members

Community member representatives could be appointed by each of the community member organizations. Hamline University would appoint its representatives, as would the City of St. Paul. Members would serve up to two, two or three-year terms.

Larger Community Outreach and Involvement with the Committee

Establish opportunities for the committee to regularly update and seek the input of the larger Hamline Midway and University community on important topics under consideration by the Committee. Outreach opportunities might include:

- A public comment portion of committee meetings.
- Periodic larger community meetings to seek community member input and/or report on the Committee’s activities.
- Periodic Committee columns or updates in community newspapers or newsletters.
- Others, as identified by the Committee.

Committee Leadership and Facilitation

- Meetings could be co-chaired by a community member representative, selected by the committee’s community members, and a Hamline University

representative, selected by the University. Co-chairs could serve two-year terms.

- Facilitated by an outside facilitator for the first few months to a year. After that, meetings facilitated by the co-chairs.
- Co-chair responsibilities could include overseeing the establishment of committee agendas, chairing Committee meetings, and serving as Committee communication liaisons with the larger community.
- Meets monthly.

Possible Topics for the First Committee Meeting(s)

- First meeting(s): Agreements/formation of a committee charter and process, a set of Committee “Bylaws.” Agree to training on a collaborative, consensus-seeking, problem solving approach.
- Following the establishment of the Committee’s charter and bylaws, review and discussion Hamline’s campus expansion plan and address issues of concern in the plan, especially homes owned by Hamline and part of the current moratorium.

Possible Topics for Ongoing Committee Meetings

- Future topics to be identified by the committee, and may include:
 - Community and Hamline University matters of mutual concern.
 - Hamline and community/neighborhood partnerships.

Location of Community Meetings

- Rotate the location of the Committee meetings.
- Hold meetings in the offices/meetings sites of each of the member organizations/groups.

Funding for the Advisory Committee

- Funding for the assessment phase of the project was provided by OCDR.
- Funding for the ongoing collaborative process/meeting facilitation will initially be provided by Hamline University, under an agreement with the OCDR.
- Hamline University funds will be administered by the Hamline Midway Coalition.

2) Consider Two Moratoriums

- All parties: a moratorium on divisive communication strategies that promote strong positional stances and reduce trust. An effective committee will require trust building and a commitment to work collaboratively to jointly solve problems. Patience, the ability to compromise, and assuming the best intentions of one another will be required.
- Hamline University: an extension of its moratorium on the demolition of houses for a period of 6 months to a year. The extended moratorium will allow Hamline to discuss and review its current campus expansion plan with the members of the Advisory Committee, and allow the committee to provide input into the plan.

3) Hamline University Consider the Development of a Community Engagement Plan, including a Possible New Community Relations Position

A large number of the interviewees recommended Hamline University consider the development of a University community engagement plan and/or a new community relations/liaison staff position.

Create a New Staff Position

Hamline may wish to consider developing such a position to ensure improved community relations, assist in the execution of a new community engagement plan, and to provide possible University staffing/support for a Hamline University Neighborhood Community Advisory Committee. This position could also provide a singular point of contact for community member concerns, and provide community relations continuity for both the University and the community.

Develop and Implement a Hamline University Community Engagement Plan

Consider the development or updating of a University Neighborhood/Community Engagement Plan. Communicate more frequently and engage more directly with local community members and the University neighbors.

Hamline University (and the larger Hamline Midway community) may wish to consider some of the following community engagement ideas identified by those interviewed for the assessment:

Promote Hamline Events and Opportunities to Neighbors/Invite Neighbors to Hamline Events

- Invited to sit in on an anthropology class event – visual anthropology. Often, informal invitations extended by faculty members to neighbors.
- Co-produce neighborhood documentaries.
- Hamline used to offer its programming to neighbors. We were invited to, and often attended, lectures, concerts, etc.
- In the past, would invite us to community meetings.
- Allow us to use the soccer field for running, invite us to events, etc.
- Community members should invite Hamline administrators to neighborhood and community events.
- Consider increased community visibility of existing community/University efforts, and/or the development of new projects similar to Hamline/Hancock Elementary, LIAN (Community Leadership Program) and others.
- Macalester does a football game, and allows neighbors to use their alumni house for events.
- I had to provide fifty hours of volunteer time when I was a student and then I really came to care about my college town and the larger community. Consider replicating this idea at Hamline University.
- Work with other community organizations to create a Community Table like was done in the Frog Town neighborhood.
- Encourage neighbors to sign up for a monthly neighborhood email “Newsletter.” The email could highlight Hamline events that community members could participate in/attend. The monthly email could also provide other Hamline news and serve to share community updates.

Partner with Larger Community Resources for Historic Documentation of Hamline Midway Homes and/or to Help With Historic Preservation Issues

- Work with the MN Historical Society, or other preservationist groups, to help with figuring out what to do with the old homes. Solicit outside help to fundraise, provide labor, consulting, etc.
- So many neighbors are informal “community/neighborhood archivists.” Neighbors know so many stories about Hamline’s history. Rich and wonderful stories. The community and Hamline should work together to document these stories regarding the history of both Hamline University and the neighborhood.

- HHV should consider helping Hamline University with preservation efforts by assisting with fundraising, providing labor and/or other resources.
- Work with the Center Urban Regional Affairs at the U of MN (CURA).
- Consider working with outside resources/experts to develop a survey method to document the area's historic homes.
- Work with outside resources to help the community and Hamline be more informed about preservation issues and City ordinances, and about national historical preservation and local preservation.
- Provide for a survey of the historic homes in the neighborhood.
- Survey work needs to be done. It will take money and need a project manager. Hire it out. Hamline U Methodist has national historic preservation now, as does Hamline. Current data of historic City homes is out of date.
- Work with City to address zoning needs and ordinances, etc.

Joint Community Efforts and Community Partnerships

- Hamline could ask the community what projects they may want to partner on, research (examples: changing demographics of neighborhood, native plants, etc.)
- Community organizations should consider more formal methods for keeping Hamline University's students, faculty and administration aware of community resources and events.
- Work to increase a sense of community ownership of the campus, No fences. Neighbors could help Hamline maintain the "Campus/Community Park Grounds." The campus provides a welcoming place and presence for the community.
- University of Wisconsin says that the boundaries of the University are the boundaries of State. Could Hamline move in this direction with the local community?
- Place more Hamline interns in area businesses and organizations. Allow for more local mentorship of Hamline students.