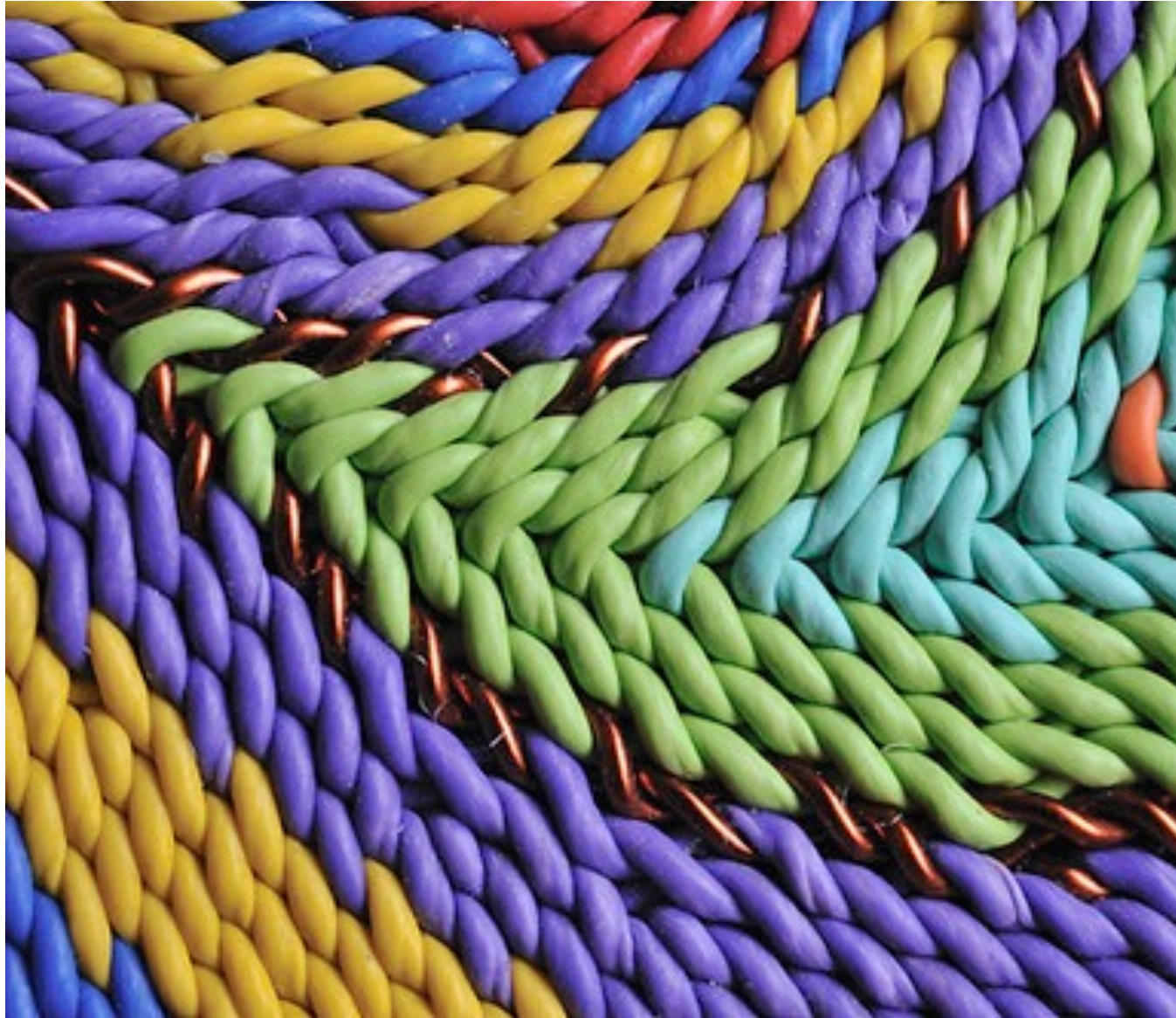
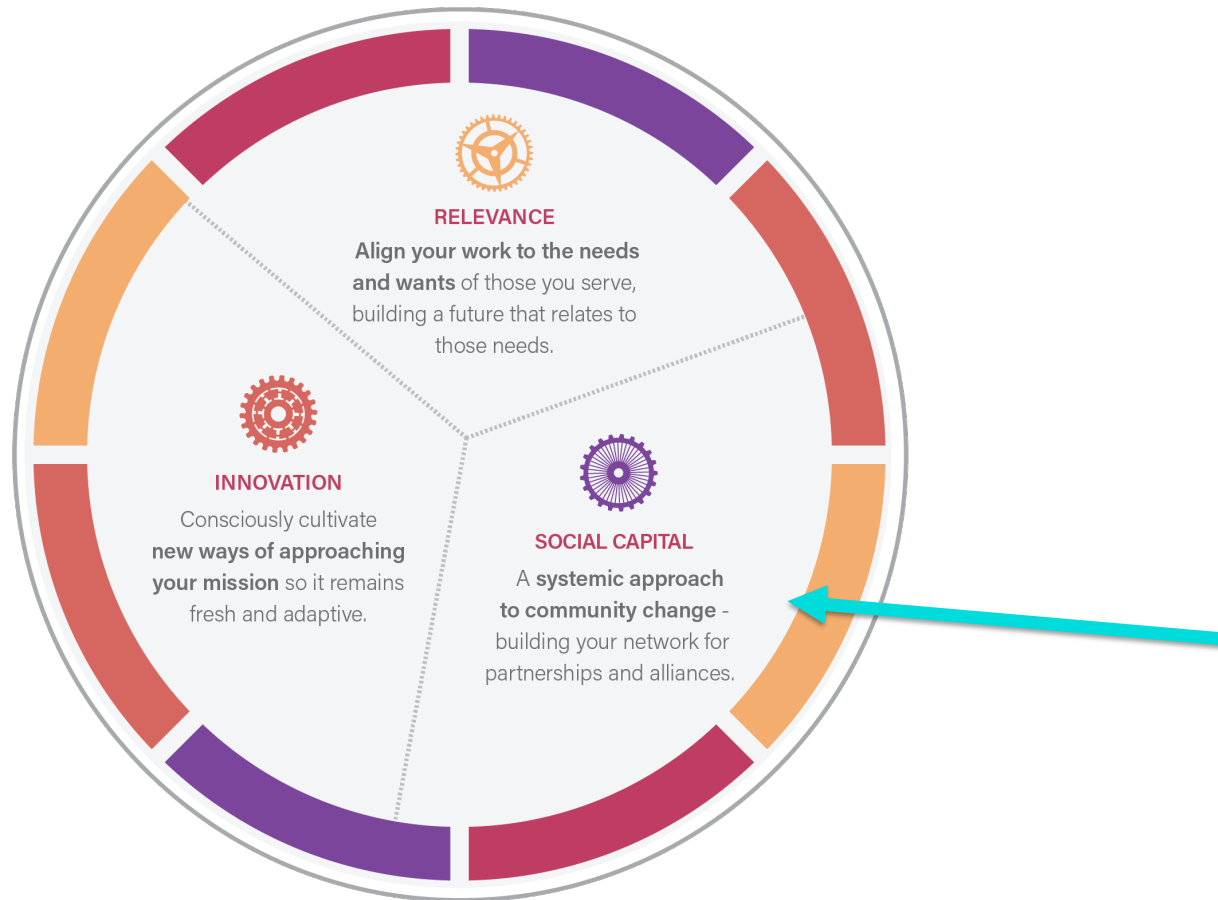


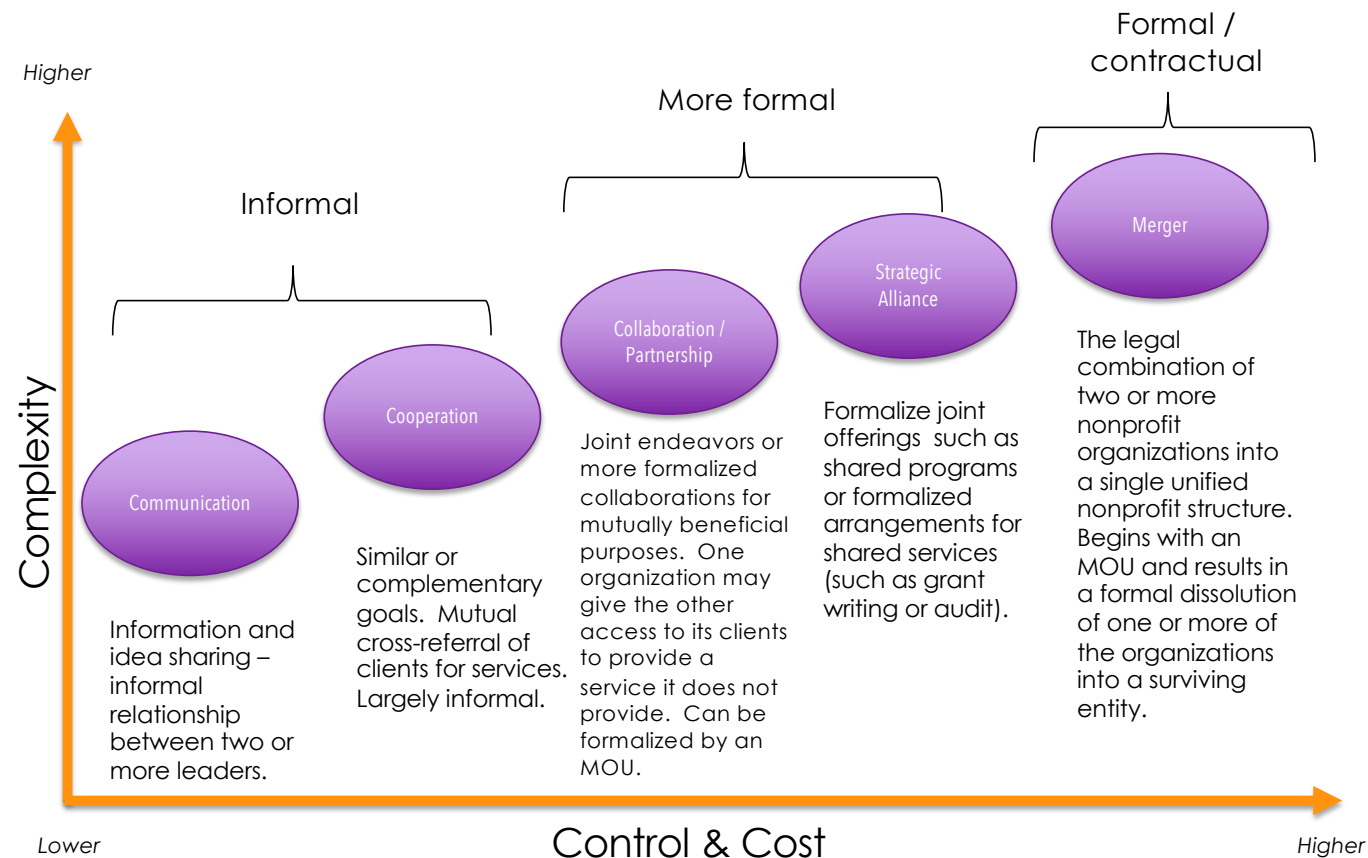
Partnerships and Collaborations



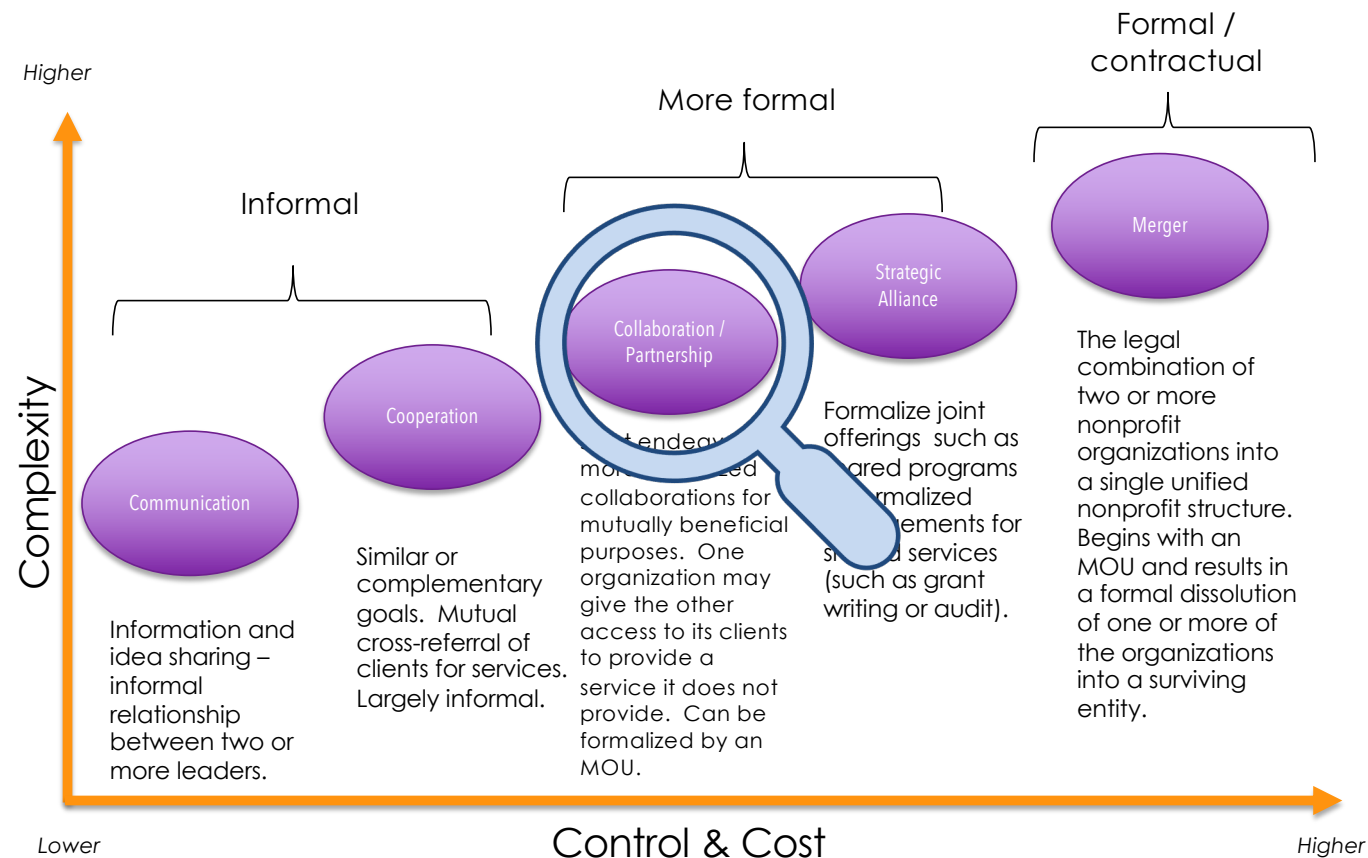
Key Aspects of Thriving Arts Organizations



Strategic Alliances Take Different Forms



Strategic Alliances Take Different Forms



COLLABORATION

BENEFITS:

- Retain independent decision making and governance
- Minimal investment of time and resources
- Shared learning opportunities
- May build foundation for deeper relationship

CHALLENGES:

- Does not increase capacity
- Lack of clear expectations can create confusion
- May not realize full potential of relationship

ADMINISTRATIVE CONSOLIDATION

BENEFITS:

- Retain independent governance structure
- Increased efficiencies
- Relatively minor investment of time and resources
- Allows for increased focus on programming
- May build foundation for deeper relationship

CHALLENGES:

- Potential conflicts due to shared decision making
- Upfront investment of time and resources
- Requires close alignment of organizational cultures

JOINT PROGRAMMING

BENEFITS:

- Retain independent identity and governance structure
- Furthers mission impact
- May increase visibility
- More holistic programming
- May build foundation for deeper relationship

CHALLENGES:

- Requires shared decision making
- May require large upfront investment of time and resources
- Potential conflicts around branding
- Requires mutual trust and shared collaboration

SERVICE ORGANIZATION MEMBERSHIP

BENEFITS:

- Increased administrative efficiency
- Retain identity and independent governance
- Expansion possibilities
- Integrated service model

CHALLENGES:

- Initial large investment of time
- Potential inability to customize administrative services
- Significant changes in operations

FISCAL SPONSORSHIP

BENEFITS:

- Eliminates need for complex incorporation process
- Reduces liability
- Allows for focus on program delivery
- Utilize seasoned fiduciary oversight

CHALLENGES:

- Relinquished unique identity
- May require relinquished control over programming
- Not always suitable for highly complex programs

INCREASING INTEGRATION



Collaboration

Collaboration is a mutually-beneficial and well-defined relationship entered into by two or more organizations to achieve common goals. The relationship includes a commitment to mutual relationships and goals; a jointly developed structure and shared responsibility; mutual authority and accountability for success; and sharing of resources and rewards.

Start by Taking Stock: Are You Ready?



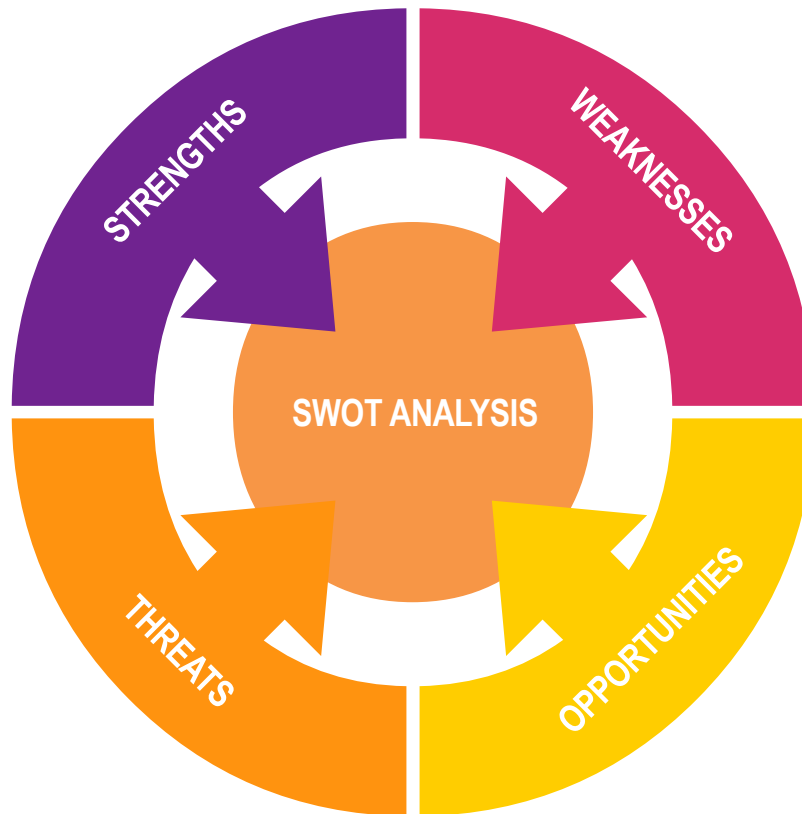
In order to begin a collaboration of partnership your organization should have, or be prepared to offer:

- **A clearly defined vision & purpose for the collaboration**
 - Knowledge of what you hope to accomplish
- **A firm commitment**
 - At every level of the organization
- **Time**
 - Not feeling pressed by daily work
- **A welcoming culture**
 - At every level of your organization
- **Adequate funding**
 - To cover unexpected expenses

SWOT ANALYSIS

Things you do objectively well or better than others or most. Unique staff competencies (licenses, training) or unusual financial strength

Changes in the external environment that will likely negatively impact some aspect of your funding, programs, or competitive position.



Things you do objectively not as well as others. Areas of relative weakness when compared to other orgs. Financial weakness.

Changes in the external environment that create new, tangible opportunities to strengthen some aspect of your programs, market coverage, complement your service offerings, etc..

Take stock of your assets

Asset Mapping Template

Strategic Alliance Prospect Under Consideration:

Instructions: Complete this framework in pencil - be prepared to erase and rethink as you move through it. Take about 30 minutes for your first draft. Fill in the boxes from left to right, filling in columns from top to bottom. If your answer doesn't fit in the box, you're overthinking it - try to simplify. This is meant to be quick and agile as an exercise so you can test your thinking with each other, gather feedback, and refine your ideas. Don't let perfection be the enemy of good here - start with good ideas and a simple framework so you can test and refine your ideas and approach. The four grey boxes in the middle of the framework are your strategy.

Assets to be Considered	Our Assets	How Can These Buy Us Time?	How Can We Quantify These?	Relevance to strategic alliance prospect
Physical Plant & Equipment Space Equipment Unique technology Special furnishings	Physical Plant & Equipment 	Physical Plant & Equipment 	Physical Plant & Equipment 	Physical Plant & Equipment
Intellectual Property Custom software Proven theory of change Curriculum Unique artistic approach	Intellectual Property 	Intellectual Property 	Intellectual Property 	Intellectual Property
Social Capital Political connections Community relationships Referral networks Board connections	Social Capital 	Social Capital 	Social Capital 	Social Capital
Human Resources Licenses Special credentials Particular expertise Community relationships Advocacy connections	Human Resources 	Human Resources 	Human Resources 	Human Resources
Balance Sheet Assets Endowment Liquid Unrestricted Net Assets Temporary investments In-kind contributions Time-restricted grants Diversity of support sources	Balance Sheet Assets 	Balance Sheet Assets 	Balance Sheet Assets 	Balance Sheet Assets
Other intangible assets Brand Reputation Community goodwill	Other intangible assets 	Other intangible assets 	Other intangible assets 	Other intangible assets

Take Stock of Your Programs: MacMillan Matrix

"Coverage" = other similar services or programs for audiences

		High Program Attractiveness: "Easy" to attract resources		Low Program Attractiveness: "Difficult" to attract resources	
		Alternative Coverage High	Alternative Coverage Low	Alternative Coverage High	Alternative Coverage Low
GOOD FIT WITH MISSION AND ABILITIES	Strong Competitive Position	1. Compete to maintain market position	2. Grow and strengthen	5. Partner with another strong competitor	6. "Soul of the Agency" – defend your unique competence
	Weak Competitive Position	3. Aggressive divestment	4. Invest, find a partner or divest	7. Find partner, divest or reinvent	8. Find partner, divest, reinvent
POOR FIT WITH MISSION AND ABILITIES		10. Aggressive divestment		9. Orderly divestment	

Then Look Outside Yourself



Consider Your Goals



**AUDIENCE OR PROGRAM
DIVERSIFICATION**



FUNDING EXPANSION



**COMPLEMENTARY OR
WRAP-AROUND OFFERINGS**

Identify prospective partners



Good to identify several prospective partners who could help you accomplish your goals



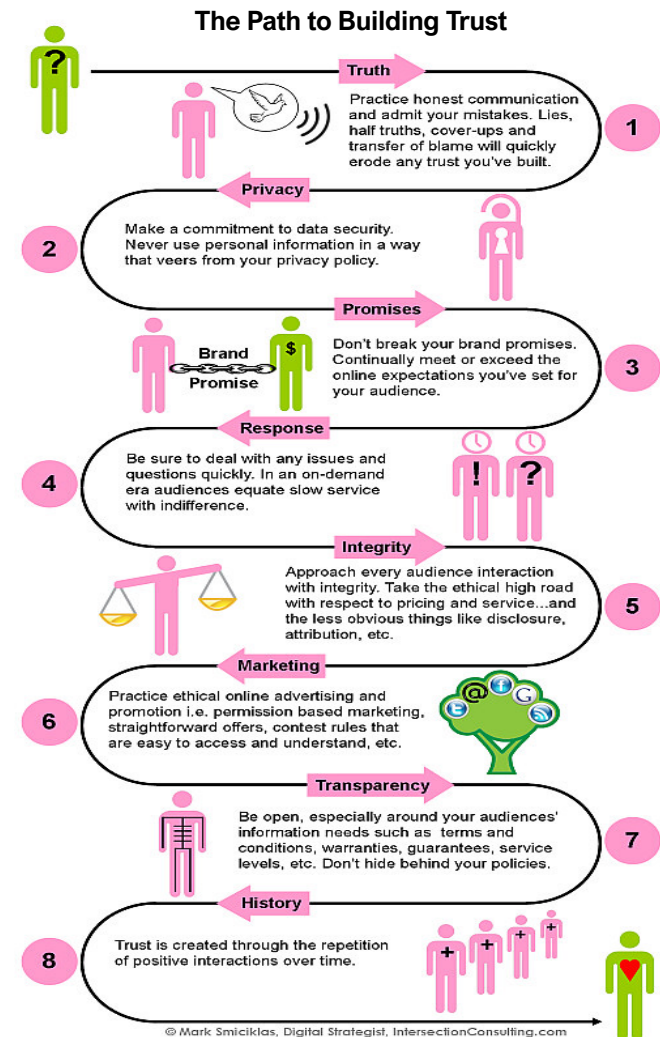
Think creatively about prospective partners (including those outside the arts or in different art forms)



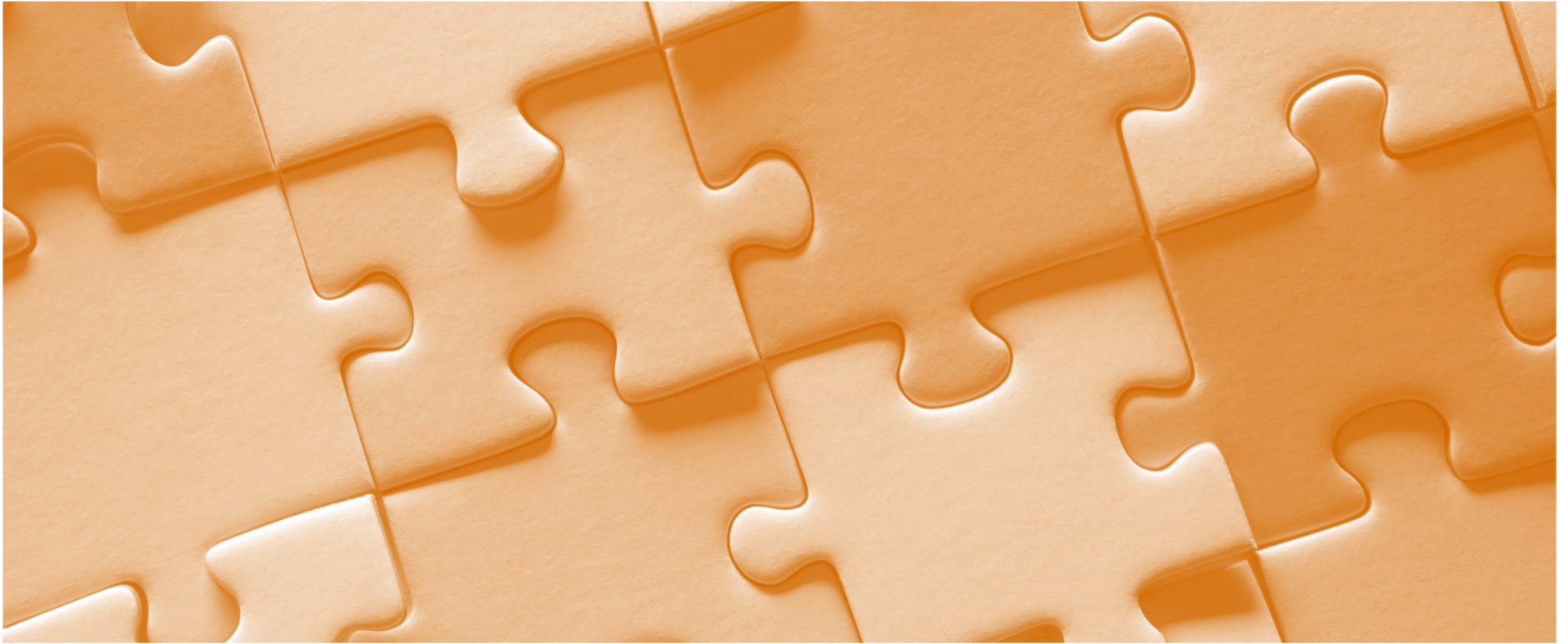
Or think big and broad - example: *Art in the Age of the Internet* (Partnership of 14 Boston based arts orgs)

Open Discussions

- Values alignment
- Positive reputation
- Time for exploration
- Openness / Transparency
- Potential brand alignment

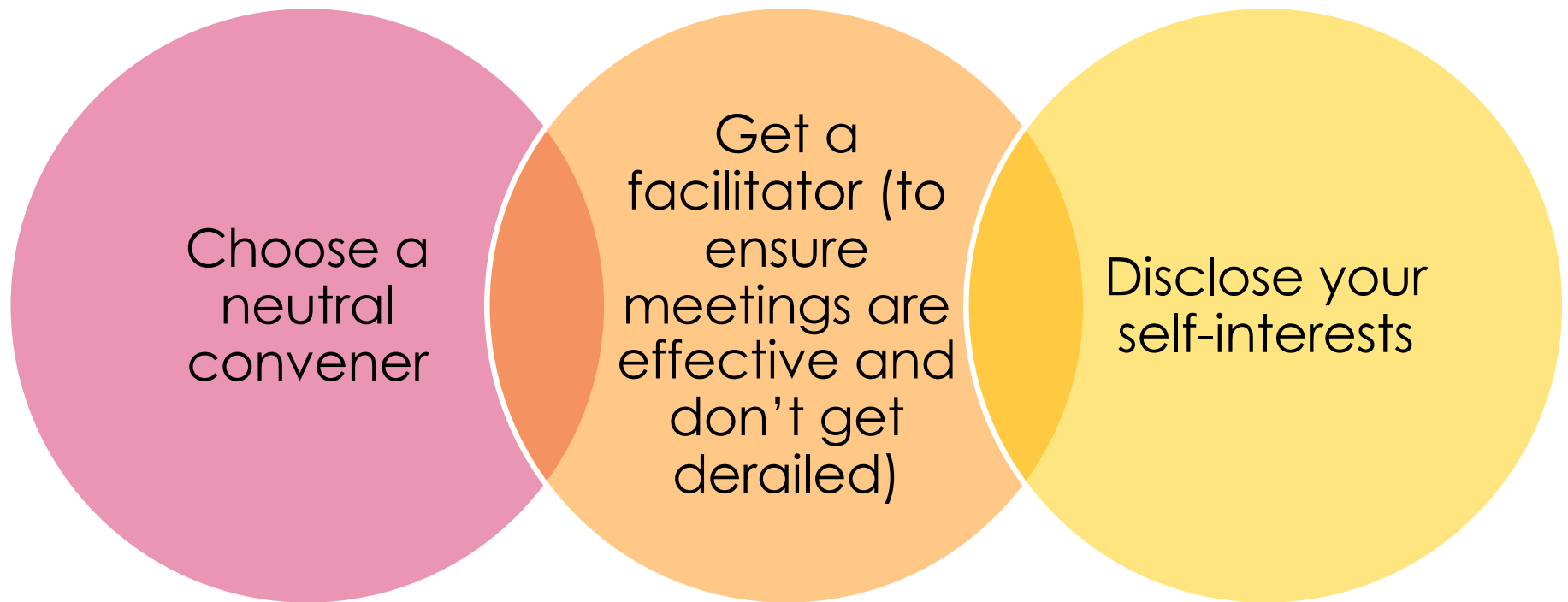


Aim for Building Trust



Type of Conflict	Causes & Signs	Possible Solutions
<i>Communication conflicts</i>	<ul style="list-style-type: none"> • Not enough information being exchanged • Inaccurate information being exchanged • Unclear communication leading to misunderstandings • Making of assumptions by one or more parties • Language barriers 	<ul style="list-style-type: none"> • Check interpretation of information to ensure consistency • Clearly define terms • Work to clarify assumptions
<i>Structural Conflicts</i>	<ul style="list-style-type: none"> • Insufficient or imbalanced structures, processes or systems • Time limitations 	<ul style="list-style-type: none"> • Carefully examine the context of the conflict • Adjust deadlines or timelines to alleviate pressure • Revisit the design of the process to ensure it is favorable to all
<i>Relationship Conflicts</i>	<ul style="list-style-type: none"> • Inconsistent or unrealistic expectations, abuse or gross imbalance of power • Judgements made based on stereotypes, sexism or racism • Unrealistic perceptions (see communication conflicts) • Personal conflicts • Low comfort level between or among partners 	<ul style="list-style-type: none"> • Try to limit impact of emotions and personal relationships • When conflicts arise, avoid defensiveness, judgment, and ask other to do the same • Show concern for the points of view of all involved • Ensure power is balanced or deemphasized at the collaboration table
<i>Interest Conflicts</i>	<ul style="list-style-type: none"> • Qualitative or quantitative differences between partners in interests, needs or perspectives 	<ul style="list-style-type: none"> • Encourage compromise and accommodation • Seek and emphasize common commitments • Ensure power is balanced or deemphasized at the collaboration table
<i>Value Conflicts</i>	<ul style="list-style-type: none"> • Collaborative partners having opposing values, points of view, philosophies or beliefs (can result from cultural differences or considerable differences in missions) 	<ul style="list-style-type: none"> • Seek and point out shared goals and values • Acknowledge and respect value differences

Other Considerations





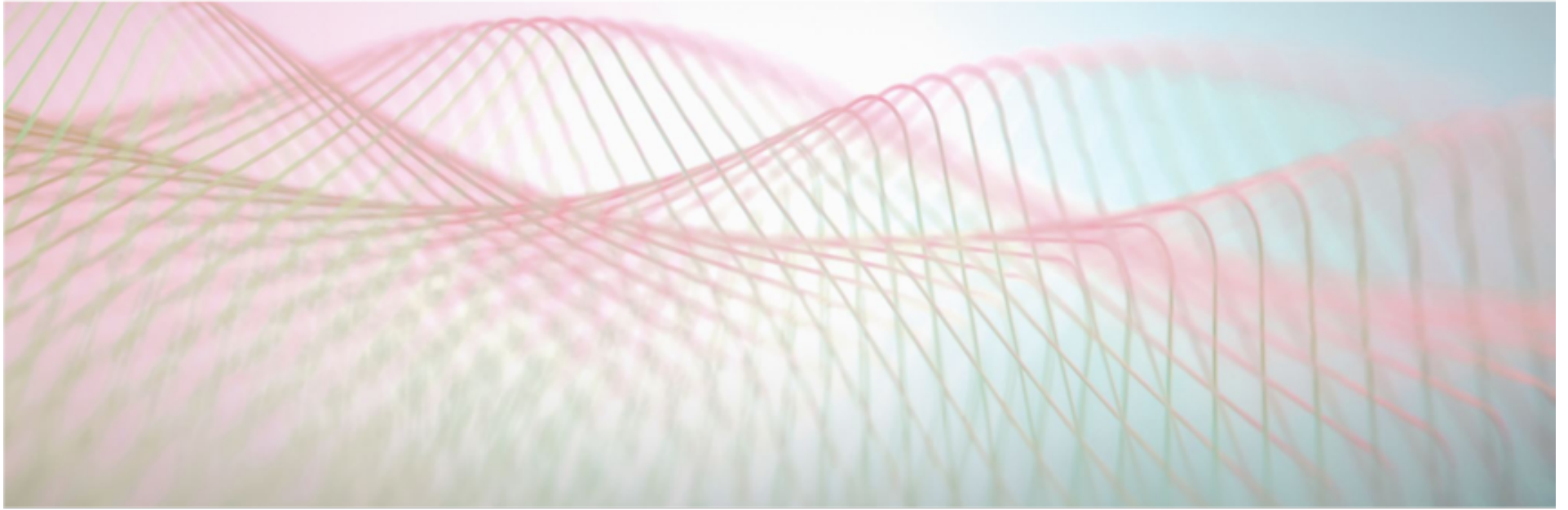
Getting It Down On Paper

MEMORANDUM OF UNDERSTANDING

- Details about the mission of each organization
- The objectives and scope of collaboration (including length of time)
- Specifics of what each partner will do
- Guidelines defining marketing & branding agreements
- Financial arrangements & accountability
- Income sharing agreements
- Guidelines for ownership of jointly-developed materials and use of those materials after the MOU expires (intellectual property)
- Settlements of disputes
- Review and evaluation agreements (how you will know it was successful)
- Length of time the MOU will be valid (period of performance)

Questions?





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