THE
INTERSECTOR
PROJECT

The Intersector Toolkit:
Tools for Cross-Sector Collaboration

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I. INTRODUCTION

The Intersector Project is a New York-based 501(c)(3) non-profit organization that seeks to empower practitioners in the government, business, and non-profit sectors to collaborate to solve problems that cannot be solved by one sector alone. We provide free, publicly available resources for practitioners from every sector to implement collaborative solutions to complex problems. We take forward several years of research in collaborative governance done at the Center for Business and Government at Harvard's Kennedy School and expand on that research to create practical, accessible resources for practitioners.

This Toolkit is the cornerstone of The Intersector Project's work. It provides practical knowledge for practitioners in every sector to implement their own intersector initiatives. At The Intersector Project, we think of a toolkit as a resource that provides actionable guidance on how to solve a problem. Toolkits can be broad or narrow in focus, providing general guidance or sector-, industry-, or issue-specific guidance. In a cross-sector context, toolkits assist practitioners in navigating the differences in languages, cultures, and work practices that exist across sectors, differences that can prove challenging to align when pursuing shared goals in a consensus-oriented environment. Our Toolkit is designed to be process-specific, rather than issue- or sector-specific because we believe there are common elements to all successful cross-sector collaborations and because we want to ensure that our Toolkit is accessible to practitioners working on a broad range of problems in varying types of collaborations.

Our Toolkit is composed of 17 tools organized into four stages of Diagnosis, Design, Implementation, and Assessment. It has been crafted as a flexible handbook that guides practitioners' thinking on when and how to implement a specific tool, regardless of the practitioners' sector affiliations. Each tool describes an action that practitioners can take together to help forge successful collaborations. These tools are not static. We encourage practitioners to select the tools that are most appropriate for their project stage and partnership structure, and to use them repeatedly at different stages when needed.

To date, this resource is informed by our library of case studies and correlating leadership interviews, literature reviews that address the theories and practices that characterize cross-sector collaboration, and in-depth analysis of similar guiding resources in the fields of collective impact, public-private partnerships, and other collaborative frameworks.

We consider this Toolkit a living document, which we are continually improving based on practitioner feedback. If you have suggestions on how to further enhance this resource, please share them with us at research@intersector.com.

II. TOOLS FOR INTERSECTOR COLLABORATION

The Toolkit is a guide to help diagnose, design, implement, and assess successful intersector collaborations. While collaborations differ in their goals, scope, and size, practitioners from any sector can use these tools to navigate their challenges.

I. Diagnosis

II. Design

Can intersector collaboration help to solve my problem?

IV. Assessment

III. Implementation
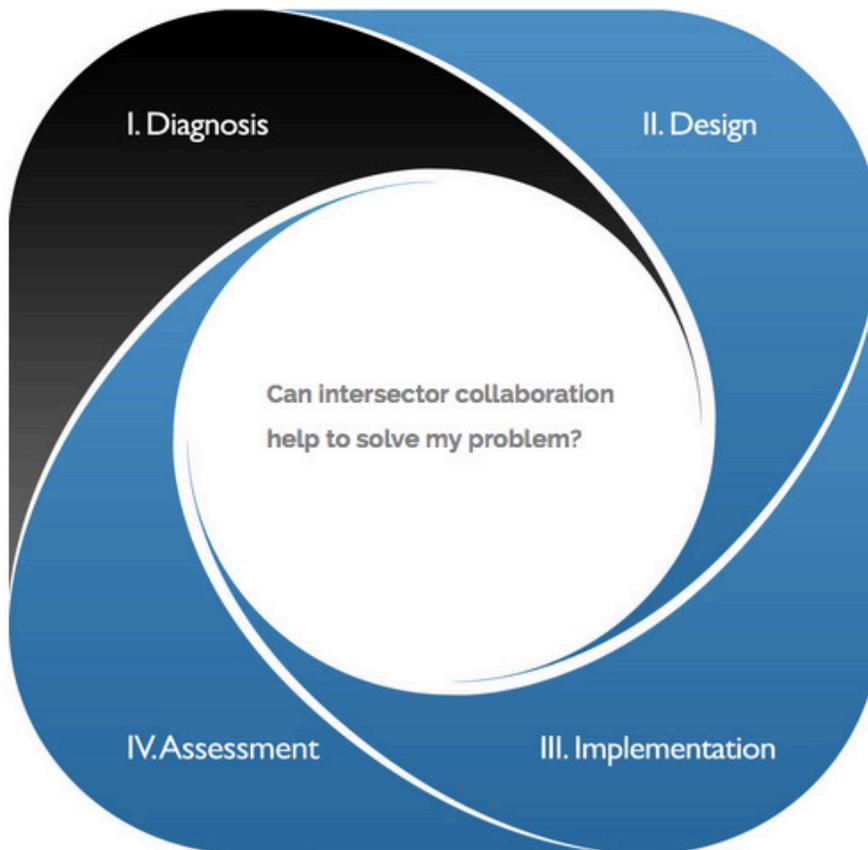
ENGAGE POTENTIAL PARTNERS

The identification of and engagement with individuals and organizations that have a stake in the issue at hand to address their suitability for and interest in a cross-sector partnership

WHY IT MATTERS: Stakeholder mapping and engagement allows would-be collaborators to learn about existing networks and efforts that are tackling the same issue, as well as those that may be impacted by partners' efforts, and to align potential partners' interests and resources to more effectively reach the desired outcomes.

Questions to Guide Tool Use:

What criteria should individuals consider in selecting a potential partner?

Selecting appropriate partners is crucial to ensuring that the collaboration has adequate influence and resources to meet its goals. Leaders are best equipped to select suitable partners when they have a comprehensive understanding of the individuals and organizations – working in isolation or together – that are addressing issues related to the problem the collaboration will aim to solve. If leaders overlook important potential partners, they may encounter external resistance to their efforts during implementation or find it hard to achieve impact at the desired scale because of a lack of support or buy-in from key stakeholders. To avoid these pitfalls, leaders can review publicly available information such as annual reports and websites to gauge potential partners' capacity to disseminate information; relationships with funders, government officials, or community groups; and memberships in coalitions or associations that could be leveraged in service of the collaboration's goals. Those hoping to partner with others may also develop a network map to trace the degree of financial and nonfinancial influence a potential partner may have, as well as the strength of relationships between actors, organizations, and institutions within a network. Lastly, individuals may arrange for exploratory conversations with potential partners to gauge interest in collaborating across sectors and to convey the benefits of sharing ownership of a solution to a complex problem.

Case Study Example: "Retrofitting Homes for Energy Efficiency in Portland"

An estimated 40 percent of carbon dioxide pollution in the United States comes from energy used in homes. In Portland, Oregon, the Bureau of Planning and Sustainability wanted to provide homeowners an affordable opportunity to retrofit their homes with energy efficient upgrades, while also addressing issues of employment equity among residents and minority-owned businesses. Government, business, and non-profit partners came together to create Clean Energy Works Portland (CEWP), an innovative pilot program designed to provide energy upgrades to 500 Portland homes and cut energy consumption by 10 to 30 percent using an innovative financing model to eliminate steep upfront costs. In 2009, the City of Portland convened nearly 50 diverse stakeholders over a series of meetings to collaboratively draft a proposal for the CEWP financing structure, which Mayor Sam Adams ultimately presented to the City Council. The meetings included a cross section of individuals from a myriad of organizations and businesses that had a stake in the program's proposed outcomes: private utility companies, the energy sector, workers' unions, minority-focused apprenticeship programs, associations of minority contractors, and policy program designers. Facilitated by a mediator, stakeholders also developed a Community Workforce Agreement, which now serves as the City's equity template that promotes better hiring standards to support marginalized communities. A first in the nation and a model for private-sector funded energy upgrades, the CEWP pilot facilitated 584 loans for whole home energy retrofits, resulting in a 20 percent or greater reduction of energy consumption in homes. Employment equity commitments provided employment for more than 400 workers, with their average wages surpassing $20/hour. Half of the hours worked were by minorities, while more than 20 percent of participating construction firms were operated by minority business owners.
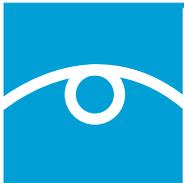
SHARE A VISION OF SUCCESS

The agreement on a set of project goals and ideal outcomes that clarify the mission and priorities of the collaboration

WHY IT MATTERS: Defining a common purpose links stakeholders together and creates a mutual understanding of the benefits of success.

Questions to Guide Tool Use:

What differing priorities will partners have to reconcile to agree on project goals?

Collaboration partners may approach issues with sector-specific priorities. Business sector partners, for example, may prioritize the creation of products and services that optimize profit. Government sector partners may prioritize the implementation of policies that are compliant with law and budgets and benefit citizens. Non-profit sector partners may prioritize the creation of programs and services that focus on non-financial goals and benefits for target populations. By facilitating a process in which partners can communicate and reconcile these priorities, the collaboration increases the likelihood that partners will be able to agree on project goals and ideal outcomes.

How will partners reconcile the collaboration's vision of success with their own organizational missions and goals?

Collaboration partners are more likely to commit to the collaboration if they perceive the collaboration's goals as aligning with their own. In reconciling the collaboration's vision of success with their own organizational mission and goals, partners may: assess how the collaboration's targeted outcomes support their own, even if the alignment is not explicit (e.g. the organization's aim is to decrease childhood obesity, while the collaboration's aim is to build a community farmer's market); consider how successful collaboration outcomes may support their organizations' understanding of the issue; and evaluate whether contributions to the collaboration create tension with other organizational commitments that may be more closely aligned with their mission. If partners cannot effectively balance the collaboration's vision of success with their own organizational mission and goals, or if they perceive that the collaboration's goals begin to deviate significantly from their own, partners' commitment to the collaboration may weaken. Partners may also experience challenges in justifying their participation in the collaboration to internal and external stakeholders, increasing the risk that partners disinvest resources from the collaboration or withdraw entirely.

Case Study Example: "Transforming the Largest Public Housing Development in New Orleans"

In 2005, Hurricane Katrina destroyed the St. Bernard Public Housing Development (SBPHD) in New Orleans. In the wake of the storm, a group of civic leaders formed the Bayou District Foundation (BDF) to rebuild the housing development and improve the community. Informed by a public housing development in East Lake, Atlanta, that used a comprehensive community development model to provide residents with safe mixed-income housing and access to quality education, BDF's five board members set their sights on replicating East Lake's revitalization model in New Orleans. BDF began by sharing renderings of a redeveloped SBPHD with potential partners and the community during public meetings. Because the model had never been implemented in Louisiana, some partners remained skeptical about trying something "unestablished" and did not immediately buy in to BDF's vision of a housing redevelopment model that included a strong education component. BDF realized it would need to show partners firsthand how effective this combined housing-education model had been in Atlanta; it organized multiple trips to East Lake for the New Orleans Housing Authority, City Council, and members of the community to see the East Lake Meadows housing complex and the Drew Charter School in action. At the time, East Lake was 12 years into its redevelopment, and the results were evident: the community had seen a dramatic drop in crime, as well as impressive educational and economic achievements. The East Lake model gave BDF the successful example it needed to facilitate consensus among partners and the community to achieve a common vision for the redevelopment of SBPHD.

ASSESS THE HISTORY OF ADDRESSING THE ISSUE

The examination of previous efforts at collaboration in a similar issue area

WHY IT MATTERS: The successes and failures of other collaborations in similar issue areas can provide valuable information on conditions that are conducive to future success.

Questions to Guide Tool Use:

What can the collaboration learn from previous intersector efforts in the issue area to be addressed by the collaboration?

Partners can gain insights into the effectiveness of certain collaboration structures and practices in contexts comparable to those anticipated by the current collaboration. Collaborations may review contextual variables such as location, collaboration size, or project timeline, and examine design and implementation structures and practices such as governance structure, allocation of resources, and involvement of sponsors and champions. This can provide a guide for what choices may be appropriate for the collaboration, increasing the likelihood that it will be able to replicate others' success and lowering the risk that the collaboration will repeat the same errors.

Case Study Example: "Redeveloping the Riverfront in Detroit"

For decades, the riverfront in Detroit was dotted with run-down industrial sites, parking lots, and overgrown shrubbery, rendering it inaccessible to the general public. In 2003, a group of leaders from the Kresge Foundation, City of Detroit, and General Motors saw the potential for positive redevelopment and formed the Detroit RiverFront Conservancy (DRFC), a non-profit organization with plans to collaboratively turn five-and-a-half miles of riverfront property into a pedestrian-friendly walkway that would attract private and public interest in the space. To kick off the planning process, then Mayor Kwame M. Kilpatrick authorized a 90-day evaluation of past attempts at revitalizing the Detroit Riverfront by a 34-person group of stakeholders. The group reviewed at least a dozen studies dating as far back as the early 1950s and 1960s that had been conducted by real estate firms and prospective businesses to evaluate the redevelopment potential of the waterfront. They found that these plans never materialized and did not involve collaboration among multiple sectors. Participants benchmarked other successful waterfront redevelopments throughout the country and Canada to identify a set of best practices to follow in their elaboration of a revitalization strategy for the Detroit context. Participants wanted to ensure that any waterfront development strategy would be adaptable to Detroit's climate and culture, and visited riverfront developments in Saint Paul, Toronto, Montreal, Chattanooga, and Cincinnati, among others, to gather lessons learned.

ACCOUNT FOR RESOURCES

The determination of financial and non-financial resources from existing and potential partners

WHY IT MATTERS: The process of evaluating resources allows partners to plan how their expertise, networks, and assets can be best utilized in the collaboration and to determine what additional resources may be needed.

Questions to Guide Tool Use:

What are the collaboration's gaps in expertise, networks, and assets?
In assessing existing expertise, assets, and networks, partners may find that the collaboration requires additional resources to effectively implement the initiative. For example, the collaboration may find it lacks sufficient convening power, legal expertise, or access to knowledge or resources that are typically proprietary. The identification of such gaps can guide the collaboration in the selection of additional partners. Without this process, the collaboration exposes itself to higher operating risk because of the lack of needed resources and ultimately limits its capacity.

Case Study Example: "Financing Clean Energy in Berkeley"

In 2006, 82 percent of voters in Berkeley, California, approved a measure to reduce the city's greenhouse gas emissions by 80 percent before 2050. City officials soon began work on an action plan to meet those targets and ultimately worked collaboratively with researchers from UC Berkeley, funding partners, and solar power companies to create Berkeley FIRST – a program that provides homeowners with a cost-effective, long-term financing option to install solar panels on their houses. Cisco DeVries, then Chief of Staff to Mayor Tom Bates, conceived the model for Berkeley FIRST and circulated the idea among the mayor and key city staff. The mayor supported DeVries' plan but told him the program could not "cost the city any money" or "put the city at any risk" – limitations that spurred DeVries to look for cross-sector partners to develop a sustainable and replicable model. The city worked to secure funding partners by submitting two successful grant applications to the Environmental Protection Agency and the Air Quality Management District. DeVries also reached out to solar companies for their expertise and to build commitment to the program model. DeVries also shared the city's proposal with Dan Kammen at University of California, Berkeley's Renewable and Appropriate Energy Laboratory to conduct economic modeling and a cost-benefit analysis. While the City of Berkeley provided the authority to use property tax bills as a vehicle for long-term repayment of installation costs and administered the program, DeVries leveraged existing relationships with partner organizations who brought capacity to provide capital, expertise in feasibility, professional services in solar panel installation, and more.

ESTABLISH TRANSPARENCY OF VIEWPOINTS

The creation of an environment in which partners can communicate openly, allowing the collaboration to address partners' differing priorities

WHY IT MATTERS: By creating channels to hear and respond to partners' perspectives and concerns, the collaboration acknowledges the conflicting opinions that can arise from the distinct values and goals of each sector, establishes a forum for consensus-building, and nurtures cross-sector understanding.

Questions to Guide Tool Use:

What are the characteristics of an open environment in intersector collaboration?
Open environments are critical to nearly every aspect of collaboration design and implementation, particularly those that require partners to come to consensus concerning issues on which they are likely to have differing perspectives; building a common fact base, agreeing on measures of success, and establishing a governance structure are just a few examples. In an open environment, partners trust each other, have equal opportunities to express their diverse opinions, and perceive that they are able to raise concerns and grievances without fear of retaliation. In the absence of an open environment in which partners can address their differing perspectives, partners may feel disenfranchised from the collaboration process, decreasing the likelihood that they will compromise with others.

Case Study Example: "Reducing the Risks of Catastrophic Wildfires in Flagstaff"

Years of wildland fire suppression in the Southwest has left many forests with unnaturally high levels of forest fuels, such as dense undergrowth and thick litterfall. In 2010, a wildfire north of Flagstaff, Arizona, caused more than $150 million in combined suppression and recovery costs. Recognizing the need for preventative action, a partnership among the city, county, state, and federal governments, with support from local non-profit and for-profit organizations, resulted in the Flagstaff Watershed Protection Project (FWPP) whose goal is to mitigate the risk of potentially devastating wildfires in Flagstaff's critical watershed areas. The ability of FWPP managers to actively acknowledge conflicting viewpoints and incorporate community members' suggestions into the protection plan has been key to the project's community support and cross-sector buy in. For example, one of FWPP's tactics for mitigating risks includes thinning out dense forests. Some environmental groups, however, have raised concerns over tree thinning activities and their effect on habitat availability for endangered Mexican spotted owls. Rather than ignore these groups, the FWPP held meetings to hear and respond to their concerns, and to correct any miscommunication and erroneous information that was shared. This open flow of information created a strong interdisciplinary understanding of forest restoration, fostered mutual respect among stakeholders, and encouraged comprehensive restoration policies.

BUILD A COMMON FACT BASE
The consensus among collaboration partners as to what facts relating to the issue are most relevant

WHY IT MATTERS: Joint recognition of what data is relevant to the collaboration allows participants to determine how best to proceed.

Questions to Guide Tool Use:

What are the differences in perspectives among collaboration partners on what facts are relevant to the issue?

Collaboration partners may have sector-specific biases that influence their determination of what facts are relevant to the issue to be addressed by the collaboration. For example, a non-profit sector partner may contend that facts related to accessibility are most relevant to guiding the collaboration's understanding of the issue, while a business sector partner may argue that facts related to operational efficiency are most relevant. Because agreement on a common fact base is critical to refining the collaboration's understanding of the issue and honing the collaboration's strategy, the collaboration should facilitate a process through which partners arrive at consensus on what facts are relevant. Without a common fact base, partners may perceive that one partner's perception of the issue is dominant. This can leave partners with the perception that the issue is framed and understood by the collaboration in a way that does not accommodate their role in addressing the issue at hand.

How will the collaboration assess qualitative and quantitative data related to the problem to be addressed by the collaboration?

Partners may have differing levels of familiarity with, and preferences related to, quantitative and qualitative analyses and information. By addressing each partner's experience level and partiality, the collaboration can build a common fact base that incorporates both qualitative and quantitative information, resulting in a more comprehensive understanding of an issue. Without such a process, partners may be reluctant to incorporate analyses with which they are not familiar, limiting the collaboration's understanding of the issue and, ultimately, its approach to addressing the issue.

Case Study Example: "Combating Childhood Obesity in Somerville"

In the early 2000s, 46 percent of first and third graders in the city of Somerville, outside of Boston, were overweight or at risk for becoming so. Researchers at Tufts University worked in collaboration with the Centers for Disease Control and Prevention, the Somerville Public School System, the Somerville School Food Services, community-based organizations, and local food providers to design and implement Shape Up Somerville. In the initiative's early stages, collaboration partners agreed that gathering the perspectives of constituents and community members, particularly those affected by the obesity epidemic, would allow them to tailor their initiative to the community's needs. They conducted a series of focus groups and key-informant interviews with children, parents, teachers, and community members, gathering critical feedback on appropriate approaches to combating childhood obesity. The creation of the Shape Up Somerville Advisory Council allowed researchers to meet monthly to provide project updates, coordinate collaborative grants, and measure outcomes. This process brought researchers, school personnel, community and immigrant service providers, and volunteer health advisors onto the same page.

AGREE ON MEASURES OF SUCCESS

The identification of indicators to be used in evaluating the progress and results of the collaboration

WHY IT MATTERS: Consensus among partners on what will define success for the collaboration in the short, mid, and long term creates accountability and helps keep the collaboration on track toward goals.

Questions to Guide Tool Use:

How will the collaboration identify the data sources to be used in measuring success?

Cross-sector partners may have differing views of what data sources are suitable to use in identifying success indicators. The collaboration can reach consensus by facilitating a process through which partners agree on the criteria for evaluating and selecting data sources, which may include: How relevant are the indicators available from the data source to the collaboration's vision of success? How relevant are the indicators available from the data source to the facts that have been agreed are applicable to the issue at hand? Is the data available during the time span of the collaboration? Does the data provide insight into the "living experiences" of those affected by the issue the collaboration aims to influence? If collaboration partners are unable to agree on data sources, the collaboration will be unable to establish indicators of success, which can lead to decreased accountability within the collaboration and limit the collaboration's ability to make claims about its effect on target outcomes.

How will the collaboration assess capacity to access, evaluate, and manage data related to measuring success?

The collaboration should ensure that it possesses the expertise (e.g. experience using certain methodologies), access (e.g. to data sources or rights to interview), and the resources (e.g. human resources or technology) to collect, evaluate, and manage data related to measuring success. If the collaboration determines that it does not possess these capabilities, it may enlist additional partners. Failure to recognize incapacity in these areas could result in delays in data collection, errors in data evaluation, and missteps in data management. Ultimately, this limits the collaboration's ability to measure and report progress and outcomes.

Case Study Example: "Improving Cardiac Arrest Patient Survival in Georgia"

Each year, approximately 300,000 people in the United States suffer a cardiac arrest. Known in the medical community as an out-of-hospital cardiac arrest (OHCA), survival rates have hovered around 8 percent for the last 30 years. When a group of health leaders in Atlanta considered the possibility of installing public-access automatic defibrillators (AEDs) throughout the city to help improve survival rates in 2003, they quickly recognized that their inability to track the progress of OHCA patient outcomes through the medical system – from the ambulance to the hospital to the moment of discharge – would make it impossible to assess the effectiveness of such an investment. Dr. Bryan McNally, Associate Professor of Emergency Medicine at Emory University, worked with Atlanta hospitals, emergency medical technicians, medical software providers, a network of medical experts, and the Centers for Disease Control and Prevention in Atlanta to develop the Cardiac Arrest Registry to Enhance Survival (CARES) – the first database to track key details for OHCAs. Dr. McNally and partners worked closely with Dr. Greg Mears, who had led the development of the National EMS Information System (NEMSIS), to select indicators that would allow the team to track the outcomes of their efforts and to ensure that the data they were collecting was compatible with the nationwide NEMSIS system. They agreed to track survival rate, bystander CPR rate, the rate of AED use, and total transition time between 911 dispatchers and EMS responders, among other indicators, to assess the timeliness and quality of care patients were receiving throughout the response pipeline. The first-year results of the CARES pilot program clearly showed Atlanta's poor performance in saving the lives of cardiac arrest victims and provided a baseline from which to make improvements. This data contributed to a greater understanding of the barriers that patients and health professionals encountered that led to OHCA fatalities. It also improved collaboration among citizens, emergency responders, and hospital staff, resulting in increased survival rates and support for future funding considerations.

COMMIT TO INFORMATION SHARING
The requirement that partners share data relevant to the collaboration's efforts

WHY IT MATTERS: Openly sharing information, including disclosing sensitive facts, gives collaboration partners a more comprehensive understanding of the issue and builds trust among partners and in the collaborative process.

Questions to Guide Tool Use:

How will the collaboration encourage partners to share data?
Partner organizations are likely to possess differing types of data related to the issue addressed by the collaboration. Accessibility to multiple types of data can assist the collaboration in developing a more comprehensive understanding of the issue at hand. Consequently, if the collaboration does not take measures to encourage partners to share data, it ultimately may limit the capacity of the collaboration. One example of a tactic collaborations may employ to encourage data sharing is establishing confidentiality agreements, which provide assurance that data shared among partners will not be shared with parties external to the collaboration.

How will the collaboration manage shared data?
Partners may be concerned with how proprietary or sensitive data will be managed by the collaboration, thus the collaboration may choose to entrust this task to partner who has a proven track record of successfully managing proprietary information. If the collaboration can instill confidence among partners that the data will be managed with safety and security, partners will be more likely to share information that is relevant to the collaboration's efforts.

Case Study Example: "Improving Educational Outcomes for Foster Children in Marion County"

Children and youth in foster care face a unique set of educational challenges, including frequent school transfers, a lack of communication between public schools and child welfare agencies, and a lack of stable academic support and guidance. FosterEd is a non-profit organization that aims to improve the academic outcomes of foster children by ensuring they are adequately supported by educational champions and strengthened by education teams. Jesse Hahnel, FosterEd's founder and Executive Director, witnessed how on-the-ground stakeholders such as teachers, school guidance counselors, foster care agency social workers, foster parents, and court staff worked hard to coordinate students' day-to-day activities but often operated in isolation from one another. FosterEd sought to address the challenges that foster children face by enhancing coordination among these individuals and agencies. Working with Sundaram LLC, FosterEd developed an educational case management system that served as a mechanism for stakeholders to track the educational strengths and needs of individual foster children. The partners involved agreed that sharing information about student performance and educational barriers would enhance understanding among the professionals working with the children and reduce duplication of services. The case management system also allowed stakeholders to review student data longitudinally and pinpoint what kind of support individual students needed. The system also allowed the program to be effectively managed by tracking student demographics and educational attainment, which helped organizations to allocate staff resources and train staff appropriately. Critically, the web interface brought these agencies and institutions into greater communication with each other and ensured collective ownership of students' educational plans.

SHARE DISCRETION
The deliberate allocation of decision-making authority according to area of expertise

WHY IT MATTERS: Assigning authority based on partners' sector- or issue-specific knowledge allows the collaboration to benefit from the unique expertise of each partner and gives each partner a distinct stake in the collaboration.

Questions to Guide Tool Use:

What are the differences in expertise among collaboration partners?

By virtue working in different sectors, collaboration partners will possess differing levels of expertise in the design, delivery, and assessment of products, programs, and services related to the issue to be addressed by the collaboration. By facilitating a process through which each partner can develop an understanding of other partners' strengths and recognize the importance of their contributions, the collaboration increases the likelihood that partners will be willing to share decision-making authority. This process also decreases the risk that partners will perceive that others in the collaboration do not recognize the importance of their own contributions, a mindset that may lead partners to disinvest resources or withdraw entirely.

What expertise is needed at each stage of the collaboration – diagnosis, design, implementation, and assessment?

A collaboration will require different expertise at each stage. Examples might include surveying expertise required from a non-profit sector partner during the diagnosis stage, legal expertise required from a business sector partner during the design stage, or logistical expertise required from a government sector partner during the implementation stage. By assessing and communicating the distinct collaboration stages during which each partner's expertise will be needed, the collaboration allows partners to plan for the efficient use of their time and resources and helps partners avoid stretching resources between collaboration commitments and their own standard operating activities. If the collaboration fails to communicate its needs to partners, the risk that partners will be unable to fulfill their commitments to the collaboration increases.

Case Study Example: "Preparing Students for STEM Jobs in New York City"

In 2010, the unemployment rate in the United States was 9.6 percent, with almost 15 million people out of work. At the same time, companies like IBM observed a lack of qualified candidates for STEM (science, technology, engineering and mathematics) positions. Stanley Litow, IBM's Vice President of Corporate Citizenship & Corporate Affairs and President of the IBM International Foundation, recognized the skills mismatch in the labor market for STEM-driven companies. He worked across sectors with the New York City Department of Education (DOE) and The City University of New York (CUNY) to create the Pathways in Technology Early College High School (P-TECH), a six-year, grades 9-14 school program with the goal to graduate students with a high school degree, an Associate's in Applied Science, and workplace experience to put them on track to enter jobs in the STEM field upon graduation. This innovative model called for close coordination among partners and effective allocation of decision-making authority to ensure that the school was up and running by the beginning of the 2011-2012 school year. Due to its expertise in district regulations for the acquisition of school space and the hiring of qualified school staff, the DOE took responsibility for identifying a location for the school, hiring key, qualified staff such as the principal and teachers, and also outlined requirements for passing New York State high school diploma qualifying exams. As a leader in information management and technology, IBM was responsible for the mapping of industry-specific hard and soft skills that students needed to develop and for ensuring the seamless integration of workplace experiences within the school curriculum by providing students with IBM mentors and access to paid summer internships. CUNY provided key expertise during the curriculum development phase on what standards constituted college readiness, opened up their curriculum to high school students for them to access college-level courses on campus, and provided City Tech professors to teach college-level classes at P-TECH.

ESTABLISH A GOVERNANCE STRUCTURE

The creation of a formal or informal organizational system for project management

WHY IT MATTERS: Clear governance structures, such as committees, workgroups, or facilitated discussions, provide direction while ensuring equity and inclusivity to resolve actual or perceived power imbalances that can arise during collaboration.

Questions to Guide Tool Use:

How will collaboration partners determine what governance structure is the best fit for the collaboration?

Collaboration partners may be accustomed to differing governance structures that vary in formality, mechanisms for checks and balances, and hierarchy. Varying expectations for governance structure must be reconciled to create a structure in which participants have confidence. If partners do not reconcile their differing expectations and establish a governance structure agreed to be the best fit for the collaboration, they may lack confidence in, and withdraw from, the collaboration. In determining what governance structure is the best fit for the collaboration, partners may consider factors such as: whether the collaboration has multiple outputs (e.g. both programming- and policy-related initiatives); whether the collaboration has goals to "scale up," which may require increased rigidity in structure to be easily replicated; and whether collaboration partners are familiar or comfortable with particular governance structures.

How will the governance structure nurture equity and inclusivity?

Based on their sector-specific experiences, including the cultural context in which partners have operated, partners may have differing understandings of "inclusivity." Inclusivity is key to the collaborative process because it encourages investment in the collaboration by nurturing consistent, meaningful engagement, can resolve perceived or actual imbalances in power that may arise, and can ease partners' acceptance of collaboration decisions that may not align with their interests. The collaboration can nurture equity and inclusivity through its governance structure in many ways, including providing for the equal allocation of speaking time during meetings or formalizing voting processes. If partners perceive the governance structure to be exclusive, they may become frustrated, lose confidence in the collaboration, or disinvest from the collaboration.

Case Study Example: "Creating an Environment for Healthy Lifestyles in Brownsville"

In 2001, the University of Texas School of Public Health (UTSPH) in Brownsville began clinical research to identify health risks in the community and found that 80 percent of Brownsville residents were either obese or overweight, one in three were diabetic, and 70 percent of residents had no healthcare coverage. Motivated by these indicators, UTSPH launched a media campaign and formed a Community Advisory Board to leverage the voices of community members to raise awareness of health issues and promote positive change in Brownsville. CAB has four stated goals: to work with UTSPH researchers to ensure that health information and research is accessible and fully understood by Brownsville residents; to share information, collaborate, and participate in forming networks and pursuing potential funding opportunities; to provide feedback on outreach and recruitment strategies; and to lead policy and environmental change interventions in partnership with local government and community entities. CAB began with 35 members and now comprises 210 members from the health field, business community, and a number of government, education, social service, and non-profit organizations. Members divide into subcommittees based on expertise, organizational affiliation, and jurisdictional or departmental authority. A five-member leadership team led by Belinda Reininger DrPH, Associate Professor at UTSPH, sets meeting agendas and runs the meetings, while the actions of the CAB are undertaken by its subcommittees. CAB members also approach the City Commission in their individual capacity to lobby for project funding or zoning requests. Although each initiative is managed individually, CAB creates a network that connects individuals from different programs and serves as a voice for a unified culture of health in the community.

IDENTIFY A MANAGER

Selecting an individual or organization that is responsible for coordinating tasks that allow the collaboration to progress

WHY IT MATTERS: Establishing a single person, a body of managers, or an organization as a single point of accountability can ensure structure and instill confidence in the collaborative process.

Questions to Guide Tool Use:

What criteria should the collaboration consider in choosing a manager?
Collaboration partners may have differing expectations of managers and of project management practices. If collaboration partners are able to agree on common criteria to select a manager, partners will be more likely to work with the manager and have confidence in his or her capacity to coordinate the collaboration's activities. Considerations for choosing a manager may include: whether the expertise and experience of the manager align with the collaboration's needs; whether the manager has experience working with collaborations with similar outputs, goals, and types of partners; whether the manager's cost is within the collaboration's budget; or whether the manager is available during the timespan of the collaboration.

Case Study Example: "Building a Neighborhood of Economic Opportunity in Atlanta"

In 1993, the U.S. Department of Housing and Urban Development awarded the Atlanta Housing Authority (AHA) a $35 million grant to renovate the crumbling housing stock of the East Lake Meadows public housing complex located four miles from downtown Atlanta. Renee Glover, who had recently joined AHA as President, realized that merely renovating housing would not create a safer, more prosperous community. By 1995, only four percent of East Lake Meadows residents earned incomes above the poverty line. The unemployment rate was 86.5 percent, and the crime rate was 18 times higher than the national average. Renee assembled a diverse team composed of AHA leaders, developers, and community members to implement a holistic community approach that would provide mixed income housing, cradle-to-college education, and community wellness resources through public and private partnerships. As the revitalization process evolved, partners recognized the need for an organization focused on bringing in new partners and resources and on coordinating, integrating, and overseeing the many efforts in education, housing construction, and wellness programs that were part of the collaboration's work. Having been a key participant in the collaboration's planning and project launch, and with the resource capacity to focus on the Villages of East Lake, the East Lake Foundation naturally took on these responsibilities, serving as the "community quarterback." The East Lake Foundation served as the lead organization, key convener, accountability partner, and facilitator in the collaboration. It supervised implementation by providing strategic planning, keeping the group on task, raising and contributing funding, and working to partner with organizations to ensure service quality and integration.
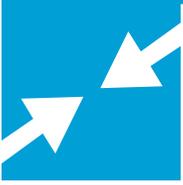
COMMUNICATE THE INTERDEPENDENCY OF EACH SECTOR

The development of an understanding among partners of each sector's unique contributions, and the recognition of their differing expertise, resources, and networks

WHY IT MATTERS: Conveying the benefit of working with other sectors fosters continued participation in the collaboration and commitment to results.

Questions to Guide Tool Use:

What expertise, resources, and networks are unique to each partner?
Partners will possess differing expertise, resources, and networks related to the issue at hand. A business sector partner may have access to proprietary information or financial resources not readily available to other partners; a non-profit partner may have singular policy- or community-related expertise; a government partner may have unique authority to exercise means to design or implement the initiative. By facilitating processes through which partners come to clearly understand how the resources of other partners directly influence the collaboration's capacity to achieve its goals, the collaboration increases the likelihood that partners will value others' contributions and commit to the collaboration. If the collaboration fails to establish this understanding among partners, partners may withdraw from the process when compromise is required, viewing the issue at hand as solvable without the involvement of other sectors.

Case Study Example: "Creating a Technical Training Program in New Hampshire"

In 2012, Safran USA and Albany Engineered Composites found themselves in need of a manufacturing site and a sizable workforce to produce a new type of fan blade. In partnership with Great Bay Community College, city officials in Rochester, New Hampshire, proposed that the companies build their manufacturing site in a state industrial park. In turn, they would provide a certified workforce by training Great Bay Community College students through an industry-specific training program. This cross-sector partnership required that each sector have a clear understanding of how their joint participation was necessary to achieve the desired results. Great Bay Community College made it clear to the companies that they needed to play a role in the design and planning of the training curriculum to ensure that the partnership was mutually enriching to its students and the companies. The businesses provided specialized equipment and funding for the construction of Great Bay's Advanced Technology and Academic Center (ATAC) and were active in discussions about logistics, providing technical expertise to assist in the creation of the curriculum to ensure students were trained in the necessary manufacturing skills. New Hampshire Department of Resources and Economic Development (DRED) was essential in negotiations both to secure Rochester as the prime location for the center and to ensure continued long-term financial support for training. Additionally, DRED continues to advocate for the needs of the companies to the state government.

DEMONSTRATE ORGANIZATIONAL COMPETENCY AND ABILITY TO EXECUTE

The ability of collaboration partners to follow through on commitments that enhance the likelihood of collaborative success

WHY IT MATTERS: When partners fulfill their promises to the collaboration, they inspire trust among each other and among external stakeholders, building confidence in the collaboration and in the likelihood of a positive outcome.

Questions to Guide Tool Use:

How can the collaboration encourage partners to follow through on commitments?
Intersector collaborations oftentimes require partners to work in contexts that differ from their day-to-day operations, which can make it challenging for them to provide services, expertise, and resources. However, follow-through from partners is key since it leads to others becoming more confident in the collaboration. If partners are unable to fulfill commitments, confidence and commitment may wane, and the collaboration may stall or fail entirely. The collaboration can encourage partners to fulfill their commitments through various accountability mechanisms, including: identifying clear expectations from each partner and establishing timelines for these expectations, ensuring all partners understand and mutually agree to these expectations and timelines (perhaps through a partnership agreement or memorandum of understanding), and consistently communicating the fulfillment of commitments among partners.

Case Study Example: "Providing Public School Bus GPS Information to Parents in Boston"

In the winter of 2010, severe snowstorms in Boston resulted in adverse road conditions and traffic delays, leaving parents worried about their children riding home on public school buses. During the blizzards, Chris Osgood, Co-Chair of the Mayor's Office of New Urban Mechanics (MONUM), was at the Boston Public Schools Call Center relaying the GPS locations of school buses to concerned parents. Chris and his colleagues soon realized that allowing parents and caretakers to view this information on a smartphone or computer would be a key improvement to the system, especially in critical weather situations. A year after the precipitating snowstorm, MONUM – which pilots experiments in the areas of civic engagement, education, and improved service delivery in Boston, using cross-sector collaboration to solve issues within cities – partnered with Boston Public Schools, the GPS Provider Zonar, Code for America, and, later, Vermonster to create a free app that delivered needed information to parents in a safe and expedited way. Once it initiated the collaboration, MONUM provided critical support, such as coordinating beta testing and overseeing logistics for proposals, which alleviated some of the responsibilities faced by BPS representatives who were busy managing daily transportation issues, eventually ensuring continued collaborative success. After the first version of the app had been developed by Code for America, MONUM worked with Boston Public Schools to identify testing groups composed of BPS parents and took charge of writing proposals and providing feedback on each round of testing. After several rounds of testing, when seeking to scale the project to the entire city, MONUM managed the Request for Quotation process to find a developer to build a more robust platform. Today, "Where's My School Bus?" provides Boston parents with real-time public school bus locations of their children, and city officials report that the app is used by parents 1,000 times a day.

MANAGE EXPECTATIONS OF PROCESS AND RESULTS

The capacity to communicate progress, celebrate success, encourage patience when needed, and allow for flexibility as the collaboration progresses

WHY IT MATTERS: Communicating progress toward goals, as well as recognizing when to adapt to changing circumstances, new information, and shifting priorities, allows the collaboration to maintain engagement and momentum.

Questions to Guide Tool Use:

How will the collaboration encourage patience?

Collaborations often take longer than expected because partners are obliged to work in ways that take into account the practices and priorities of other sectors. The collaboration can encourage patience among partners by communicating progress and celebrating success, which instills confidence and commitment. Partners can do this by beginning meetings with progress updates, by sending reports of progress to partners on a regular basis, by organizing an event to celebrate the achievement of a milestone, or by seeking external opportunities (e.g. via media outlets, external stakeholder meetings, etc.) to share interim achievements, thereby easing potential pressure from partners' stakeholders.

Case Study Example: "Transforming the Largest Public Housing Development in New Orleans"

The Bayou District Foundation (BDF) located in New Orleans leads one of the largest urban transformation projects currently underway in the United States. The organization has overseen the construction of more than 685 mixed-income housing units, early childhood education facilities, a K-8 charter school, recreational facilities, and a mobile health clinic. In planning and implementing this revitalization model, the BDF was relentless in working to build platforms for open communication between the community and among partners. Because the redevelopment project was at such a large scale and primarily dependent upon government funding, progress was slow at times. Turnover at government agencies also caused delays and frustration. But the BDF worked to build patience among partners and the community through open communication. The board was responsive and constructive, employing a two-pronged approach to keeping residents updated on the progress of the redevelopment and to ensuring that disagreements would not derail progress: group meetings to bring all stakeholders together in an open, transparent environment and individual meetings to address issues that arose throughout the process. BDF also held monthly meetings with the New Orleans Housing Authority and Columbia Residential, the property developer, and regular meetings with community support service organizations and other partners. BDF also met frequently with the public. Board members held 60 public meetings that covered important issues related to the project, offered detailed explanations to the community about their work with government agencies and partners to redevelop the St. Bernard's Public Housing Development, established community rules within the housing development, and served as a way to openly share ideas and discuss issues. Each public meeting included a project update and presentation by one of the project partners to address a specific area of redevelopment. The BDF collaborated with partners in preparing for these presentations, setting aside ample time for meaningful feedback and to address specific concerns. Through patience and open communication, the BDF maintained a high level of engagement among its partners was able to garner strong community support by keeping residents informed of all project developments.

RECRUIT A POWERFUL SPONSOR OR CHAMPION

The engagement of a person, a group of persons, or an organization committed to leveraging their influence, resources, and skills to assist the collaboration in achieving its objectives

WHY IT MATTERS: Well-respected, influential individuals or organizations can provide access to resources, lend legitimacy and prestige, and attract public attention.

Questions to Guide Tool Use:

How will the collaboration use a sponsor or champion?

Sponsors, while not usually involved in the day-to-day operations of the collaboration, provide prestige, access to networks, and convening power. They also can mobilize financial and non-financial resources to support the collaboration. Thus, the collaboration may enlist a sponsor to build perceptions of legitimacy and prestige, to develop relationships with constituencies or stakeholders that are key to the collaboration's goals, or to gain access to financial and/or non-financial resources that the collaboration does not possess internally. *Champions*, who often are involved in the day-to-day operations of the collaboration, typically offer expertise on the issue targeted by the collaboration and/or processes that are critical to the collaboration's effort. Thus, the collaboration may enlist a champion to provide expertise that is beyond the capacity of internal stakeholders, increasing perceptions of credibility among partners and external stakeholders. If the collaboration does not involve sponsors or champions, it misses the opportunity to benefit from the unique influence, resources, and skills that these individuals and organizations provide, ultimately limiting its capacity.

Case Study Example: "Reducing Gang Violence and Providing Youth Development in Los Angeles"

In 2007, Los Angeles had more than 700 individual gangs with 40,000 members. Nearly 75 percent of all youth gang homicides in California occurred in Los Angeles County. In response to the city's gang crisis, the Advancement Project, a public policy change organization focused on civil rights issues, wrote a report providing a framework for how the city should approach gang reduction. Connie Rice, one of the founding directors, knew that without a powerful supporter, the report would be largely ignored by the city officials and residents. The Advancement Project sought and found an ally within the police department, Los Angeles Police Chief Bill Bratton. Bratton called a press conference to endorse the Advancement Project's "A Call to Action" report. His support and the flurry of media attention it created helped the Advancement Project appeal to L.A. Mayor Antonio Villaraigosa to begin supporting the issue. He eventually championed the creation of a Gang Reduction Youth Development (GRYD) office, helping to remove governmental roadblocks and draw the public's attention to the city's new strategy for addressing gang violence.
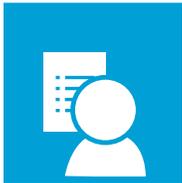
DEFINE THE INTENT OF THE EVALUATION

A discussion among collaboration partners to arrive at a clear understanding of the purpose of an evaluation

WHY IT MATTERS: Facilitating consensus among partners as to the purpose of the evaluation acknowledges that partners may have differing goals for the evaluative process and enables the evaluation to provide insights mutually agreed to be relevant.

Questions to Guide Tool Use:

What are partners' differing perspectives on the purpose of the evaluation?
Influenced by sector- and organization-specific practices, norms, and interests, partners may have differing goals for the evaluation. Some partners may propose an evaluation that focuses on collaborative process so that others can replicate the collaboration's efforts; others may propose evaluating outcomes to report success to their sector-specific constituencies; others may propose evaluating both process and outcomes in order to adjust collaboration strategy (assuming the collaboration is ongoing rather than project-specific). It is only through reconciling these and other potential differing perspectives that the collaboration can arrive at a common understanding of the purpose of its evaluation and proceed appropriately. A lack of clarity on the purpose of the evaluation creates confusion as to what information should be collected, how it should be assessed, and ultimately limits the collaboration's ability to undertake an evaluative process.

Case Study Example: "Financing Clean Energy in Berkeley"

Launched in 2008, Berkeley FIRST allowed property owners to borrow money from the City's Sustainable Energy Financing District to install solar paneling and repay the costs through their property tax bills over a period of 20 years. From the onset of the cross-sector collaboration that gave rise to Berkeley FIRST, the City of Berkeley and its partners sought to create a standardized and scalable financing model that other cities could easily adopt if it proved successful. They agreed that conducting interim and final evaluations of a pilot program operating at a modest scale would help them determine if this type of solar paneling installation was feasible. To this end, the Office of Energy and Sustainable Development and University of California, Berkeley's Renewable and Appropriate Energy Laboratory conducted initial and final reviews of the program. The initial evaluation in 2009 highlights program achievements and pitfalls, and the motivations and opinions of participants and residents who were not in the pilot group. It also described why some participants withdrew and decided to finance their solar panels through home equity loans instead, suggesting that the pilot program interested them but that they found home equity loans less expensive. The final evaluation conducted in 2010 was focused on assessing the feasibility of scaling Berkeley FIRST to a statewide Property Assessed Clean Energy Program (PACE) program. The lessons learned included "adding energy and water efficiency measures to reduce paybacks, increasing the scale of programs to attract new and cheaper sources of capital, and developing uniform rules for first position liens to ensure that the projects result in a reduction in overall housing

TELL THE STORY

The documentation and communication of the collaboration's outcomes and lessons learned, shared internally and externally

WHY IT MATTERS: Sharing results and insights into the collaboration's process creates transparency, enables partners to communicate the value and legitimacy of intersector collaboration, and allows others to learn from, and potentially replicate, the initiative.

Questions to Guide Tool Use:

What story will the collaboration tell and to whom?

If the collaboration conducts a process-oriented evaluation, the collaboration may choose to tell the story of how collaboration design choices – its governance structure or method of sharing discretion, for example – were critical to its success. If the collaboration conducted an outcomes-oriented evaluation, the collaboration may choose to tell the story of its impact on a targeted population or issue, or of the indirect influence of the initiative on other, related factors (e.g. the impact of a transportation accessibility initiative on economic development). Given the increasing interest in intersector initiatives, it is important for the collaboration to decide how it will convey the information collected in a way that will be understood by those both internal to and outside of the collaboration. If "the story" is not accessible across sectors, the value of the collaboration's efforts can be lost, discouraging partners from engaging in future collaborative initiatives. When collaboration partners openly and accurately share their experiences among each other and with external parties, all can learn from successes and challenges experienced by the collaboration, which may influence interest in and effectiveness of future intersector efforts.

Case Study Example: "Strengthening Basic Skills Education in Washington State"

In the early 2000s, community and technical colleges in Washington State began to observe a troubling trend: Many students enrolled in basic skills programs were not acquiring the credentials necessary to advance to college-level programs or secure employment. A collaboration across sectors resulted in the Integrated Basic Education and Skills Training (I-BEST) program, which allows students to benefit from a combined educational stream incorporating technical and professional content into basic skills and education courses. The I-BEST program has made use of multiple channels to tell its story, which has helped it to become a model for community colleges and technical schools nationwide. The Washington State Board for Community and Technical Colleges (SBCTC) website shares research on I-BEST, including external reviews of the program from the Community College Research Center at Teachers College at Columbia University. In 2009, members from SBCTC spoke in Washington about I-BEST as part of governmental hearings supporting the renewal of the Workforce Investment ACT. Additionally, many news outlets have covered I-BEST, including The Atlantic (March 2014).

III. THE STAGES OF INTERSECTOR COLLABORATION

I. DIAGNOSIS: Can intersector collaboration help to solve my problem?

There is no litmus test to determine whether an intersector approach is an appropriate solution. Whether a cross-sector collaboration is mandated or voluntarily pursued, leaders must first consider the reason(s) a single sector has been unable to solve the problem and determine whether other sectors have an interest or a stake in developing a solution. Understanding the limits of one sector's processes, expertise, and resources can help identify what other sectors can contribute and may shed light on the corporate and public policies that regulate the community context in which the collaboration will operate. Potential partners can be identified based on their level of influence on the issue and their proximity to key stakeholders and institutions. Initial engagements among partners should emphasize openness to discuss apprehensions about working across sectors and to reaching consensus on the collaboration's goals and outcomes.

II. DESIGN: How do we lay the foundation to operationalize our common intersector vision?

Partners will bring a wealth of sector-specific knowledge and experience to the collaboration and should equally contribute to developing a plan that outlines the collection of activities they will implement to meet their goals. By reaching consensus on the nature of the issue the collaboration will aim to solve and how success will be determined, partners can establish a roadmap to guide them as they put their plan into action. Once partners have a clear understanding of the tasks that need to be completed to reach their goals, individual responsibilities can be assigned based on sector-specific expertise and access to resources, and a project management structure can be put in place to streamline implementation and ensure accountability.

III. IMPLEMENTATION: How does our intersector collaboration achieve its goals?

There should be a collective recognition among partners of the need for each sector's abilities and resources during the implementation of an intersector collaboration. When each sector's expertise is respected, partners are more likely to remain engaged and motivated to sustain progress. Implementing an intersector collaboration is a challenging process. It may require a swift change of gears depending on the feedback partners gather throughout the implementation process and creative solutions to issues of capacity and resources that may arise. Establishing clear, achievable interim goals demonstrates to all participants that progress is possible. Celebrating even small successes can promote the vitality of this process. Partners may also consider engaging a sponsor or a champion to attract resources and provide greater access to networks of key stakeholders.

IV. ASSESSMENT: What lessons did we learn from our intersector collaboration?

Ongoing evaluation from the early stages of the collaboration can help partners understand successes and setbacks in real time and point to possible improvements the collaboration can make moving forward. Depending upon the project design, partners have a variety of methodologies from which to choose to best capture their efforts and impact. Evaluation is important in part because it serves to advise other practitioners who might want to pursue a similar partnership structure or tackle a similar issue. Communicating the lessons learned and best practices implemented can inform future projects, allowing others to iterate the successes the collaboration experienced and avoid similar pitfalls.

IV. ELEMENTS OF INTERSECTOR COLLABORATION

In the early stages of an intersector collaboration, making certain distinctions will help frame the structure of the collaborative process. These decisions will also guide the types of assessments and considerations that must be made.

1. GOAL

Identify the problem that collaboration partners wish to solve. Problems, although specific, often fall under larger issue areas:

Community Revitalization
- Economic opportunity
- Housing
- Arts, culture, and leisure

Infrastructure
- Infrastructure production
- Safety
- Efficiency and access

Health and Wellbeing
- Illness prevention
- Treatment and intervention
- Emergency preparedness

Environmental Conservation
- Environmental contamination
- Renewal
- Saving resources

Education
- Foundational education
- Quality and achievement
- Workforce training

2. SCOPE

Establish the targeted area that the collaboration's output will impact. Types of scope include:

- Municipal
- Regional
- National
- Global

3. SIZE

Determine the number of organizations involved in the intersector collaboration. Options include:

- Involving one partner from each sector: government, business and non-profit
- Involving multiple partners from each sector

4. COMMITTED RESOURCES

Understand each partner's specific, unique contribution to supporting the collaboration's outputs and goals. Types of committed resources include:

- Funding
- Staff
- Space
- Goods
- Expertise and guidance in issue or output
- Professional support services

5. TYPE OF OUTPUT

Identify the tangible results of the partnership. Outputs are generally linked to the outcomes and goals of the collaboration. Types of outputs include:

- Legislative
- Product
- Service
- Program
- Report
- Physical structure

6. LENGTH OF TIME

Determine the expected timeframe for delivering outputs of the collaboration, encompassing the time needed for implementing a project. Types of collaboration time length:

- Short-term (fixed end date)
- Long-term (fixed end date)
- Ongoing (with periodic review)
- Existing until initial resources are exhausted (non-fixed end date)

7. LEGAL CONSIDERATIONS

Determine whether there are aspects of a collaboration that require an agreement to be made before the onset of the collaboration to protect all parties involved and reduce risk. Types of legal considerations to be made are:

- Confidentiality agreements: Establishes what shared information must be kept only among partners and cannot be used externally.
- Rights to proprietary information: Makes clear rules as to how trademarked products or technology are used for the purposes of the collaboration.

8. DECISION-MAKING PROTOCOL

Identify the process by which decisions are made. Types of protocol include:

- Hierarchical decision making: One member or group holds power over the final decision for the entire collaboration.
- Majority voting: Each member receives a vote and the majority decision determines process.
- Group consensus: All members agree on decisions.
- Mediator: An individual brokers the decision making for the collaboration.

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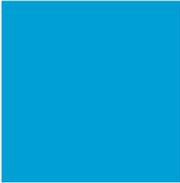
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