CHAPTER FIVE

STRUCTURE AND ELEMENTS OF RESEARCH PARTNERSHIPS

PARTNERSHIP STRUCTURE

Partnerships or alliances have structures that are substantially different from the other contractual or internal research approaches familiar to research units. Research contracts define the roles and relationships within the project, and internal research efforts deal with known cultures, resources, and funding mechanisms. Creating a partnership involves defining the structural elements usually specified by the partnership agreement or by the internally written work plan. Partner roles and relationships as well as all project resources must be customized for the unique situation of each collaborative venture. "There is no single, simplified checklist by which any research and technology partnership can be structured ... There are too many variables, individual circumstances, and nuances among the major issues and facts" (*4*).

In general, organizations develop their partnership approach and capability over time. Today, particularly in the United States, most companies take an ad hoc approach to forming or structuring partnerships. There is little knowledge passed on from the experience of establishing one partnership to the next, and few best practices are captured; individuals operate independently of past lessons. To initiate a partnership, they tend to rely on their own experiences and understanding (*22*). State and provincial research units also are inclined to emulate the ad hoc approach. Most state and provincial research units do not have formalized policies for partnership structuring or formation. Of the 41 synthesis survey responses received, only Arizona, Minnesota, and Ontario reported any such policies. In its guidelines for management of its SP&R program, Arizona includes a detailed description of partnership participation in pooled-fund projects. Minnesota's information, summarized in chapter seven, includes legislation and policy for forming partnerships. Ontario provides a guide for its project managers on the approval process for research projects, including cooperatively funded research, also described in chapter seven. Furthermore, only these three research units, along with those of Louisiana and Quebec, reported having any general tools or aids to guide an individual through the formation, operation, or closing of research partnerships. Some of this material is limited to a standard agreement for cooperative research.

STRATEGY AND METHODOLOGY

The questions in the synthesis survey concerning policy and guidelines were directed toward two important levels of detail regarding partnership structures. Organizations that have robust partnership capability address both levels. First, these organizations have a partnership strategy or strategic policy regarding partnerships. This contains four elements: (1) an underlying strategy that shapes the logic and design of individual partnerships, (2) a dynamic perspective that guides the management and evolution of each partnership, (3) a portfolio approach that allows coordination and flexibility, and (4) an internal infrastructure that supports and strives to maximize the collaborations (*23*). These elements form a framework from which an organization can approach partnerships. In public-sector agencies, this framework is expressed in the policy documentation of the agency's approach to partnerships. As indicated by the survey responses, few such policies exist, although state and provincial transportation agencies have stated an interest in increasing the contribution of partnerships to the agency mission and objectives by developing appropriate partnership policies.

During the peer exchanges conducted by each state research unit, one exchange team member stated that

> A trend for which research functions within agencies must prepare is the requirement for public/private partnerships to become more like those now seen in the private sector. Such partnerships must foster a commercial value for the private-sector partner; must deal with intellectual property rights, must incorporate means to handle hard money (not just soft money), and other similar items. A strategic investment for an agency is to begin to develop policies and processes to facilitate these new partnerships.

Another exchange team member gives the following example of what some of the policies and procedures might be:

> Develop a standard language and processes for issuing Request for Proposals for Partnerships so the [that the] department is prepared to use it when the opportunity arises for partnership projects.

The second level pertaining to partnership structure is the individual partnership. Having a methodology for how the organization will create, operate, and close a partnership is considered an important strength for enduring productive partnerships. This methodology is not a rigid process, but instead a flexible guideline to accommodate the challenges and required freedoms inherent in each collaborative effort. For many organizations, this methodology uses a series of tools, such as the capture and sharing of best practices training in partnership formation and

management, and evaluation of partnership efforts. All of these tools assist with organizational learning and particularly institutionalizing the skills needed for more productive future partnerships. The literature supports such a methodology for the general management and operations of partnerships (*17, 20, 22, 23*). As with the creation of policies for partnerships, synthesis survey results indicate that state and provincial research units could enhance the effectiveness of their partnership efforts by developing tools to guide the management and operations of individual partnerships.

Although most state and provincial research units did not have formalized policies or processes in their approach to partnerships, there were indications that informal mechanisms lend strength to their practices. For example, in the details about individual partnerships, 55% of the research units reporting having made some concerted effort to match the skills and strengths of the various partners. Research units accomplished this through

- Discussion with partners and potential partners;
- Recognition of one another's skills at technical levels;
- Teleconferencing with partners;
- Prior knowledge of partner skills. Such knowledge helps avoid redundancies and omissions;
- The placing of an experienced manager in charge of the effort; and
- Close involvement from the project champion who also knows each partner's capabilities.

Furthermore, many states and provincial research units did not consider some of the materials they used for specific partnerships as aids for future partnership formation, although they clearly were. Specifically, MOUs and cooperative agreements prepared for one partnership might be useful for those that followed. Several research units had this perspective. Interestingly, there was no mention of the borrowing of methodology from partnership activities used in construction or innovative financing projects, yet many agencies regularly use such partnership vehicles. Informal information sharing may be occurring among the different groups conducting partnership-related activities; however, such sharing has not yet been acknowledged.

In addition, each partnership about which detailed information was supplied had a unique goal or vision statement. A number of the MOUs or agreements cited specific statements of expectations for the partnerships. Several samples of these vision statements or partnership expectations are listed here.

- Missouri—A partnership to enhance the mutually recognized importance of shared transportation research and education opportunities, as it will affect the quality of the transportation system serving the motorists of Missouri and beyond.
- New England states—That the New England states, "Join together to pool their professional, academic, and financial resources for transportation research."
- Georgia—To promote transportation research in the state of Georgia.
- California—Development and rapid application of improved design methods and technologies for reducing earthquake vulnerabilities.
- Western state—To provide this western state a center for cooperative, jointly funded transportation research.
- Hawaii—To provide local highway agencies in Hawaii access to the latest technology and training.
- Maine—To take advantage of the U.S. Geological Survey financial resources and expertise to solve mutual transportation-related problems.

PARTNERSHIPS ARE RELATIONSHIPS

The actual relationship among the partners is one of the most frequently mentioned elements of partnerships. In particular, a solid relationship is the constant that enables the partnership to survive all manners of difficulties. The ultimate product(s) of the partnership will reflect the character of the relationship. The impact will be seen even with the shortest-term partnerships, which may exist for only one project. For longer-term partnerships, relationships become especially important. However, organizations often spend too much effort on screening potential partners on the basis of financial or other matters rather than managing the eventual partnership on human terms. There is more concern about controlling the relationship rather than nurturing it. Furthermore, although formal systems are important for the structure of the partnership, policies and procedures in themselves have little real impact on the quality of the relationships. What is required in partnerships is a dense web of interpersonal connections and internal infrastructures that unite the partnership organizations. For the most part, the interpersonal connections come from members that transcend boundaries—those working closely together in the continuing development of the partnership (*17 29*). One expert in the field who has studied hundreds of partnerships or alliances states that, "they are almost always [secured] at the level of individuals" and "they permeate the fabric of the [organizations]" (*1*).

Continuity in the relationship is also essential. A particularly difficult situation for a partnership comes form changing the alliance manager or other key members of the partnership staff. Relationships that are built over time do not necessarily rebuild as quickly as desired. Moreover, such rebuilding requires some sacrifice of the partnership until that time when key personal and working relationships

are once again strong. Care and attention must be given to sustaining the relationships, especially when staffing changes occur.

One research manager expressed the following thoughts about relationships with academic partnerships this way during a peer exchange meeting:

> Put substantial effort into planning and building an academic partnership relationship so that the university faculty will know how to be responsive to the agency's needs and so the agency will know what it can reasonably expect from the university. In particular, work closely with university research partners to help them more effectively understand the department's strategic directions, so research problems are more directly aligned to agency goals.

Another participant from Massachusetts stated that

> DOT district/region offices can derive more benefit from research through developing relationships with researchers at universities located near the respective offices. Building such relationships will provide a greater capability in the academic community in the state and foster more practical solutions to DOT problems.

Trust

In one of the most important discussions of partnership relations in the literature, it was determined that the three predominant dimensions of partnering relationships are trust, compatibility, and commitment (*29*). Of the three, trust is the most essential element. "Profitable partnering relationships ... are cemented by building trust, not by contract" (*30*). It can be built by knowing and understanding the perspectives of the partners. Unfortunately for most partnerships, there are substantial organizational cultural differences among the partners. For collaborative efforts within the organization, individual cultural differences can arise between the researcher and the practitioner, although the shared organizational culture can often overcome unfavorable effects. More often it is the external alliances or partnerships that fall prey to the failure to deal with organizational cultural differences. Frequently minimized and therefore essentially ignored, cultural gaps can exist among government, industry, and academic partners. Understanding the perspective of the various partners comes in part from understanding and accepting each partner's motivations and expectations for the partnership (see Table 3). Among the partners there are often competing agendas that must be clearly acknowledged and accommodated. The result should be mutual acceptance. An essential element of the partnership is the ability to address and deal with these types of issues; to reach a level where the "people involved in the relationship have the communication skills and cultural awareness to bridge their differences" (*17*).

Minnesota knew that organizational culture was a particular issue in its partnerships with academic institutions. The research unit sponsored a workshop with a psychologist to assist members of the Minnesota DOT with their understanding of the cultural differences. The process was successful and saved the Minnesota DOT frustration, energy, and time in forming good relationships with their academic partners' staffs.

State and provincial research units are aware of the differences inherent in their partnerships. Often these differences are difficult to overcome and a general wariness can accompany the relationships throughout their lifetimes. However, among partnerships considered beneficial, research units reported that they can "bridge their differences." Some examples of how states and provinces have been able to bridge their differences are provided here.

- California uses consensus-based project decisions and involves individuals who are open, flexible, and creative in the state's partnerships.
- Kansas uses a three-tier committee structure in its cooperative research with universities, involving top management at Kansas DOT and the universities, middle management, and stakeholders for selecting and managing projects. It also provides equal funding for each of the two university partners.
- Louisiana works out a mutually advantageous arrangement with its academic partners involving the teaching commitments and research of the educators.
- Maine's basic agreement formalizes the partnership. However, the Maine DOT and the university maintain flexibility to foster success, which allows them to move forward and work together well.
- Michigan accommodates the academic calendar for its research effort. They are using a longer planning horizon (up to 5 years) to attract more strategically critical projects.
- Minnesota has employed a psychologist to discuss cultural differences and other potential difficulties that the department may encounter in a complex partnership.
- Mississippi has had to convince all competing partners that no favoritism would be exhibited toward any one partner.
- Missouri establishes communications equally among all partners and focuses on discussion and mutually acceptable solutions.
- New Jersey saw partners that are committed to completing their responsibilities. Partners, in turn, witness project benefits, as well as the opportunity to expand their knowledge base and experience. They also employ student interns and participate in positive media coverage.

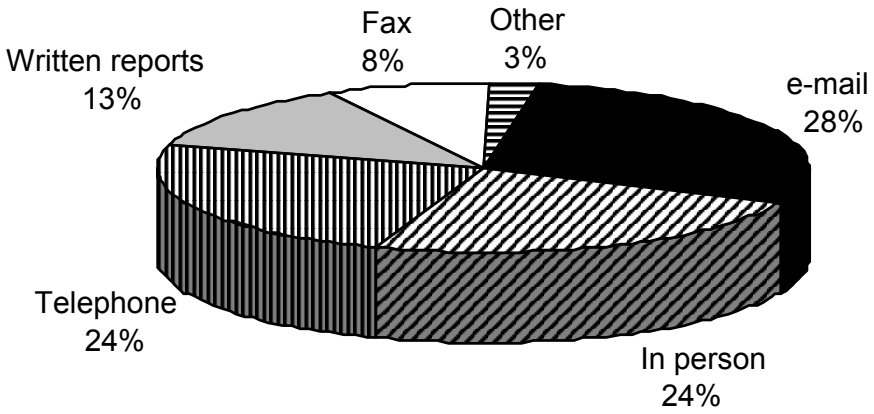

FIGURE 11 Types of communications within research partnerships (total responses, 37) (Note: Multiple methods reported.)

- New York conducts facilitated brainstorming sessions among partners and therefore benefits from strong, capable leadership.
- Utah partnership participants debate pressing issues.
- Wyoming notes that the state and its partners consistently work on the communication of results, failures, and successes.
- West Virginia reports that having DOT and academia working on the same problem provides a double approach to finding the solution to the stated need.
- Alberta conducts negotiations with various partners on a one-to-one basis; its agency is more than willing to be flexible (but with a firm desire to create a bold new collaboration), to listen to the ideas generated from a day-long brainstorming session among all partners, and to use the best parts of all the partner contributions. The province uses its neutral status to bring the various partners together.
- Labrador/New Foundland saw complementary resources as the unifying factor. They had the dollars and project management skills, and the partner had the technician, equipment, and laboratory.
- New Brunswick focuses on mutual agreement by all parties.
- Ontario focuses on objectives and achieved consensus by identifying the needs and vision of the organizations involved.

Clearly, part of the internal infrastructure important in relationships is the ability to communicate effectively. Good communications within partnerships are usually an outgrowth of the general operations of the partnership organizations. "[Organizations] with strong communications across functions and widely shared information tend to have more productive external relationships" (*17*). Similar thinking was noted at peer exchange meetings.

> Increase the communication among neighboring states regarding their experiences and research outcomes. Develop the network by scheduling regular interchange with the RD&T [research, development, and technology] managers—telephone discussions, conference calls, meetings, whatever mechanism that works for the managers. Fostering such relationships may be the initial steps of cooperatively funded research.

Research units support this approach, as described in literature. Time and again, communications appears as a principle mechanism for reducing the problems of culture, agenda, or schedule and for increasing the capacity to form a trusting relationship. Phrases such as "consistently worked on communications," "plenty of negotiations," "mutual agreement," and "consensus" show the practical application of the practice.

The research units also provided information about their types of communicating and frequency of communicating with partners. Figures 11 and 12 show the preferences among the respondents. From Figure 11, the preferred methods of communicating (e-mail, telephone, and in person) suggest an informal, personal, and perhaps relationship-supportive method of nurturing the partnership. Additionally, whereas the most often cited frequency in communicating is cited as being on a monthly basis (Figure 12), it is important also to note that respondents confirmed the flexibility in managing partnerships, by indicating that the frequency of the communications depends on the partnership and its unique needs.

Compatibility and Commitment

Two other key elements of partnership relationships are compatibility and commitment. Partner compatibility implies that the strategic goals of the partner organizations are agreeable and correspond well to the overall goals of the partnership. However, compatibility does more than simply match resources or resolve conflict. It also extends to the policies, values, and integrity of the partners. Where there is similarity in these characteristics, the partnership can thrive.

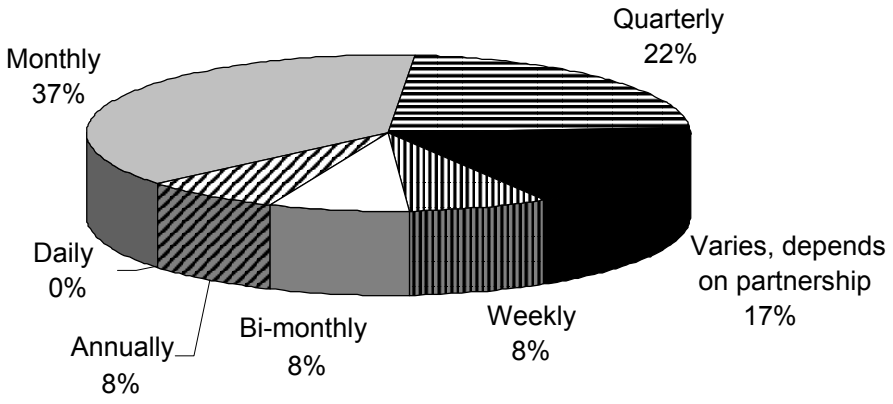

FIGURE 12 Frequency of communications within research partnerships (total responses, 34). (Note: Multiple methods reported.)

A number of the states and provincial research units expressed that commitment is exhibited on several levels, initially with an organizational commitment to the concept of partnerships. Generally, this level of commitment must reside with senior management and research management and be exhibited through their involvement in the partnership. The business literature focuses on an aspect of partnerships not usually described in the experiences of state and provincial research units; that is, that senior management in private-sector organizations is often the catalyst for forming partnerships. Partnerships in the private sector are often formed through personal contacts between executives. However, in the public-sector research community, partnerships are more often built on the needs and resources of the respective partners rather than on personal interactions. The commitment of executives in the public sector may be more difficult to foster if there is no personal involvement in the individual partnerships. However, with both public- and private-sector partnerships, the positive attitudes of the top management are beneficial influences on the success of the partnership activity (*13*).

A second level of commitment resides with those directly involved in the partnership. These individuals can dedicate their activities to the shared goals of the partnership and its outcomes (*29*). Earlier comments from of New Jersey exemplify this level of commitment—recognizing the potential outcomes of the relationship, understanding the value of synergy in the outcomes, and behaving in an honorable, responsible manner toward defined goals.

ALLIANCE OR PARTNERSHIP MANAGER

The following is one way to define the role of the partnership manager:

> The alliance manager is the person responsible for the progress of the alliance on behalf of the parent [organization] . . . He or she is a diplomat, socially adept and flexible, but also persistent, determined, and results-oriented . . . The alliance manager must embody the [organization's] culture and values, yet understand the partner's culture, needs and motivations.... Competent alliance managers are needed for weak alliances (*20*).

These individuals fulfill critical roles in operations of partnerships and are not necessarily the manager of the overall partnership activities. The literature frequently discusses the need for careful selection of these important individuals in the partnership (*17, 20, 23, 29*). Also mentioned is the need for organizational learning and training that enables development of these alliance managers.

Although the business literature frequently discusses alliance or partnership managers and encourages the development of expertise in this area, there is significantly less emphasis on such people or roles in public-sector partnerships. In the survey responses, the closest reference to an alliance manager was in terms of personal leadership, such as a "well-organized and motivated manager to get things done" and "someone in charge." These descriptors were given as factors that influence forming or sustaining partnerships. Additionally, when asked to rank issues that facilitate partnerships, "personnel committed to managing the partnership" was considered most important (see Figure 13). Apart from this reference, the unique personalities and qualities of the people needed to foster the success of the partnership were not discussed. Partnership managers tended to be chosen most often according to a technical skill related to the research effort, not for the ability to make the partnership work in the most effective manner.

Given the results of the beneficial partnerships described in the synthesis survey, many state and provincial research partnerships exhibit quality management. However, the discussions of forming, sustaining, and dealing with challenges often omit the role of an alliance or partnership manager. This may indicate that current partner

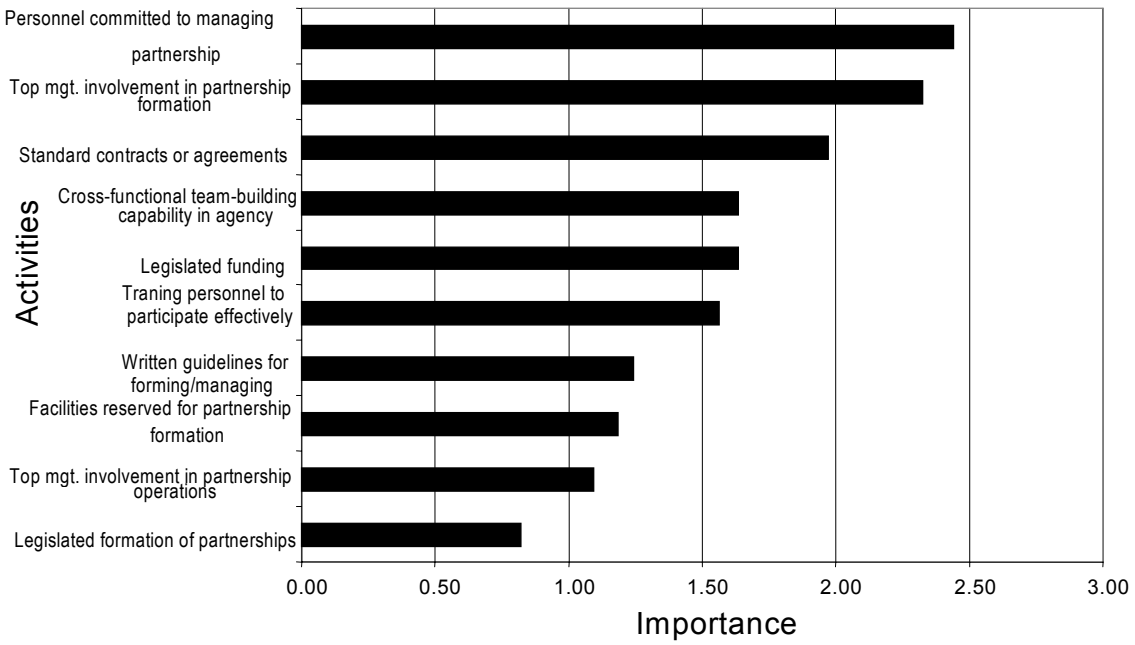

FIGURE 13 Importance ratings for facilitating research partnerships (total responses, 34). (Rating by importance: 3 = very important, 2 = important, 1 = little importance, 0 = not important.).

ships do include individuals who are fulfilling this alliance manager role, or that such individuals may be added to the partnership activity to enhance the productivity of existing partnerships. In either situation, having such a manager is a winning strategy. Indications at present are that state and provincial research units have chosen individuals who are effective leaders for the partnership, and almost unknowingly they have chosen people who have through trial and error been able to develop the qualities of an alliance or partnership manager.

Regardless of how the partnership or alliance manager is appointed or developed, the role is not considered a best practice with research units. This could be construed as a lack of attention to best practice capture or sharing, as well as to training in all aspects of partnerships, including partnership management. However, the role, important to private-sector partnerships, is a topic worthy of consideration for state and provincial transportation research partnerships.

IMPORTANT ELEMENTS IN FORMING RESEARCH PARTNERSHIPS

Survey respondents from the state and provincial research units were asked to cite the three most important elements in forming research partnerships. Those reported to be the most effective are listed here in the order of the frequency that they were given.

- Most Important
  - Common goals, expectations, and mutual interest;
  - Resources, including expertise and funding;
  - Management support; and
  - Identification of potential partners.
- Second Most Important
  - Resources, particularly funding,
  - Common goals and mutual interest, and
  - Mutual benefits.
- Third Most Important
  - Resources, particularly technical expertise and funding;
  - Flexibility in development of agreements;
  - Mutual interest; and
  - Support from top management.

From this list, common goals and mutual benefits are widely seen as an important element in forming research partnerships; so is the availability of resources. These factors are correlated with success.

INTELLECTUAL PROPERTY: A CHALLENGE TO FORMING RESEARCH PARTNERSHIPS

One of the primary concerns of research organizations is the ownership of intellectual property. This is seen as a challenge to forming partnerships. Because dealing with this element of partnerships tends to require extra attention, state and provincial research units were queried specifically about intellectual property issues. The research units acknowledged that each of the points posed to them needed

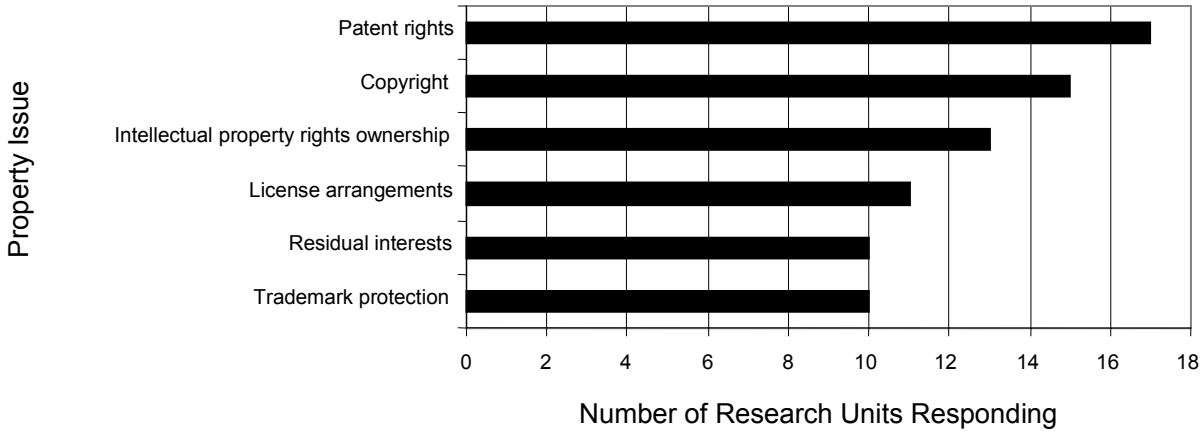

FIGURE 14 Property issues needing resolution; beneficial partnerships (total responses, 24). (Note: multiple issues reported.)

some resolution. Patent rights elicited the most concern, to resolve conflicting perspectives among partners (see Figure 14). Although the research units indicated the need for resolution, the supporting documentation they submitted with the synthesis survey showed that many of these intellectual property issues already have had some resolution. Appendix E provides a synopsis of the treatment of intellectual property in a selection of existing partnership agreements and MOUs. (Also, see chapter seven for a discussion of Missouri's language on intellectual property in its CRADA with Honeywell International, Inc.)

Application Example

The Maryland State Highway Administration entered into partnership with a private institution in Maryland. The objective of the partnership is to pursue innovative technical solutions to transportation related problems. The State Highway Administration contributed more than 90% of the funding for the project, and the private institution contributed the remaining funds and technical expertise. The factors most influential in enabling formation of the partnership were mutual desire to develop technology, use of specialized expertise at the institution's laboratory, and support from top levels of the administration. Patent rights and state procurement laws were the most detrimental factors to forming the collaboration. The Maryland research unit reports that there are no easy answers to these types of issues. Through extensive negotiations and continued communications, partners reached consensus on patent rights issues. Because the State Highway Administration partnership was with a private institution for higher learning, the procurement and contracting processes were also lengthier than those required for research conducted by public universities. The partnership would not have succeeded without organizational commitment, good personal relationships, and perseverance by the partners' key individuals. This demonstrates the critical nature of personal relationships and trust in a partnership. These qualities often supersede all others when barriers or obstacles to the partnership occur.

In the past, for some research unit–academic partnerships, intellectual property issues have been contentious. However, many partnerships were shown to be successful using currently agreed upon policies. Research units may want to consider using the currently accepted agreements as models for future intellectual property negotiations.

Most important is the ability to negotiate a reasonable compromise among partners. Successful partnerships have the personal commitment of and have built trust among those involved with the partnership. Therefore, hurdles such as intellectual property rights can be worked out amicably. Indeed, the strength of the relationships is often the factor determining whether these types of barriers can be overcome.

IMPORTANT ELEMENTS IN SUSTAINING RESEARCH PARTNERSHIPS

State and provincial research units provided information on the elements that were the most important to sustaining research partnerships, with respondents asked to list the three most important elements. The elements cited here are listed in the order of the frequency given. As seen, communications, effective relationships, and good working relationships are equated with success.

- Most Important
  - Positive results or progress and successes,
  - Communications,
  - Resources,
  - Effective relationships, and
  - Mutual interest and common goals.
- Second Most Important
  - Resources, including maintaining technical expertise and sustained funding;

  - Positive results or progress, documenting successes;
  - Communications;
  - Good working relationships; and
  - Sound management of the project.

- Third Most Important
  - Sustaining funding resources,
  - Performance and implementation of results,
  - Commitment and accountability,
  - Communications.

CHAPTER SIX

FACTORS AFFECTING SUCCESS OF RESEARCH PARTNERSHIPS

BACKGROUND

Almost all literature on partnerships provides some prescription for ensuring success. Although there is no single correct set of guidelines, there are several significant discussions of success factors in the literature. Many factors have been cited in previous chapters of the synthesis. This chapter takes a closer look at the factors for success.

In the article, "Dance With Your Collaborators," Smith and Ahmed (31) suggest that the following items are essential elements in successful partnerships:

- Knowing how to lead and how to follow,
- Excellent communications skills,
- Capability to select the right partners,
- Trust,
- Solid commitment,
- Capability to share risks and benefits,
- Top negotiating skills for dealing with a partner from another culture,
- Understanding of how to collaborate for sustainability,
- Organizational learning,
- Conflict resolution skills, and
- Ability to focus on developing these skills before entering into a partnership relationship.

In a presentation at the 80th Annual Meeting of the Transportation Research Board, Session 253, "Research: Meeting the Needs of All Partners," Les Hoel detailed the following as being factors of success in long-standing DOT–university partnerships:

- Continuity of staff and faculty,
- Peer relationships,
- Stable funding,
- Close proximity,
- Problems resolved at the working level, and
- Support of administration.

Rosabeth Moss Kanter, in an article focusing on the relationship aspects of collaboration, provides a set of criteria that are indicators of best partnerships (*17*). She begins with some general comments:

> Intracompany relationships . . . seem to work best when they are more family-like and less rational. Obligations are more diffuse, the scope for collaboration is more open, understanding grows between specific individuals, communication is frequent and intense, and the interpersonal context is rich . . . The best relationships are frequently messy and emotional, involving feelings like chemistry and trust. And they should not be entered into lightly (*17*).

Kantor goes on to provide "8 I's That Create Successful We's":

- Individual excellence—Both partners are strong, have something of value to contribute, and possess positive motives for collaborating.
- Importance—The relationship fits major strategic objectives of the partners, therefore they want to make it work.
- Interdependence—The partners need each other. They have complementary assets and skills. Neither can accomplish alone what both can together.
- Investment—The partners show tangible signs of commitment by devoting financial and other resources to the relationship.
- Information—The partners share information to make the partnership work.
- Integration—The partners develop linkages and shared ways of operating so that they can work together.
- Institutionalization—The relationship is given a formal status with clear responsibilities and decision processes. It extends beyond the particular people who formed it.
- Integrity—The partners behave toward each other in honorable ways that justify and enhance mutual trust.

When research units were asked what factors facilitate successful partnerships, they responded that people were the most important. Personnel committed to managing the partnership and top management involvement in partnership formation were cited as the primary factors for successful partnerships. Next in importance was the availability of standard contracts or agreements. Three factors, team-building capability, legislated (secure) funding, and training are seen as somewhat important. Cited as having relatively little importance are written guidelines, facilities for the partnership, top management involvement in partnership operations, and legislated formation of partnerships (see Figure 13). There are, however, other factors that survey respondents identified with success. The following lists summarize the strong and weak factors correlating to success.

STRONG CORRELATIONS WITH SUCCESS

The following factors were seen as strongly correlated with success:

- Defined goals and expectations.
- Excellent communications and effective or good working relationships among partners.
- Implementable results and internal partnerships that provide for more implementable results.
- Length of time in existence: the greater the time in existence, the more opportunity to build mutual trust and to be providing value. However, the opposite is not necessarily true; a short-term partnership can be very successful.
- Experience in forming and sustaining partnerships.
- Experience in being a partner within a successful partnership and learning the qualities of being a good partner.
- Organizational commitment to the project.
- Key player's individual commitment to the project.
- Number of partners: fewer seen as better.
- The need for technical expertise and leverage of funding by public research units.
- Sufficient resources to accomplish the project.
- Alliance manager assigned to the partnership.
- Trust among partners at all levels.
- Strong personal relationships among partners at all levels.
- Commitment to accommodating differences in organizational culture.
- Best practices sharing for effective partnerships.

WEAK CORRELATIONS WITH SUCCESS

The factors that follow are useful and practical, but show no particular relevance to success. They were present in beneficial partnerships as well as less than successful partnerships.

- Type of agreement, formal agreements or MOU, or informal agreement.
- Structure of partnership.
- Internal or external partnership.
- Types and sources of resources, as well as which partner contributes what resource.
- Motivations for entering into the partnership: each partnership started with good reasons and expectations, how clearly they were stated or how reasonable they were may be a factor that leads to success or failure.