

PARTNERSHIPS & COLLABORATIONS IN HIGHER EDUCATION

Marisol Vera Colón, PhD, CRA
University of Puerto Rico Mayagüez



Agenda

- Collaborations or Partnerships – Words Matter
- Importance of Collaborations & Partnerships in our current funding environment
- Factors that Contribute to Successful Partnerships & Collaborations
- How to find successful Collaborators or Partners?
- Examples of Partnership Grants in PR
- Grantwriting Tips
- References



Collaborations or Partnerships – Words Matter

Merriam-Webster online dictionary:

- **Collaboration:**

- working “jointly with others especially in an intellectual endeavor.”
This definition implies an informal relationship that does not ensure equality among the parties.

- **Partnership:**

- a “legal relationship existing between two or more persons contractually associated as joint principles in a business”

The most important thing to remember is:

- Organizations don't collaborate – **people** collaborate!!!



Collaborations & Partnerships

- ***“Stronger by working together”.***
- ***“Collaborative partnerships are essential to addressing emerging issues”***

Important to create and nurture both types of relationships to strengthen the organization and enhance the services it provides:

- it makes your program more competitive when applying for government grants and more attractive to corporate and private funding sources



Why Collaboration is Essential?

- Collaborations are the most immediate, economical way to enhance:
 - strengthen areas of weakness within projects/programs;
 - access services already provided by others
 - containing costs while maximizing benefits.
- In research proposals:
 - Collaborator provides support on areas PI or institution lacks resources or expertise



Why Form a Partnership?

- With a strong partnership, an organization may have access to:
 - more resources:
 - financial, equipment, people
 - professional expertise.
- Funders, such as foundations and government grants, will be more likely to consider your program proposals because more areas of need are addressed and there is less duplication of services.



How to find and select a Partner

- Define what your needs are (both current and future).
- Determine what organizations currently have resources you need or would like to provide.
- Look for organizations or groups that share an alignment with your mission, vision, or objectives.
- Look beyond the traditional pairing, be creative in who you approach.
 - Don't be afraid to look at nontraditional organizations (e.g. civic/service; charitable; faith-based organizations; local government service agencies).
 - You want your collaboration/partnership to strengthen your project/program (be diverse, reflect the community to serve), if applies.



11 Factors that Contribute to Successful Partnerships & Collaborations*

1. People

2. Vision

3. Trust

4. Time

5. Planning

6. Communication

7. Learning Together

8. Decision-Making

9. Leadership

10. Technology

11. Flexibility

Ref. Factors that contribute to successful collaborations : <http://www.ohcc-ccso.ca/en/courses/community-development-for-health-promoters/module-three-community-collaboration/factors-that>, Accessed Sept. 2016.

Factors that Contribute to Successful Partnerships & Collaborations

People:

- Organizations do not work together, people do.
- Check out the “chemistry” between people and level of commitment to the collaborative effort

Vision:

- Create a shared vision and common goals that incorporate all of the members’ perspectives and interests, and identifies mutual needs that cannot be met by one organization alone.

Trust:

- Trust is built through mutual respect for each person’s experience, knowledge and contribution, thus explore common ground first!



Factors that Contribute to Successful Partnerships & Collaborations

Time:

- Getting to know each other in order to developing a solid partnership takes time, as does planning and implementation.
- Do not give in to the pressure for speed and action.

Planning:

Working together effectively requires a great deal of planning.

All aspects of the C/P must be considered:

- purpose, function, decision-making process,
- risks and benefits to each member
- anticipated results needs to be considered, agreed upon and committed to **(usually by signing a written agreement)**.

Factors that Contribute to Successful Partnerships & Collaborations

Communication:

- Make certain there is a transparent flow of information among members, and mechanisms for ensuring that all members are kept up-to-date on matters related to the collaboration or partnership;
- Assure there are clear means of voicing concerns and suggestions.

Learning Together:

Partnerships involve learning about each other, about the issues or needs that are being addressed, and about how to work together effectively.



Factors that Contribute to Successful Partnerships & Collaborations

Decision-Making:

- It is crucial to agree on how decisions will be made right at the start of the partnership and stick to that.
- Partners should also agree on a problem resolution process.
- Agreements regarding the investment of people, time and resources need to be negotiated and clearly understood by all partners.

Leadership:

- There are many options for leadership- e.g. elect a Chair or Co-Chairs, or establish different roles for different members.
- It may be formal or informal.
- Shared leadership can increase commitment.

Factors that Contribute to Successful Partnerships & Collaborations

Technology:

- Electronic communication can enhance and support the work of the partnership by facilitating connections and opportunities for innovation.
- Assess current systems and technical capacities of each of the members before effective information and communications systems are established.

Flexibility:

- As circumstances change, one or more members may not be able to contribute to the extent originally intended, or may not be able to remain involved at all. Be ready to make adjustments accordingly.

How to find and select a Partner

Assess the Environment

- Look at the history of collaboration or cooperation, what has worked in the past.
- Connect with a group that is seen as a leader to assist you in the process (*in community works*)
- Make sure that the political/social climate is favorable, i.e. is it an election year?

Assess Membership Characteristics

- All members must maintain mutual respect, understanding and trust.
- Members need to see the collaboration as a benefit to their self interest
- All must be willing to compromise.

How to find and select a Partner

Assess Process & Structure of the Group

- Members share a stake in both the process and outcome.
- There is a proper balance in the decision-making process, no group does possess too much power.
- Flexibility to change with the community's needs.
- There is a clear understanding of roles and policy guidelines.
- Group is able to adapt and change when needed.

Assess Communication

- Seek for established and closely maintained formal and informal lines of communications.
- Make sure you create an environment in which all participants are encouraged to make contributions.



Funding Opportunities - Partnerships

“Collaborative partnerships are essential to addressing emerging issues”

NSF- PREM – Partnership for Research and Education in Materials

Nelson Cardona-Martinez	Wisconsin - Puerto Rico Partnership for Research and Education in Materials UPR Mayagüez - 5yrs – \$2.1 Mi	08/25/2009
-------------------------	---	------------

PD/PI Name	Award Title	UPR Humacao - 5yrs – \$3Mi	Award Date
Idalia Ramos	PENN-UPR Partnership for Research and Education in Materials		08/17/2015

Prior 2009 grant

Funding Opportunities - Partnerships

“Collaborative partnerships are essential to addressing emerging issues”



16-571

Partnerships for International Research and Education
National Science Foundation

NSF: Partnerships for International Research and Education (PIRE) is an NSF-wide program that supports international activities across all NSF-supported disciplines. The primary goal of PIRE is to support high quality projects in which advances in research and education could not occur without international collaboration. PIRE seeks to catalyze a higher level of international engagement in the U.S. science and engineering community. International partnerships are essential to addressing critical science and engineering problems. In the global context, U.S. researchers and educators must be able to operate effectively in teams with partners from different national environments and cultural backgrounds. PIRE promotes excellence in science and engineering through international collaboration and facilitates development of a diverse, globally-engaged, U.S. science and engineering workforce. This PIRE competition will be open to all areas of science and engineering research which are supported by the NSF.

Funding Opportunities - Partnerships

“Collaborative partnerships are essential to addressing emerging issues”



16-571

Partnerships for International Research and Education
National Science Foundation

Document Type: Grants Notice	Version: Synopsis 2
Funding Opportunity Number: 16-571	Posted Date: Jun 19, 2016
Funding Opportunity Title: Partnerships for International Research and Education	Last Updated Date: Jul 27, 2016
Opportunity Category: Discretionary	Original Closing Date for Applications: Apr 24, 2017
Opportunity Category Explanation:	Current Closing Date for Applications: Apr 24, 2017
Funding Instrument Type: Grant	Archive Date: May 24, 2017
Category of Funding Activity: Science and Technology and other Research and Development	Estimated Total Program Funding: \$12,000,000
Category Explanation:	Award Ceiling: \$5,000,000
Expected Number of Awards: 12	Award Floor: \$3,000,000

Funding Opportunities - Partnerships

“Collaborative partnerships are essential to addressing emerging issues”



16-571

Partnerships for International Research and Education
National Science Foundation

Awardee:	UNIVERSITY OF PUERTO RICO MEDICAL SCIENCES CAMPUS
PD/PI:	•Mark W Miller
Co-PD(s)/co-PI(s):	•Charles I Abramson ~000157001 •Tugrul Giray ~000308824 •Carlos Jimenez-Rivera ~000682029 •Annabell C Segarra ~000682460
Award Date:	09/16/2015
Estimated Total Award Amount:	\$ 3,800,000
Funds Obligated to Date:	•\$ 760,000FY 2015=\$760,000
Start Date:	10/01/2015
End Date:	09/30/2020

Funding Opportunities - Partnerships



16-571

Partnerships for International Research and Education
National Science Foundation

From Abstract at Time of Award

-----This PIRE project brings together of a **consortium of U.S. and international faculty and students on four interdisciplinary subprojects** that are unified by the goal of increasing our understanding of brain mechanisms mediating reward and decision processes. Each subproject will partner investigators and students from the **University of Puerto Rico (UPR) and/or Oklahoma State University with a team of international researchers from Canada, Chile, Egypt, Italy, and/or Turkey**. The Neural Mechanisms of Reward and Decision project will catalyze advances in research and education that could not occur without international collaboration. **PIRE workshops and exchanges** will cultivate interdisciplinary cooperation and identify common objectives among groups that investigate the role of dopamine in reward and decisions across a broad spectrum of phylogenetic and mechanistic levels.....

Funding Opportunities - Partnerships

Puerto Rico Math & Science Partnership 09/23/2003

10 years = \$35.5 Mi. UPR Río Piedras; Michelle Borrero PI/PD + 8 CoPIs
NSF-Cooperative Agreement

Agency	Awardee	Awardee Location	Federal Award ID Number	Funds Obligated to Date
NSF	University of Puerto Rico-Rio Piedras	San Juan, PR	0314557	\$35,599,846

- Edwin Vazquez
- Waldo A Torres-Vazquez
- Yolanda V Norat
- Ana M del Llano
- Moises Orengo
- Pablo Rivera
- Gabriel Barletta
- Keith Wayland

The **Puerto Rico Math and Science Partnership (PR-MSP)** involved four universities within the Puerto Rico System (The **University of Puerto Rico**, Rio Piedras, Mayaguez, Cayey and Humacao campuses) in partnership with the **Puerto Rico Department of Education** and supporting institutions that include the other seven campuses of the UPR system, the **Inter American University of Puerto Rico** System, and the **Arecibo Observatory** as well as informal science education centers, **the U.S. Forest Service Institute of Tropical Forestry**, and **industry labs**.

Legal Considerations in Partnerships

- **Letters of Support** – true commitment
- **Collaboration Agreements** (\$, SOWs, IP considerations)
- **Memorandum of Understanding (MOU's)**
- **Subawards**

- **International Agreements - Considerations**
 - *Regulations*
 - *Export Control Issues*
 - *Intellectual Property (IP) Issues*
 - *Faculty/student exchange*

Grantwriting - Project Planning

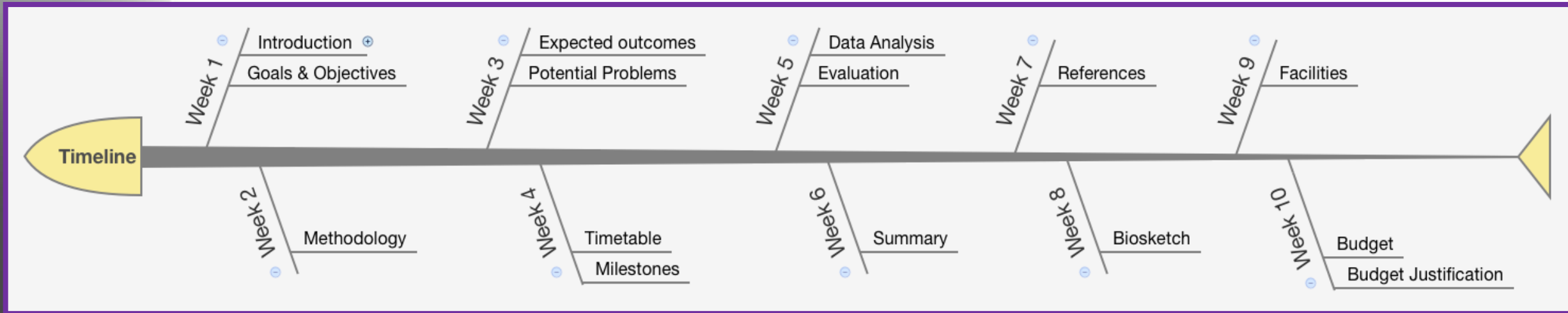


Ideal scenario

- 4-6 months to comfortably write a solid grant proposal.
 - Allow 1 month to receive feedback and make necessary corrections.
-
- Reverse engineering your time to fit the grant submission schedule

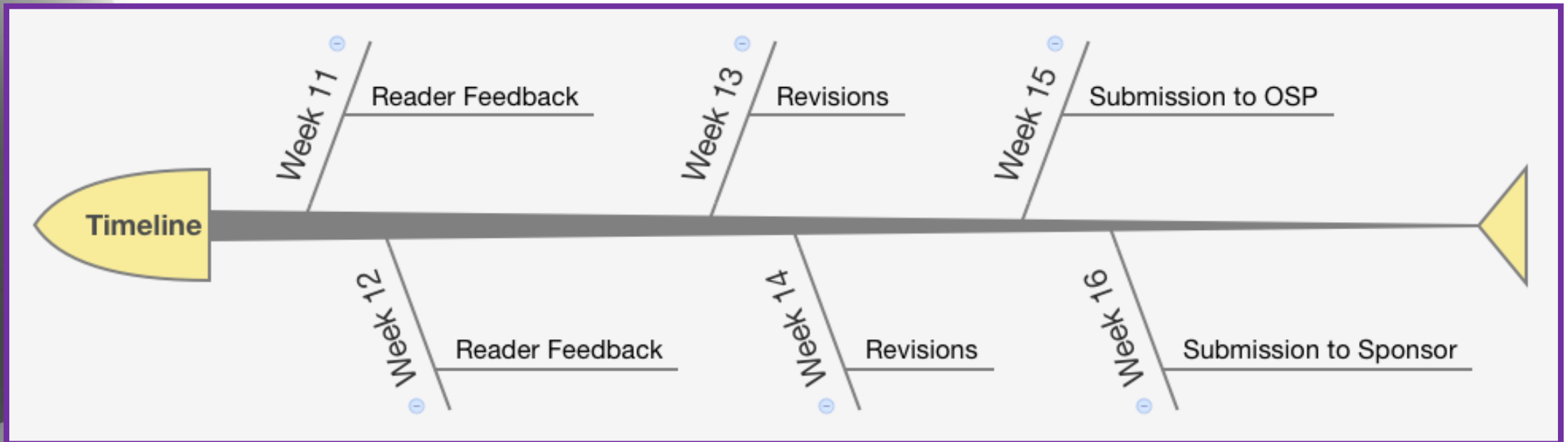
Grantwriting - Project Planning

Rough Draft Timeline: Weeks 1- 10



Grantwriting - Project Planning

Revision and Final Grant
Preparation/Submission: Weeks 11-16



Experiences & Comments





Thank
You

Marisol Vera, PhD, CRA

Marisol.vera@upr.edu

UPRM R&D Center

787-833-2975

References

- Merriam-Webster Online Dictionary. Retrieved 9/5/2016, from <http://www.merriam-webster.com/>
- Factors that contribute to successful collaborations – Ontario's Healthy Community Coalition: <http://www.ohcc-ccso.ca/en/courses/community-development-for-health-promoters/module-three-community-collaboration/factors-that>, Accessed Sept. 2016.
- Glazer, G., Alexandre, C., Reid Ponte, P. (March 31, 2008). Legislative: "Partnership or Collaboration: Words Matter." OJIN: The Online Journal of Issues in Nursing. Vol.13 No.2. DOI: 10.3912/OJIN.Vol13No02LegCol01
- Reich, S. M., Reich, J. A. Cultural Competence in Interdisciplinary Collaborations: A Method for Respecting Diversity in Research Partnerships. Am J Community Psychol (2006) 38:51–62 DOI 10.1007/s10464-006-9064-1

