

**BUILDING A BETTER DIVERSITY RECRUITMENT PIPELINE
THROUGH STRATEGIC ALLIANCES**

A Practical Toolkit for Philanthropic Organizations

July 2011

Acknowledgments

This toolkit was developed in collaboration with the Robert Wood Johnson Foundation.

This paper is designed to foster an open dialogue. It is not to be construed as legal advice. Please consult with your institution's lawyers for advice about how diversity guidelines may apply to your organization and its plans.

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Dear Human Resources Manager/Diversity Officer,

This toolkit is part of a larger project designed to enhance diversity recruiting for fellowships at selected national program offices supported by the Robert Wood Johnson Foundation (RWJF). The project was commissioned by RWJF's Human Capital team, and carried out in accordance with the findings of a scan of best practices in diversity in the corporate, academic, and philanthropic environments.

The goal of the diversity project is to translate good policies on diversity into good results. The need for workplace diversity is now well-known. Most organizations recognize the value and benefits of a diverse and inclusive workplace. Little has been written, however, on practical steps to achieve and enhance diversity.

This "Strategic Alliances" toolkit is the first in a series of three that will address this topic. The second toolkit will focus on diversity-optimized website design, online communications, and messaging; and the third on the role of leaders as champions of diversity. This toolkit will recommend creative, practical ways to build robust recruitment pipelines through effective partnerships with the institutions, networks, and professional organizations that have contacts or relationships with candidates of diverse backgrounds.

This toolkit will discuss ways of strengthening existing institutional relationships so that they blossom into strong, sustainable, strategic alliances. However, a strategic alliance is not the only effective way to approach diversity, and not all cooperative and useful institutional relations call for the kind of broadening and strengthening that we describe. Here we discuss only those relationships that are strategically promising, and in which a mutually beneficial outcome is possible. This toolkit will help you to assess whether a particular relationship meets these criteria.

The process described in this toolkit provides an ideal way to work with other programs within your organization that are also interested in an alliance with the organization of interest. We do often see several programs within one organization forging alliances with the same institution. While there are reasons for such separate alliances, and while the various programs' objectives in working with the targeted organization may not perfectly align, there are numerous benefits to forming multi-program alliances according to an integrated, coherent plan. One such benefit is a shared vision and focus; there might also be organizational efficiencies and cost savings.

This toolkit is not and should not be understood as a comprehensive diversity strategy, but rather as a guide to meeting a specific need. The necessary elements of such a comprehensive strategy are discussed in Part 1. We encourage any organization that does not have a comprehensive diversity strategy in place to begin the process of developing one. This toolkit assumes that the fundamentals described in Part 1 are in place, and move forward from there. If you would like to strengthen your diversity outreach and recruitment efforts, and if a true strategic alliance with another organization could be helpful in this regard, we believe that this toolkit can be of great assistance to you.

Sincerely,



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TABLE OF CONTENTS

INTRODUCTION.....	5
Definition of Diversity	5
The Robert Wood Johnson Foundation and Diversity Initiatives	5
Diversity Recruitment and the Strategic Alliance	5
How to Use This Toolkit	5
PART 1: The Strategic Alliance as Part of a Comprehensive Strategy	6
PART 2: Developing the Strategic Alliance.....	6
PART 3: How To Get It Done.....	6
PART 4: Managing the Relationship.....	7
*See Appendix 1 for the worksheets referred to throughout this document.	7
 PART 1: The Strategic Alliance as Part of a Comprehensive Strategy.....	 8
The Fundamentals	8
<i>Introduction: Diversity and Philanthropic Organizations</i>	8
<i>Insight: Interlocking Policies and Best Practices</i>	9
<i>Essential Elements</i>	9
<i>Quote</i>	10
The Strategic Alliance	10
<i>Introduction: The Relationship Continuum</i>	10
<i>Insight: Characteristics of a Strategic Alliance</i>	10
<i>Essential Elements</i>	11
<i>Quote</i>	11
 PART 2: Developing the Strategic Alliance	 13
Who Are the Candidates? What Organizations Can Help?	13
<i>Introduction: Who Are You Looking For?</i>	13
<i>Insight: Organizations That Nurture Candidates From Underrepresented Groups</i>	13
<i>Essential Elements</i>	13
<i>Quote</i>	14
<i>The Process</i>	14
<i>Worksheet</i>	15
The Relationship Inventory	16
<i>Introduction: Assessing Purposes and Goals</i>	16
<i>Insight: Practical Questions</i>	16
<i>Essential Elements</i>	16
<i>Quote</i>	17
<i>The Process</i>	17
<i>Worksheet</i>	17

Internal Survey	18
<i>Introduction: What Do We Want?</i>	18
<i>Insight: Broad Discussion</i>	18
<i>Essential Elements</i>	18
<i>The Process</i>	18
<i>Worksheet</i>	18
The Essential Transaction.....	19
<i>Introduction: Costs and Benefits</i>	19
<i>Insight: Assessing Relationships, Identifying Opportunities</i>	19
<i>Essential Elements</i>	19
<i>The Process</i>	20
<i>Worksheet</i>	20
PART 3: How to Get It Done	21
Right Point of Entry	21
<i>Introduction: Building on Relationships</i>	21
<i>Insight: The Contact</i>	21
<i>Essential Elements</i>	21
<i>The Process</i>	22
<i>Worksheet</i>	22
Proposing the Agenda.....	23
<i>Introduction: A Proposal Framework</i>	23
<i>Insight: Working It Through</i>	23
<i>Essential Elements</i>	23
<i>Worksheet</i>	23
<i>Introduction: Instruments of Alliance</i>	24
<i>Insight: The Legal Context</i>	24
<i>Essential Elements</i>	24
<i>The Process</i>	25
<i>Worksheet</i>	25
PART 4: Managing the Relationship	26
Ongoing Communications.....	26
<i>Introduction: Potential Startup Friction, Ongoing Conflict</i>	26
<i>Insight: Mechanisms for Conflict Resolution</i>	26
<i>Essential Elements</i>	26
<i>The Process</i>	27
Assessing and Growing the Relationship	27
<i>Introduction: Periodic Review</i>	27
<i>Insight: The Importance of Metrics</i>	27
<i>Essential Elements</i>	28
<i>The Process</i>	28
<i>Worksheet</i>	28

APPENDIX 1: WORKSHEETS	29
<i>Exercise #1: Start With the End in Mind</i>	29
<i>Exercise #2: Inventory Current and Past Relationships With Partnership Targets</i>	33
<i>Exercise #3: Identify Points of Intervention for a Strategic Partnership.....</i>	36
<i>Exercise #4: Cost Analysis for the Strategic Partnership</i>	40
<i>Exercise #5: The Right Point of Entry.....</i>	41
<i>Exercise #6: Creating Your Proposal for a Strategic Alliance</i>	44
<i>Exercise #7: Formalize Your Strategic Partnership.....</i>	45
<i>Exercise #8: Assessing and Growing the Strategic Alliance</i>	47
APPENDIX II: Minority-Serving Colleges and Universities.....	48
American Indian Tribal Colleges and Universities	48
Asian American and Native American Pacific Islander Serving Institutions	48
Historically Black Colleges and Universities	48
Hispanic-Serving Colleges and Universities	48
General List of Minority-Serving Colleges and Universities.....	48
APPENDIX III: Minority Professional Associations.....	49
American Indian Professional Associations	49
Asian American Professional Associations.....	49
Black Academic and Professional Associations	49
Disabled Professional Associations	49
Hispanic Professional Associations	49
Lesbian Gay Bisexual Transgender (LGBT) Professional Associations.....	49
Minority Professional Associations	49
Women's Professional Associations	50
Diversity Organizations	50

INTRODUCTION

Definition of Diversity

Throughout this document, our definition of diversity and inclusion follows that used by Robert Wood Johnson Foundation:

Diversity and inclusion are core values of the Robert Wood Johnson Foundation, reflected in our Guiding Principles. We value differences among individuals across multiple dimensions including, but not limited to, race, ethnicity, age, gender, sexual orientation, physical ability, religion and socioeconomic status. We believe that the more we include diverse perspectives and experiences in our work, the better able we are to help all Americans live healthier lives and get the care they need. In service to our mission, we pledge to promote these values in the work we do and to reflect on our progress regularly. ©

The Robert Wood Johnson Foundation and Diversity Initiatives

The Robert Wood Johnson Foundation has extensive experience with promoting diversity among the programs and grantees that it sponsors, and connecting scholars of historically underrepresented backgrounds, most notably through initiatives such as *New Connections: Increasing Diversity of RWJF Programming*, www.rwjf-newconnections.org/.

Diversity Recruitment and the Strategic Alliance

As diversity becomes an increasingly important priority for philanthropic organizations, leaders of such organizations are becoming more serious about finding the most effective ways to translate their organizations' intentions into reality. Much has been written about the business case for diversity and the benefits of diversity. This guide will provide institutional leaders with a road map on how to implement a particular diversity strategy. As a sustainable, results-oriented diversity approach grounded in a sophisticated organizational change model, this guide offers technical assistance to help an organization or program to develop effective strategic alliances with institutions, organizations, professional groups, and ethnic, religious, or cultural affinity groups in order to achieve its diversity goals.

A strategic alliance is more than a temporary pursuit of a particular goal, more than an *ad hoc* collaboration. It relies on a well-thought-out, jointly developed agenda that supports a long-term vision. It commands resources, equipment, and personnel from both organizations, and involves close consultation and recognition of the ways in which each institution can use its strengths in support of the other—and of the shared institutional goals—for the long term. In this way, each can build on the other's particular strengths in diversity without having to reinvent the wheel.

Strategic alliances involve more resources and more commitment than *ad hoc* cooperative relationships, but they can have a bigger payoff.

How to Use This Toolkit

This guide takes the form of a practical toolkit, offering steps and recommended tasks on how to assess and strengthen existing institutional cooperative relationships; and, if it is found to be desirable, to move them toward a true strategic alliance for the broader benefit of all the parties involved. It is divided into the following sections:

PART 1: The Strategic Alliance as Part of a Comprehensive Strategy

This section discusses the following:

- Best practices in diversity; management commitment and vision; the business case; diversity recruitment; and technical sustaining structures
- The nature of existing and possible future institutional relationships, and the evolutionary course of such relationships—from *ad hoc*, temporary plans for joint efforts to truly integrated, ongoing strategic alliances

PART 2: Developing the Strategic Alliance

This section discusses the following:

- Survey of the types of organizations that can help with your institutional needs
- An objective assessment of your existing institutional or programmatic relationships
- Identification of areas of shared interest and opportunities for strategic alliance
- Identification of precisely what your organization hopes to gain from an expanded relationship, and what it can offer the other party in return: The *Essential Transaction*

PART 3: How To Get It Done

This section discusses how to:

- Find the most appropriate contacts within the target institution for the purpose of negotiating an enhanced alliance
- Develop a shared vision and related agenda
- Identify effective ways each organization can carry out the shared agenda
- Make the case for expanded and integrated cooperation in these areas of potential mutual aid
- Plan for the administrative and relationship structures that will advance the strategic vision and the shared agenda as effectively as possible

PART 4: Managing the Relationship

This section discusses how to:

- Foresee and plan for changes in each institution that may affect the relationship
- Have administrative and problem-solving structures in place dedicated to maintaining communications and work together on solving institutional issues as they arise
- Use metrics for assessing the costs and benefits of the relationship, and mechanisms for fine-tuning it in accordance with such assessments, to gain the maximum benefit for all parties

Each section of this guide includes an **Introduction, Insight, Essential Elements**, and further subsections as may be appropriate to the materials covered: a statistic, example, or quote, The Process, and a worksheet* to evaluate where your institution stands in this process and further steps needed.

To use this guide effectively, we recommend that you read the descriptions and scenarios carefully, and think about how they apply to your organization in its relationships with its partners. Consider whether the specific questions offered apply to those relationships; and work through the examples in the worksheets for a better understanding of what your institution or program may or may not gain from deepening existing relationships with specific partners.

This toolkit picks up where many diversity manuals leave off; it is not designed to address the questions of how to build the fundamental administrative structures necessary for success in diversity recruiting, but rather assumes that they are present in your institution. These functions are described in Part 1.

Instead, this toolkit focuses on the benefits of securing a true strategic alliance between your organization and another; how to assess whether such a relationship is necessary or required; how to do the groundwork to bring it about; how to formalize the relationship; and how to assess and manage it once it is in place.

*See Appendix 1 for the worksheets referred to throughout this document.

PART 1: The Strategic Alliance as Part of a Comprehensive Strategy

The Fundamentals

Introduction: Diversity and Philanthropic Organizations

While this guide will focus on one particular tool in diversity recruiting—the strategic alliance—it is important to bear in mind that this is just one aspect of a comprehensive diversity strategy.

Diversity recruitment (and all institutional diversity activities) rests upon certain fundamental policies and expectations, such as:

- A well-articulated and well-disseminated statement of vision, values, and mission that is known throughout the enterprise, that determines institutional priorities, and that supports the business case for diversity
- An analytical, evidence-based business case that lays out the pragmatic necessity for diversity at all levels of the enterprise in order to accomplish the institutional mission
- A strong leadership commitment to diversity
- Engagement with the policies flowing from the institutional values and the business case at all institutional levels, including among subsidiary and semi-independent organizations

These fundamental policies and expectations are translated, within the program, into action in such areas as:

- Selection and eligibility criteria
- Technical assistance to applicants
- Incorporation of diversity imperatives into the website design

Outreach and recruitment is aided by the following:

- A targeted recruitment plan and toolkit
- Thought leadership on diversity that establishes the organization's commitment to diversity recruiting, even as it helps to identify new diversity recruitment opportunities
- Contacts and diversity recruitment partnerships with leading and mainstream institutions, minority-serving institutions, and minority-serving professional organizations and associations

Diversity recruitment communications relies upon:

- Paid and earned media and well-managed media relations
- Professional awards and recognitions
- Social media

Technical structures are essential to sustainability:

- Tracking systems and databases
- Candidate pipeline development
- Diversity education
- Resource allocation
- Accountability and measurement

Insight: Interlocking Policies and Best Practices

In order for a diversity policy to be successful over the long term, all of the fundamentals must be in place and must work in a coordinated fashion. Each element of the fundamentals supports and depends upon the others. The absence of any of these aspects of an effective diversity recruitment policy will damage the possibilities for long-term, comprehensive success in institutional diversity. We recommend that you examine these areas of your strategy, as the strategic alliances will rest upon these foundations.

Essential Elements

Some basic aspects of a comprehensive diversity policy are:

1. *The business case*: This is important for leadership buy-in, adequate resource allocation, and commitment to a sustainable strategy
2. *Leadership commitment*: This is made credible by actions and involvement of leaders at all levels of the diversity strategy
3. *Corporate values*: Underlying corporate values provide a compass for individual behavior and organizational change
4. *Accountability*: This ensures that diversity objectives translate into leadership and organizational change
5. *Structure and resources*: Adequate and appropriate resources drive sustainable diversity and inclusion agendas at all levels
6. *Communications*: Internal and external strategies for communications are essential to a successful diversity business strategy

A solid approach to the strategic alliance will both build on and reflect the presence of all of these elements.

Quote

“There are four elements that are essential to any coherent alliance strategy. These are an underlying business strategy that shapes the logic and design of individual alliances, a dynamic vision that guides the management and evolution of each alliance, a portfolio approach that allows coordination among alliances and enhances flexibility, and an internal infrastructure that both supports and strives to maximize the value of external collaboration.”

– Benjamin Gomes-Casseres, “Do You Really Have An Alliance Strategy?”
Strategy and Leadership

The Strategic Alliance*Introduction: The Relationship Continuum*

Following a successful overall diversity strategy, we can explore the specific issues involved in building a strategic alliance to advance diversity recruitment.

Although many philanthropic organizations are committed to recruiting candidates of diverse backgrounds, there are challenges in recruiting from underrepresented groups. Institutions with diversity recruitment policies that are not only principled but effective have to rely on some traditional and some nontraditional efforts. They do look to the professional development pipeline and they do sponsor and try to attract candidates of diverse backgrounds to preparatory programs. But recruiting organizations must also have good working relationships with institutions in which diverse candidates are likely to be found.

These relationships can be characterized by the points on a continuum from mere practical cooperation to coordination of joint activities for mutual benefit all the way through to a truly shared agenda that is expressed in a deep strategic alliance.

Insight: Characteristics of a Strategic Alliance

In a true, mature strategic relationship, the partners have performed a review of each other's mission and overall goals, and agreed to collaborate programmatically and at a high level to advance their mutual goals. They seek each other's counsel on a regular basis, perhaps in a formally defined manner or through joint institutions such as an alliance committee. They make resources available to each other on a reciprocal basis, and set aside resources for joint actions.

The partners forthrightly address— or take steps to isolate and neutralize— any actual or potential areas of conflict. They share in the benefits of their joint programs, and do not seek disproportionate rewards. Both parties are open to examining all opportunities for closer cooperation, and are regularly looking at ways to enhance and deepen the relationship.

Essential Elements

Effective strategic alliances both require and benefit from:

1. Institutional memory and long-term personal relationships
2. Well-defined parameters and goals
3. An institutional division of labor that maximizes the strengths of each organization
4. The ability to outlast the vagaries of seasonal funding and of personnel changes
5. Administrative structures for common goal-setting and assessment

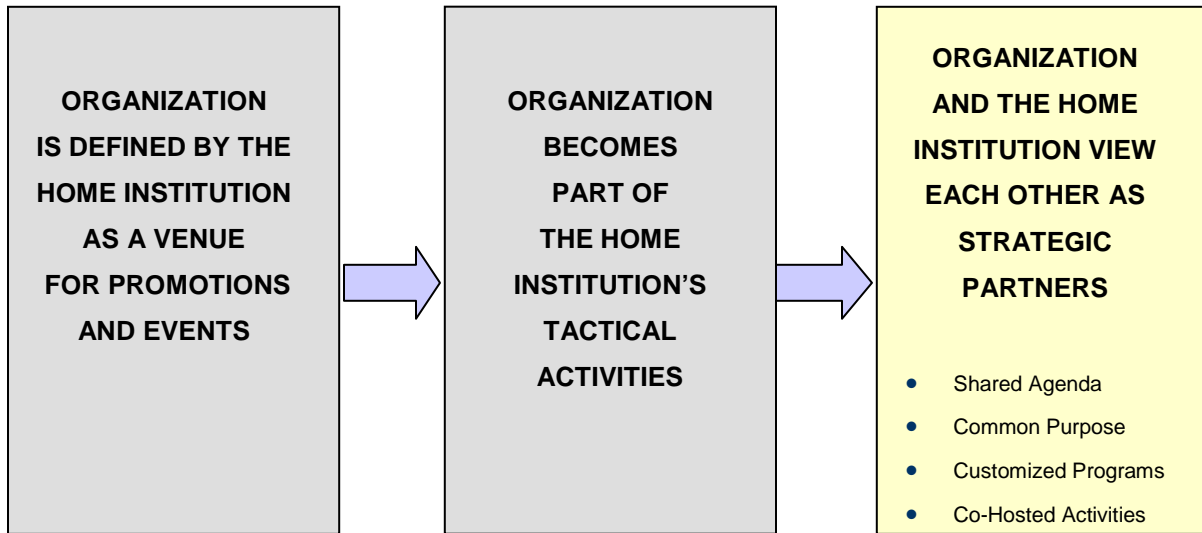
In a true strategic alliance, there is an administrative architecture supporting the relationship. This may include any or all of the following:

1. A formal Memorandum of Understanding (MOU) or letter of intent
2. Jointly administered programs, grants, internships or degrees
3. Pooled recruiting resources
4. Shared (or allocated on an agreed basis) budget items
5. Officers with shared authority over particular joint programs
6. A common communications protocol
7. Advisory committees
8. Joint board meetings

Quote

“Moving through these stages [of partnership] is not an automatic process. It is the result of decisions and actions made by both parties. The level of engagement between them increases, the relevance to each organization's mission migrates from peripheral to strategic importance, more resources are invested in the partnership and the scope of collaboration broadens.”

– “The Age of Ethical Alliances” James Austin, *Financial Times*

THE EVOLUTION OF A STRATEGIC ALLIANCE

PART 2: Developing the Strategic Alliance

Who Are the Candidates? What Organizations Can Help?

Introduction: Who Are You Looking For?

Diversity recruitment is about finding candidates in dimensions of difference including, but not limited to, race, ethnicity, age, gender, sexual orientation, physical ability, religion, and socioeconomic status. Their representation in your organization lags behind their representation in the general population—or perhaps more importantly, in the communities in which your organization wishes to have a presence and an impact.

Diversity recruitment also seeks candidates with excellent skills and preparation, who can compete with the best candidates from the general candidate pool. Given the access and resource disadvantages that many candidates from underrepresented groups must overcome in order to compete on equal terms, this can be a challenge. One approach to meeting this challenge is to create pipeline infrastructure, to make a long-term investment in preparing the candidates.

At the point of recruitment, however, we consider organizations that have already identified, attracted, and gained access to qualified candidates from underrepresented groups, whether or not these organizations and candidates have benefited from early investment in the candidate pipeline.

Insight: Organizations That Nurture Candidates From Underrepresented Groups

Think about where candidates are. Think about which institutions have access to the target groups. Start with the end in mind. Social networks, community organizations, and professional associations representing groups such as women; the lesbian, gay, bisexual and transgender (LGBT) community; various races and ethnicities, and people with disabilities are all nurturing institutions that create and attract qualified and potentially qualified candidates. So are a variety of educational institutions such as Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving Institutions (HSIs). Such groups and institutions might be worthwhile partners in a strategic alliance.

There is good information available on underrepresented groups. Most universities and postgraduate programs, as well as many affiliative and professional organizations, publish statistics on areas such as their racial/ethnic composition.

Essential Elements

For a targeted diversity recruitment campaign, consider the following institutional pipeline sources:

1. Institutions serving regions with large populations of underrepresented groups (i.e. University of New Mexico, University of Arizona, University of Hawaii, University of Puerto Rico); Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving Institutions (HSIs) (i.e. Howard, Fisk, Dillard, Morehouse, Spelman).
2. Universities that have active chapters of associations that serve underrepresented groups such as the LGBTs, women, and students with disabilities.
3. National associations and organizations that serve underrepresented groups such as the LGBTs, women, and students with disabilities (i.e., Parents, Families and Friends of Lesbians and Gays (PFLAG), the Gay, Lesbian & Straight Education Network (GLSEN),

and the National Disability Rights Network (NDRN)

4. National professional associations that target underrepresented groups such as the National Black Nurses Association, National Association of Hispanic Nurses, the National Medical Association, the Hispanic Medical Association, the Association of American Indian Physicians, the National Association of Women in Science, and the Gay and Lesbian Medical Association. Many have state chapters and chapters located within universities.
5. Educational, grantmaking, and scholarship organizations that target underrepresented groups.
6. Low income community-development and grantmaking organizations.

Quote

“To ensure that organizations are reaching out to diverse pools of talent, they can widen the selection of schools from which they recruit to include, for example, historically Black colleges and universities, Hispanic-serving institutions, women’s colleges, and schools with international programs. In addition, the literature discusses the importance of organizations building formal relationships with such schools to ensure the cultivation of talent for future talent pools. The literature states that organizations also may want to consider partnering with multicultural professional organizations and speaking at their conferences to communicate their commitment to diversity to external audiences and strengthen and maintain relationships.”

– George H. Stalcup, director, Strategic Issues. *Diversity Management: Expert-Identified Leading Practices and Agency Examples*. U.S. General Accounting Office Report to the Ranking Minority Member, Committee on Homeland Security, 2005.

The Process

1. Start with the end in mind by first reviewing your program’s talent pipeline and determine where to put the greatest outreach efforts to attract diverse candidates.
2. Determine how these outreach efforts are directed at the most eligible candidates for your program, as well as potential program candidates—those who will be eligible in the near future, and emerging candidates—a group whose eligibility is several years away.
3. Seek advice and contacts from relevant leadership groups within associations serving professions of interest to your recruiting strategy; one example might be the American Economic Association’s Committee on the Status of Minority Groups in the Profession.
4. Recruitment of underrepresented groups may sometimes require thinking beyond traditional assumptions about the best places to look for candidates. Some programs and employers may automatically assume that the most qualified candidates are to be found in the Ivy League schools. But what are the criteria that define “highly qualified”? Is it possible that equally excellent candidates from non-Ivy League institutions are not being identified and directed into the proposal pipeline? What kinds of alliances might address this?
5. List the educational institutions, professional associations and networking organizations that have ties to the most eligible candidates identified in your organization’s pipeline.
6. Prioritize the list of institutions and associations, narrowing them down to five targets to consider for potential strategic partnerships.

Worksheet

See Appendix 1: ***Exercise #1: Start With the End in Mind***

The Relationship Inventory

Introduction: Assessing Purposes and Goals

When you know to which resources your organization needs access, the next step is to fully understand the purpose and goals of a potential partner organization.

What is the organization's mission? Are there political sensitivities? Do its goals conflict with those of your organization? These are things that must be considered and carefully vetted. If a conflict does arise, the organization must consider whether the conflict can be managed and contained, or whether it is so fundamental as to preclude any constructive alliance with the potential partner. Such an issue might arise, for example, in the case of a potential alliance with an organization that has contacts in many minority communities, but whose charter forbids any targeted diversity recruitment strategies.

Insight: Practical Questions

Questions should be considered in practical terms. It is not very useful to ask "Does the agenda align?" This question does not suggest opportunities for action. It is more useful to ask "How does the agenda align?" In planning a strategic alliance, an organization may want to offer to potential partners (or seek from potential partners) access to particular programs that serve the common agenda. These might include programs designed to advance the professional development of high-potential individuals; mentorship programs; affinity group programs; or succession planning programs.

Essential Elements

When considering a strategic recruitment alliance it is important to take inventory of the following institutional characteristics:

1. If diversity is central to the target organization's mission
2. The overall goals of the institution, and how its activities serve those goals
3. The target institution's existing relationships with institutions and programs that serve underrepresented groups
4. Efforts that the target institution has already made to enhance the diversity of its own recruitment pipeline
5. The kinds and amount of resources that the target organization invests in external relations with low income communities and those serving other underrepresented groups
6. The third-party recruitment, relationship management, and public relations management services that the target institution employs; how effective they have been; and how they align (or not) with the your organization's goals
7. How the target institution integrates diverse cultures and outlooks. For example, does it sponsor and have mutually respectful relationships with an array of affinity groups and other internal networks that serve underrepresented groups? Does it work with these networks and affinity groups to develop relationships with other institutions?
8. How the target organization encourages its staff members or students from diverse backgrounds to be involved in the recruitment process

9. The kinds of contacts and connections that the target institution has with the institutions that serve the populations that your organization is seeking to recruit
10. The target institution's policies and practices in the area of diversity, and how these may or may not differ from those of your organization. It is important to note that should the target organization's policies and practices differ significantly from those of your organization, that is not necessarily a deal-breaker (although it might be). Differences in these areas can be seen as opportunities: Where the target organization follows a lower standard, there is an opportunity to offer more insight into more effective practices; where it follows a higher standard, there is an opportunity to learn more effective practices from it. Remember: Strategic alliances are about mutual gain.

Quote

"[A]n assessment of the cultural fit between the partners of strategic alliances should be carried out as part of the alliance formation process. The knowledge gained in a cultural assessment may assist in designing the integration plan... setting realistic goals before entering into an alliance will provide a clear path for the partnership and potentially increase their satisfaction with the alliance outcome."

– Claudio De Mattos, Laura Salciuviene, Vilte Auruskeviciene, and Susana Thomas.
 "Investigating the Importance of Matching Expectations of Contributors to Smes' International Strategic Alliance Formation." *Economics and Management*.

The Process

1. Take an inventory of past and current relationships managed by your home organization with the potential strategic partners on your target list.
2. Identify the contacts within each organization on your target list that share a relationship with your home organization.
3. Dig deeper than just the contact's role within the target institution; if publicly available, try to determine any professional organization affiliations as well.
4. If you find that many potential contacts have similar professional memberships, it might be worthwhile approaching such professional organizations as well; both for statistical and research purposes and also as practical signposts to organizations that could be considered for strategic alliances in their own right.
5. Conduct similar assessments for relationships held with these organizations on the part of any institution that oversees or is associated with your own.
6. Identify any barriers or challenges in building relationships with the organizations on your organization's target list.

Worksheet

See Appendix 1: **Exercise #2: Inventory Current and Past Relationships With Partnership Targets**

Internal Survey

Introduction: What Do We Want?

The assessment of the policies and practices of the target institution leads us to the question of how different units within your own organization can benefit from a common agenda with each other or with an outside institution with whom they are considering an alliance.

Insight: Broad Discussion

The process of an objective internal survey is not easy and can introduce conflict and division between affected individuals and departments. For this reason, it is very important to bring in all concerned administrators and officers, at all appropriate levels, from the very beginning, and to encourage them to be very clear about their needs and capabilities.

As a first step in this process, create a clear *Purpose Statement* that describes exactly what your organization hopes to gain from the relationship. This statement should be widely circulated and agreed among all offices and personnel involved in the strategic alliance decision-making process.

Essential Elements

Issues that are best addressed at this stage include:

1. What can we do for the target organization?
2. What we can expect from the target organization?
3. The ways in which the target organization aligns with our goals and values
4. The specific, practical opportunities for mutual aid
5. Existing relationships that we can build on to deepen cooperation
6. How the ideal scenario would unfold

The Process

1. Define the goals and objectives of the proposed strategic alliance.
2. Articulate the common agenda shared between your home organization and the target organization.
3. Write a purpose statement for each proposed strategic alliance.
4. Define your home organization's core offering to each organization on your target list.
5. Identify the points of intervention within the target organization that may be useful.

Worksheet

See Appendix 1: **Exercise #3: Identify the Purpose, Offerings and Points of Intervention for a Strategic Partnership**

The Essential Transaction

Introduction: Costs and Benefits

Having worked through the previous sections should have helped you to better understand your organization's needs and the nature of any potential allied organization. Now we focus on the nature of the potential exchanges.

Stronger, more strategic alliances are not without financial investment. In evaluating the move toward such a relationship, it is essential to do a careful cost-benefit analysis. A thorough cost-benefit analysis should identify an *Essential Transaction*. This is, quite simply, what is offered and what is gained by each of the two parties. The more precisely this can be described and quantified, the stronger the foundation of the arrangement.

In quantitative terms, what value should such a relationship bring? What is the value of your organization's contribution? A non-monetary benefit is not necessarily non-quantifiable. Some examples of benefits might be expanded contacts, access to shared mentoring programs, inclusion in vital information exchange, access to databases, and access to the news media. These benefits of the strategic alliance may be more valuable as resources than the value of gaining access by other means.

Insight: Assessing Relationships, Identifying Opportunities

Your organization may already have productive, successful relationships with institutions that serve underrepresented groups which may include shared activities and joint events (conferences, receptions, open houses, exchanges). Such relationships are obviously of enormous benefit; and some of these relationships may already be optimal at their present level. For some of these relationships, however, there could be a mutual benefit in closer ties with organizations whose goals are close or complementary enough to allow for the development of a shared vision and a shared agenda. For this to succeed, there needs to be mutual benefits that add value to the relationship, and opportunities for developing a joint course of action that amounts to more than the sum of what each partner contributes.

It is important to ask: Is the target organization already contributing the desired resources through a subsidiary or other program? How can your institution gain additional benefits without increasing the marginal cost? If your institution is unable to contribute more at the present time, how can you make a potential partner organization see the value in the relationship?

Essential Elements

In order to identify such opportunities, the following issues must be investigated and established:

1. Where on the relationship continuum are the organizations at present—and are their respective positions clearly understood by both parties?
2. The nature of the existing relationship, including shared goals and activities; resources or investments held in common; any regular exchanges of people, ideas, practices, policies, or resources
3. The key people who make the existing relationship work; the groups within the organizations that have been exposed to both institutional cultures; shared programs that produce joint alumni; and individuals or groups who have a stake in the success of both organizations

4. Inventory of individual, programmatic, thematic, or governmental links already in place that can be deployed in strengthening the relationship
5. What your organization and the target organization can offer each other that would help both to accomplish their goals
6. Any philosophical, administrative, legal, or charter obstacles to joint action
7. Redundancies that can be eliminated, and resources and personnel that can be shared
8. What other relationships and contacts—vendors, sponsors, funders, alumni, networks, auxiliary groups—can be introduced to the strategic partner, to mutual benefit
9. The costs and benefits of all the above, quantified as much as possible
10. A concise, agreed *Essential Transaction*

The Process

1. Make a list of all the ways the target institution(s) can be helpful to your institution's goals regarding diversity recruiting.
2. Place a quantified value on the things you want to gain—contacts, person-hours, office space, formal and informal relationships, personal and institutional knowledge; any resource to which you would like to have access.
3. Make a list of the ways your institutions can be helpful to the target institution's diversity goals.
4. Place a quantified value on everything you are offering in an agreed alliance.
5. Design a closely tailored, specific *Essential Transaction* that is reasonable, equitable, and mutually beneficial to all parties.

Worksheet

See Appendix 1: **Exercise #4: Cost Analysis of a Strategic Partnership**

PART 3: How to Get It Done

Right Point of Entry

Introduction: Building on Relationships

Following the processes of internal survey, relationship inventory, and investigation of the costs, benefits, and possibilities of a strengthened relationship with movement toward a true strategic alliance, it is time to approach the other party with an agenda or proposal framework.

A great deal depends upon the initial approach. In most cases, your institution will be seeking a stronger relationship, not a new relationship, and there will be existing points of contact at the target institution.

Insight: The Contact

Ideally, an individual well-suited for the role of negotiating partner could be found in the target institution. If no such individual exists, it might be worthwhile to develop promising internal institutional contacts—and get a sense of who might be willing and able to serve as an advocate for the relationship within the target institution—before broaching the subject of a closer relationship. Existing contacts and channels of communication can be used to broach the idea of a stronger relationship; or, if necessary, new contacts can be sounded out and developed.

Essential Elements

The ideal contact for such a role would be an individual who:

1. Is in a position of real authority at the target institution
2. Has worked at a high level with your institution in the past
3. Has established relationships of mutual trust and respect with individuals in similar roles at your institution
4. Has a good understanding of your institution's mission and goals
5. Is not likely to feel sidelined or diminished by any expanded strategic relationship
6. Is someone with whom your institution could work well in the context of such a relationship
7. Can be counted upon as an advocate for the relationship

The Process

1. Identify advisers within your organization's department or network who can support or advise on your outreach to potential partners, and who have institutional knowledge of valuable contacts at target institutions; or of the best way to identify such contacts.
2. Devise a strategy for approaching the organizations on your target list.
3. Maintain a database of all institutional contacts with individuals at target organizations or potential target organizations, which—to the extent possible within the constraints of your organization's administrative structure—is available and accessible to all authorized personnel in all departments.
4. Determine the extent of the relationships maintained by your organization with each potential partner. Research existing formal and informal relationships between your organization and potential contacts at the target institutions. Officer lists, bios of officers, connections with institutions that serve underrepresented groups, mainstream institutions, large research-based institutions, websites, universities, relevant departments—all present valuable information.
5. Prepare of list of potential contacts within the target organization.
6. Create a timeline for initial outreach and follow-up efforts.
7. Develop a script for the initial outreach that helps ensure you will not overlook important questions when seeking information.
8. Develop a protocol for recording information gained in both internal and external interviews, so that everything learned will be captured and accessible.

Worksheet

See Appendix 1: ***Exercise #5: The Right Point of Entry***

Proposing the Agenda

Introduction: A Proposal Framework

Once your institution is comfortable with the idea of a strategic alliance, it is essential to bring to the target institution(s) an agenda that accurately describes the full scope of the desired alliance, but that is open-ended in the details. Your institution and the target institution will both need to “own” the hoped-for agreement. But an initial framework or agenda is important, and will help your organization to keep talks on track.

This should not be an attempt to pre-empt the vision or ideas of the potential partner institution. But entering in with an initial framework that opens up a discussion of what you desire; what you’re offering; the costs and benefits of the proposed relationship; the role and expertise of each party; and—as much as possible—anticipating conflicts that may arise and how to resolve them—creates an impression of commitment and competence. Such a proposal, in and of itself, is a statement of why it would be beneficial to work with your organization. It puts your organization in a position of leadership right at the start of the negotiations.

Insight: Working It Through

It might then be helpful to suggest (without giving an impression of trying to direct the target institution’s internal affairs) that they follow the same process and guidelines suggested for your institution, above. This will lay the groundwork for mutual trust and joint action.

If and when the target institution is confident of the wisdom and benefits of a stronger relationship, designated officers or board members on both sides can jointly develop a shared agenda, resting upon an agreed and identical definition of the *Essential Transaction*. The agenda should be worked out in an agreed forum, such as a negotiating committee, executive committee, or authorized management team.

Essential Elements

In approaching the target organization, consider the following important components:

1. A clear sense of costs, benefits, and the responsibilities of each party
2. A proposal framework that includes an analysis of possible pitfalls, and how to avoid/resolve them
3. An individual at the target institution who is qualified, enthusiastic, knowledgeable and in a position of authority who can serve as a negotiating partner, representing his or her institution’s interests but willing to work with your organization in good faith
4. A joint executive body that is authorized to negotiate a collaboration agenda
5. A negotiated vision statement
6. A negotiated agenda

Worksheet

See Appendix 1: **Exercise #6: Creating Your Proposal for a Strategic Alliance**

Formalizing the Relationship

Introduction: Instruments of Alliance

After developing a proposal, the next step is to develop the governing documents of that relationship. Depending on the institutional policies, this document may or may not be binding but might include a Memorandum of Understanding or Cooperation Action Plan.

Once this is done, your organization can discuss the administrative and consultative architecture of the proposed relationship; discuss any specific offerings, internships, or pilot programs within the scope of the plan, and where they will be expected to lead; and create mechanisms for resolving any conflicts that may arise.

Insight: The Legal Context

It is necessary for both institutions to have legal counsel review the outline of any formal proposal. As much as possible, the lawyers should stay in the background of cordial negotiations, offering review and advice from behind the scenes.

Essential Elements

The language of an MOU or Cooperation Action Plan should include the following specific parts:

1. A list of the reasons it is important for the institutions to have a working relationship. This should be addressed in a formal *Purpose Statement*.
2. A summary of what has been learned in the relationship to this point
3. A follow-up section, ongoing action items for constant improvements to the relationship
4. A list of what each organization has to offer, and the planned responsibilities and privileges of each
5. A list of all the specific opportunities for collaboration (i.e., programs, internships, joint outreach, mutually funded grants)
6. The specific mechanisms of collaboration (give examples)
7. What each organization will do to learn more about the culture, goals, policies and practices of the other
8. A list of how each organization is invested in the relationship; this may include enlistment of alumni or other auxiliary or allied individuals to make the case for cooperation
9. Mechanisms for responding to any conflicts that may arise in the relationship
10. A mechanism for periodic evaluation of the relationship, including the identification of new opportunities
11. For each organization, name a designated relationship manager, an individual with specific responsibility for monitoring and supporting the institutional relationship, and for keeping lines of communication open. This is a very important and necessary role; it should be formalized in the MOU.

Once the MOU or other formal instrument of alliance has been agreed, it is important to make a joint, formal announcement of collaboration (i.e., press release, press conference, internal and external announcements).

The Process

1. Determine the type of agreement that you want to create, either an informal memo that outlines key agreements or a more formalized Memorandum of Understanding.
2. Outline the key commitments made during the initial meeting and the role of each party in fulfilling them.
3. Devise a strategy for success, including the structure of ongoing communications and projected deadlines for key projects.
4. Assign a relationship manager within your organization to facilitate and grow the strategic partnership.
5. Formally announce the alliance.
6. Seek out advocates to support the alliance.

Worksheet

See Appendix 1: ***Exercise #7: Formalize Your Strategic Partnership***

PART 4: Managing the Relationship

Ongoing Communications

Introduction: Potential Startup Friction, Ongoing Conflict

As the strategic alliance gets underway and your institution starts to work on a regular basis with its new partner, be prepared to address areas of conflict. In this section, we will discuss how to manage and minimize conflict.

Some disagreements may result from the initial goal and responsibility sharing; some may have to do with long-term issues, such as disagreements about the best management of resources, redundancy, inevitable institutional change, leadership challenges, and personality conflicts. Being able to identify the nature of the underlying problem, and being ready with a practical solution, are very important aspects of the relationship that can help ensure the sustainability of the relationship.

Insight: Mechanisms for Conflict Resolution

This is why it is vitally important that the MOU, and any other formal documents and agreements governing the alliance agreement, contain mechanisms for foreseeing and resolving conflicts that may arise. If the potential friction of a new relationship is handled only on an improvisational, *ad hoc* basis, then the relationship will be in trouble from the start, and no one in either organization will feel confident in its durability. By anticipating some conflict up-front, the planned solutions will be seen as fair, insulated from office politics, and not arbitrary. This will give a sense of predictability and shared expectations, even in the face of real problems in order to avoid any ongoing instability.

Essential Elements

The MOU and other governing documents should also have specific provisions and procedures for responding to friction arising from:

- Dissatisfaction with the allocation of tasks—a sense of unequal burden-sharing on the part of personnel in either institution
- A change of leadership in either institution
- A change in the source or amount of funding for either institution
- Conflict over the allocation of credit for shared accomplishments
- Conflict over the branding of shared products or services
- Conflicts over time commitments
- Conflicts over allocation of resources
- Specific inter-institutional grievances arising from conflicts between offices or individuals

The Process

1. Create a communications plan that clearly defines the responsibilities and procedures for handling foreseeable grievances or conflicts.
2. As soon as it is complete, circulate the contents of the MOU in the interest of transparency, and so that all personnel know what is expected of them in the relationship.
3. Cultivate an atmosphere of fairness, and make it clear that all sides will be heard respectfully in the event of any conflict.
4. Devise a crisis management plan in the event that internal difficulties seep out to the public and threaten to damage the reputation of either institution.

Assessing and Growing the Relationship

Introduction: Periodic Review

At this point, the relationship has been defined and formalized. This section discusses the measurement, analysis, and improvement of the alliance.

One of the benefits of a strategic alliance is that new opportunities for joint action can compound the effectiveness of each organization—in ways that would not be possible for either acting on its own.

Identifying and addressing new opportunities is, therefore, an important part of the relationship. Assessing how the relationship may be failing to reach its full potential and how it could be even more productive are also essential. This is why the formal governing documents should include mechanisms for periodic review and designated officers to oversee that review.

Insight: The Importance of Metrics

Such a review can be more effective with some form of quantitative analysis. This is why metrics are so essential to the process of review. There are any number of business analytics, tools and systems for scoring and evaluating productivity. Most organizations already use some form of data gathering as part of their normal review process.

In measuring areas affected by a strategic alliance, several tools may be employed. One is a comparison of productivity and accomplishment before and after the alliance, in order to see whether the alliance is having a beneficial effect, no effect, or even a negative effect, but allowing for a period of confusion as the new arrangement settles in.

It is important that both institutions use the *same* tools of quantitative analysis, to be sure of comparing apples to apples; and, as much as possible, that both institutions gather and score their raw data with the same rigor and consistency. Otherwise, there is no reliable basis for comparison, and the idea of a useful review of the benefits and shortcomings of the relationship is compromised.

Essential Elements

The following items are important for meaningful review of the productivity and effectiveness of the strategic alliance:

1. Formal review of the relationship, at agreed and set periodic intervals
2. Officers at both institutions who are designated to handle this review
3. Specific areas of action and work categories to be reviewed and scored
4. Reliable, tested means and protocols for gathering data on productivity and effectiveness
5. The *same* means of gathering data, and methods and standards of analysis, to be employed at each of the partner institutions
6. Meaningful and adequate resources to be set aside for carrying out this analysis and review
7. Review techniques that do not threaten any individual or office of either party; and that are transparent and seen by consensus as fair and effective
8. Production of a published report, including recommendations for improvement and for identifying new opportunities, to be available to all staff at both institutions

The Process

1. Create a summary of what has been learned in the relationship to this point.
2. Determine next steps to move the relationship forward.
3. Describe how each alliance partner learned/will learn more about the culture, goals, policies and practices of the other.
4. Determine what each organization can do to enhance its internal sense of investment in the relationship; this may include enlistment of alumni or other auxiliary or allied individuals to make the case for cooperation.
5. Design mechanisms and metrics for an annual evaluation of the relationship, including the identification of new opportunities.

Worksheet

See Appendix 1: ***Exercise #8: Assessing and Growing the Strategic Alliance***

APPENDIX 1: WORKSHEETS

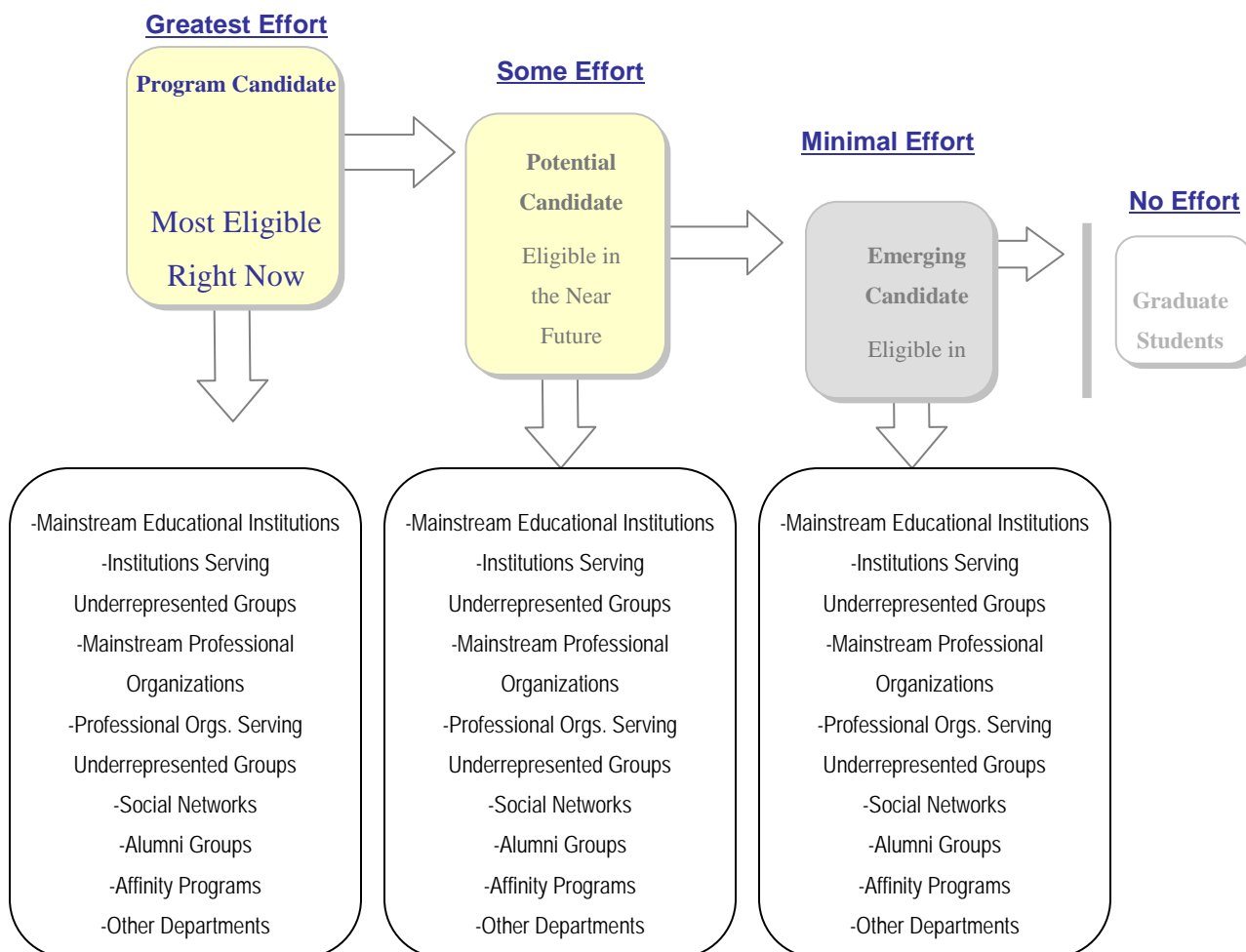
Note: You will need a complete set of these worksheets for **each** strategic alliance target on your list in Exercise #1, Step 3.

Exercise #1:

Start With the End in Mind

Step 1: Candidates and Candidates in the Making

As a first step in determining which professional organizations to consider for a strategic alliance, program managers, Human Resource and Diversity officers should look at the talent pipeline to determine the most efficient outreach and recruitment efforts to attract diverse candidates to their programs.



Exercise #1 (continued)

Step 2: Identify the Institutions in Which Candidates May Be Found

In this next step toward building strategic alliances with targeted professional organizations, program managers, Human Resource and Diversity officers should identify the institutions, social networks and professional organizations in which **program candidates** are most likely to be found.

PROGRAM CANDIDATES**Mainstream Educational Institutions**

Institutions Serving Underrepresented Groups

Mainstream Professional Organizations

Professional Organizations Serving Underrepresented Groups

Social Networks

Alumni Groups

Affinity Groups

Other Departments

Influencers

Other Outlets

Exercise #1, Step 2 (continued)

In effort to create an effective talent pipeline, program managers, Human Resources and Diversity officers are encouraged to repeat the process above to identify the outlets where **potential candidates** may be found.

POTENTIAL CANDIDATES**Mainstream Educational Institutions**

Institutions Serving Underrepresented Groups

Mainstream Professional Organizations

Professional Organizations Serving Underrepresented Groups

Social Networks

Alumni Groups

Affinity Groups

Other Departments

Influencers

Other Outlets

Exercise #1 (continued)

Step 3: Create a List of Potential Strategic Partners

Prioritize the organizations identified in Step #2 to create a list of five institutions/ professional organizations to target as strategic partners in your organization's diversity outreach and recruitment efforts.

Target list of potential strategic partner institutions/ organizations:

1. _____
2. _____
3. _____
4. _____
5. _____

Exercise #2: Inventory Current and Past Relationships With Partnership Targets

Before completing these three pages, make copies for each of the strategic alliance targets.

Relationship Management Assessment

In Exercise #1, you identified the candidate groups along the pipeline for your organization’s diversity outreach and recruitment efforts and identified the outlets where these candidates may be found. In this exercise, you will assess current and past relationships that your organization has/has had with the institutions/ organizations included in Exercise #1, Step 3 on your target list of potential strategic partners.

Strategic Alliance Target #_: _____
 (Name of the organization)

1a) Describe current and past relationships managed by your organization with this strategic alliance target:

C U R R E N T	_____

P A S T	_____

1b) List key contacts at the target organization who currently share a relationship with your organization:

_____	_____	_____	_____
<i>(name of contact at target #_)</i>	<i>(position / title)</i>	<i>(telephone)</i>	<i>(email address)</i>
_____	_____	_____	_____
<i>(name of contact at target #_)</i>	<i>(position / title)</i>	<i>(telephone)</i>	<i>(email address)</i>
_____	_____	_____	_____
<i>(name of contact at target #_)</i>	<i>(position / title)</i>	<i>(telephone)</i>	<i>(email address)</i>

Exercise #2 (continued)

Strategic Alliance Target #_: _____
 (Name of the organization)

2a) Describe current and past relationships between your advisory or affiliated individuals and strategic alliance Target #_:

C U R R E N T	_____

P A S T	_____

2b) List key relationships currently held by advisory or affiliated individuals with this strategic alliance target #_:

(name of contact at target #_) *(position/title)* *((telephone)* *(Adviser)*

_____ _____ _____ _____

(name of contact at target #_) *(position/title)* *((telephone)* *(Adviser)*

3a) Describe current and past relationships between your organization and this strategic alliance target #_:

C U R R E N T	_____

P A S T	_____

Exercise #2 (continued)

Strategic Alliance Target #_: _____
 (Name of the organization)

3b) List current key relationships between your organization and this strategic alliance target:

_____	_____	_____	_____
<i>(name of contact at target #_)</i>	<i>(position / title)</i>	<i>((telephone)</i>	<i>(Program/Dept)</i>
_____	_____	_____	_____
<i>(name of contact at target #_)</i>	<i>(position / title)</i>	<i>((telephone)</i>	<i>(Program/Dept)</i>
_____	_____	_____	_____
<i>(name of contact at target #_)</i>	<i>(position / title)</i>	<i>(telephone)</i>	<i>(Program/Dept)</i>

4) List current key relationships between your organization alumni with strategic alliance target:

_____	_____	_____	_____
<i>(name of contact at target #_)</i>	<i>(position / title)</i>	<i>((telephone)</i>	<i>(Alumnus or other associate)</i>
_____	_____	_____	_____
<i>(name of contact at target #_)</i>	<i>(position / title)</i>	<i>((telephone)</i>	<i>(Alumnus or other associate)</i>
_____	_____	_____	_____
<i>(name of contact at target #_)</i> <i>associate)</i>	<i>(position / title)</i>	<i>(telephone)</i>	<i>(Alumnus or other</i>

5) Describe any potential barriers to building ties to this strategic alliance target:

1. _____
2. _____
3. _____
4. _____
5. _____

Repeat this five-step process for each potential strategic alliance on your organization's target list from Exercise #1, Step 3.

Exercise #3 (continued)

Strategic Alliance Target #_: _____
(Name of the organization)

Step 2: Core Offering

List the components that form the basis of your organization's offer to this strategic alliance target:

Programs:

- 1) _____
- 2) _____
- 3) _____
- 4) _____

Advisers & Mentors:

- 1) _____
- 2) _____
- 3) _____
- 4) _____

Branding Opportunities:

- 1) _____
- 2) _____
- 3) _____
- 4) _____

Research & Other Data Exchange:

- 1) _____
- 2) _____
- 3) _____
- 4) _____

Facilities And Resources Exchange:

- 1) _____
- 2) _____
- 3) _____
- 4) _____

Cost Benefit:

OTHER:

- 1) _____
- 2) _____
- 3) _____
- 4) _____

Exercise #3 (continued)

Strategic Alliance Target #_: _____
 (Name of the organization)

Step 3: Points of Intervention

From the items below, identify the points of intervention within the target organization that may prove useful to your home organization:

<p style="text-align: center;">Conferences (Booths/Displays)</p>	<p>_____</p> <p>_____</p> <p>_____</p>
<p style="text-align: center;">Speaking Opportunities (Keynotes, Panels & Roundtables)</p>	<p>_____</p> <p>_____</p> <p>_____</p>
<p style="text-align: center;">Co-Hosted Forums</p>	<p>_____</p> <p>_____</p> <p>_____</p>
<p style="text-align: center;">Website Links</p>	<p>_____</p> <p>_____</p> <p>_____</p>
<p style="text-align: center;">Publications & Other Communications</p>	<p>_____</p> <p>_____</p> <p>_____</p>
<p style="text-align: center;">Shared Research & Reports, Mailing Lists</p>	<p>_____</p> <p>_____</p> <p>_____</p>
<p style="text-align: center;">Mentoring Opportunities</p>	<p>_____</p> <p>_____</p> <p>_____</p>
<p style="text-align: center;">Advertising/Branding Opportunities</p>	<p>_____</p> <p>_____</p> <p>_____</p>

Repeat this three-step process for each potential strategic alliance on your organization's target list from Exercise #1, Step 3.

Exercise #4: Cost Analysis for the Strategic Partnership

Before completing this page, make copies for each of the strategic alliance targets.

Strategic Alliance Target #_: _____
(Name of the organization)

List direct costs

List indirect costs

List opportunity costs (potential benefits of not pursuing this relationship)

List re-assigned resources

List resource risks flowing from the potential relationship

List non-resource risks flowing from the potential relationship

Exercise #5: The Right Point of Entry

Before completing these three pages, make copies for each of the strategic alliance targets.

Strategic Alliance Target #_: _____
(Name of the organization)

Step 1: Devise a Strategy for Approaching the Target Organization

The first step in building an outreach strategy is to determine the strength of the relationships maintained by your organization with potential strategic partners. Using the information compiled in Exercise #2, answer the following questions:

Current relationships:

a)	Our organizational relationship with this strategic alliance target is...	Strong	Fair	Weak	None
b)	Our Board's relationship with this strategic alliance target is...	Strong	Fair	Weak	None
c)	Our advisory council's relationship with this strategic alliance target is...	Strong	Fair	Weak	None
d)	Our parent organization's relationship with this strategic alliance target is...	Strong	Fair	Weak	None
e)	Our alumni organization's relationship with this strategic alliance target is...	Strong	Fair	Weak	None

Advocates within your institutional networks who can support your outreach to this strategic alliance target:

	Name	Phone	Network			
1.			Board	Council	Alumni	Acad
2.			Board	Council	Alumni	Acad
3.			Board	Council	Alumni	Acad
4.			Board	Council	Alumni	Acad
5.			Board	Council	Alumni	Acad
6.			Board	Council	Alumni	Acad

Check the box that describes the best strategy for approaching this strategic alliance target:

Formal letter	Telephone/Teleconference	Through an advocate
Email	On-site meeting	Other

Exercise #5 (continued):

Strategic Alliance Target #_: _____
 (Name of the organization)

Step 2: Identify the Right Point of Entry

List the key contacts within this strategic alliance target:

1.

Contact Name	Title	Phone	Email

Contact is in a position of authority at the target organization	Yes	No	Not sure
Contact has worked with your organization in the past	Yes	No	Not sure
Contact has knowledge of your organization's programs & goals	Yes	No	Not sure
Contact can be counted upon as an advocate for the partnership	Yes	No	Not sure

2.

Contact Name	Title	Phone	Email

Contact is in a position of authority at the target organization	Yes	No	Not sure
Contact has worked with your organization in the past	Yes	No	Not sure
Contact has knowledge of your organization's programs & goals	Yes	No	Not sure
Contact can be counted upon as an advocate for the partnership	Yes	No	Not sure

3.

Contact Name	Title	Phone	Email

Contact is in a position of authority at the target organization	Yes	No	Not sure
Contact has worked with your organization in the past	Yes	No	Not sure
Contact has knowledge of your organization's programs & goals	Yes	No	Not sure
Contact can be counted upon as an advocate for the partnership	Yes	No	Not sure

4.

Contact Name	Title	Phone	Email

Contact is in a position of authority at the target organization	Yes	No	Not sure
Contact has worked with your organization in the past	Yes	No	Not sure
Contact has knowledge of your organization's programs & goals	Yes	No	Not sure
Contact can be counted upon as an advocate for the partnership	Yes	No	Not sure

Exercise #5 (continued):

Strategic Alliance Target #_: _____
(Name of the organization)

Step 3: *Create a Timeline*

1. Determine the timeframe for initial outreach and follow-up efforts.
2. Create a calendar that includes the dates of conferences and programs managed by the organization in which your home organization wishes to participate.
3. Consider the timing to advance the proposed partnership.

Repeat Steps 1–3 for each potential strategic alliance on your organization’s target list from Exercise #1, Step 3.

Exercise #6: Creating Your Proposal for a Strategic Alliance

Before completing this page, make copies for each of the strategic alliance targets.

Strategic Alliance Target #_: _____
(Name of the organization)

Develop an outline of your proposal

In drafting your organization's proposal to target organizations, consider the following areas to include within each document:

1. Statement of the goals and objectives of the partnership
2. Highlight of the common agenda between organizations
3. Summary of the mutual benefits to be derived from a strategic alliance
4. Outline of your organization's core offering to its strategic partner
5. Summary of possible challenges and pitfalls and plans for avoiding/resolving them
6. Framework for the working relationship
7. A clear sense of costs and roles of each party
8. Projected timeframe

Circulate and get feedback from within your organization

Circulate and get feedback from your organization's legal counsel

Circulate and get feedback from affiliated outside groups (alumni, etc)—Optional

Exercise #7: Formalize Your Strategic Partnership

Before completing these two pages, make copies for each of the strategic alliance targets.

Strategic Alliance Target #_: _____
(Name of the organization)

Step 1: Document Key Commitments Made With Your Strategic Partner

Following an initial meeting between your organization and a potential strategic partner, prepare an outline of the commitment between both parties. Listed below are a few key points to consider:

- 1) Determine the type of agreement that you want to create, whether the document should be an informal memo that outlines key agreements or a more formalized *Memorandum of Understanding (MOU)*.
- 2) Outline the key commitments made during the initial meeting and the role of each party in fulfillment of those commitments.
- 3) Devise a strategy for success, including the structure of ongoing communications and projected deadlines for key projects.

Step 2: Assign a Relationship Manager

Designate a point of contact within your organization to manage relationships with strategic partners. Points to consider when choosing a relationship manager include:

Contact must be in a position of real authority at your organization	Yes	No	Not sure
Contact has worked with target institution in the past	Yes	No	Not sure
Contact is adept at managing multiple partnerships and projects	Yes	No	Not sure
Contact is capable of advancing the relationship	Yes	No	Not sure
Contact is a good negotiator	Yes	No	Not sure

Step 3: Formally Announce the Alliance

Once the MOU or other formal instrument of alliance has been agreed upon by both parties of the strategic alliance, it is important to make a joint, formal announcement of the collaboration.

- 1) Determine the distribution mechanism for announcing the partnership:

Press release	Yes	No	Not sure
Press conference	Yes	No	Not sure
Internal announcements	Yes	No	Not sure
Website announcement	Yes	No	Not sure
Email announcement to press and other interested parties	Yes	No	Not sure

Exercise #7, Step 3 (continued):

Strategic Alliance Target #_: _____
(Name of the organization)

- 2) Decide upon the approval process and the timing of the news release.
- 3) Create an action agenda for the announcement.

Step 4: Seek out Advocates to Support the Alliance

Seek out key people outside the partnership who can help make the existing relationship work:

- 1) Identify advocates that have been exposed to both institutional cultures and any individuals or groups who have a stake in the success of both organizations.
- 2) Take inventory of any individual, programmatic, thematic, or governmental links already in place that can be deployed in strengthening the relationship.
- 3) Develop a strategy for keeping these advocates and influencers abreast of key activities and event associated with the partnership.

Repeat Steps 1–4 for each potential strategic alliance on your organization’s target list from Exercise #1, Step 3.

Exercise #8: Assessing and Growing the Strategic Alliance

Before completing this page, make copies for each of the strategic alliance targets.

Strategic Alliance Target #_: _____
(Name of the organization)

Relationship Assessment

Activities that will help you assess how to increase the value of the relationship over time:

- 1) Create a summary of what has been learned in the relationship to this point.
- 2) Determine next steps to be taken to move the relationship forward.
- 3) Decide how each alliance partner can learn more about the culture, goals, policies and practices of the other.
- 4) Determine what each organization can do to enhance its internal sense of an investment in the relationship; this may include enlistment of alumni or other auxiliary or allied individuals to make the case for cooperation.
- 5) Design a mechanism for an annual evaluation of the relationship, including the identification of new opportunities.

Issues to Consider

Issues that you might foresee in order to manage the relationship effectively:

- Dissatisfaction with the relationship due to minimal benefits gained
- Change of leadership within the organization
- Change in funding
- No dedicated relationship managers within the organization; poor communication
- Imbalance of time investment on co-partnered projects
- Limited branding exposure
- Tapping new opportunities within the organization

APPENDIX II: Minority-Serving Colleges and Universities

These lists should not be considered to be complete or comprehensive.

American Indian Tribal Colleges and Universities

A list of American Indian Tribal Colleges can be found here:

www2.ed.gov/about/inits/list/whhc/edlite-tclist.html

(Source: U.S. Department of Education, White House Initiative on American Indian Tribal Colleges and Universities)

Asian American and Native American Pacific Islander Serving Institutions

A list of Asian American and Native American Pacific Islander Serving Institutions can be found here: www.nea.org/home/31987.htm

(Source: National Education Association)

Historically Black Colleges and Universities

A list of Historically Black Colleges and Universities can be found here:

www2.ed.gov/about/inits/list/whhbcu/edlite-list.html

(Source: U.S. Department of Education, White House Initiative on Historically Black Colleges and Universities)

Hispanic-Serving Colleges and Universities

A list of Hispanic-Serving Colleges and Universities can be found here (“Hispanic-Serving” is defined as at least 25% Hispanic enrollment):

www2.ed.gov/about/offices/list/ocr/edlite-minorityinst-list-hisp-tab.html

(Source: U.S. Department of Education)

General List of Minority-Serving Colleges and Universities

A general list of Minority-Serving Colleges and Universities can be found here”

www2.ed.gov/about/offices/list/ocr/edlite-minorityinst-list.html

(Source: U.S. Department of Education)

APPENDIX III: Minority Professional Associations

These lists should not be considered to be complete or comprehensive.

American Indian Professional Associations

A partial list of American Indian professional associations can be found here:

www.diversityworld.com/Diversity/native.htm

Asian American Professional Associations

A partial list of Asian American professional associations can be found here:

www.diversityworld.com/Diversity/asian.htm

Black Academic and Professional Associations

A partial list of black academic and professional associations can be found here www.eblackstudies.org/organizations.html

www.diversityworld.com/Diversity/afamer.htm

Disabled Professional Associations

A partial list of disabled professional associations can be found here:

www.weddles.com/associations/results.cfm?Industry=30

Hispanic Professional Associations

A partial list of Hispanic professional associations can be found here:

www.haceonline.org/resources/hispanic-professional-associations

www.diversityworld.com/Diversity/latino.htm

Lesbian Gay Bisexual Transgender (LGBT) Professional Associations

A partial list of LGBT professional associations can be found here:

www.diversityworld.com/Diversity/sexuality.htm

Minority Professional Associations

A partial list of minority professional associations can be found here:

www.weddles.com/associations/results.cfm?Industry=31

APPENDIX III: Minority Professional Associations (continued)

These lists should not be considered to be complete or comprehensive.

Women's Professional Associations

A partial list of women's professional associations can be found here:

www.mith2.umd.edu/WomensStudies/ReferenceRoom/Directories/professional-organizations.html

www.diversityworld.com/Diversity/gender.htm

Diversity Organizations

A partial list of organizations dedicated to advancing diversity can be found here:

www.diversityworld.com/Diversity/organizations.htm