

# DESIGNING PARTNERSHIP AGREEMENTS

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# LEARNING OBJECTIVES

As a result of this workshop, participants will be able to:

- Discuss the purpose of partnership agreements
- Identify the critical components of a partnership agreement
- Describe common formats of partnership agreements
- Explain the benefits of formalizing your partnership through a partnership agreement
- Determine appropriate decision-making methods for partnership





WHY DEVELOP  
PARTNERSHIP  
AGREEMENTS?

# DEFINITION OF CBPR

“ Collaborative approach to research that equitably involves all partners in the research process and recognizes the unique strengths that each brings. CBPR begins with a research topic of importance to the community with the aim of combining knowledge and action for social change to improve community health and eliminate health disparities.”

W.K. Kellogg Community Scholar's Program (2001)



# WHY DEVELOP A PARTNERSHIP AGREEMENT

- ◉ The CBPR methodology instills a democratic approach to research in which all partners participate as equals and share control over the research process.
- ◉ While it is not realistic for all partners to have identical objectives, it is realistic to align all the objectives to best serve the project.
- ◉ A partnership agreement is one effective way to address differing aims - by candidly and openly discussing individual objectives and expectations from the outset and revisiting the discussion periodically throughout the course of the project.



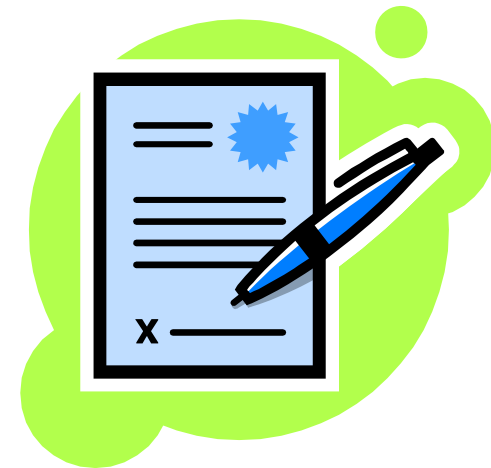
Separate into two groups:  
Researchers and Community Members

## WHAT SHOULD BE IN A PARTNERSHIP AGREEMENT?



# IMPORTANT ELEMENTS IN A PARTNERSHIP AGREEMENT

- ◉ Project goals and purpose
- ◉ Research team composition, responsibilities & roles
- ◉ Decision-making (majority, unanimous, consensus)
- ◉ Data ownership and future uses
- ◉ Distribution of results (incl. negative results)
- ◉ PI and/or research team turn-over
- ◉ Budget and financial management
- ◉ Conflict resolution (mediation/arbitration)
- ◉ Partnership assessment



# WHAT FORMAT SHOULD YOU USE?

- ◉ Memorandum of Agreement
  - Can be a legal document that is binding and hold the parties responsible to their commitment
- ◉ Memorandum of Understanding
  - Usually not a formal legal document.
- ◉ Collaborative Research Agreement
  - Statement of Objectives
  - Statement of Work
  - General Provisions: Publications, Confidentiality, Intellectual Property, Amendments, Termination
  - Budget
  - List of Materials & Resources
- ◉ Research Project Guidelines
  - Publication Guidelines





# COMMON PITFALLS IN CBPR

- ◉ Realization that team composition isn't sufficient
- ◉ Lack of clarity about values or roles
- ◉ Cultural & social differences
- ◉ Differences in style or personality types
- ◉ Differences in organizational goals and methods (academia vs. community)
- ◉ Differences in levels of commitment and availability
- ◉ Burn out - CBPR takes time!





# A WORD ABOUT CONFLICT

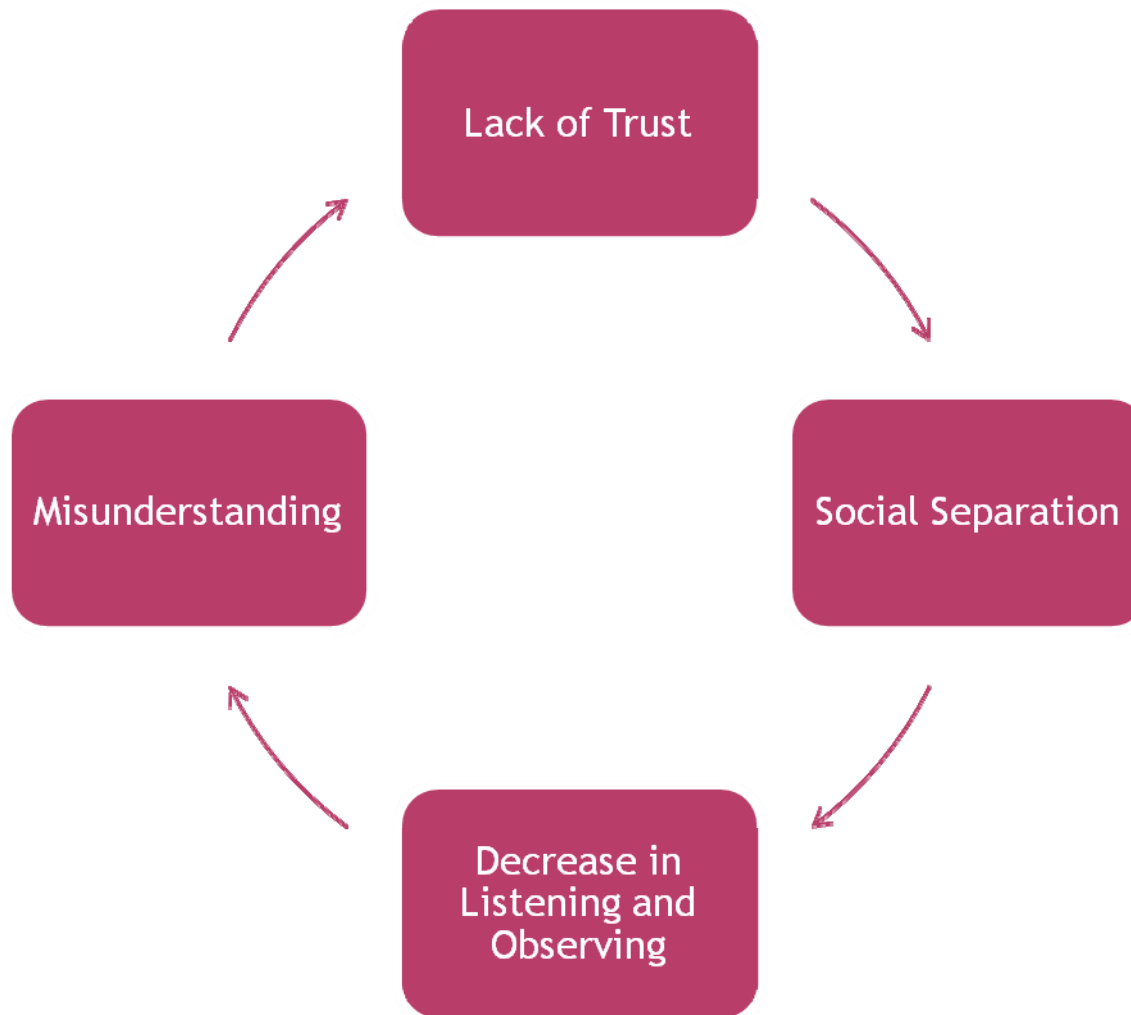
# IT'S NORMAL! FOR GROUP DEVELOPMENT

- Forming
  - Early excitement, some anxiety, trying to figure out what is going on and whether you like it or not
- Storming
  - Differences cause difficulty, power and decision making are questioned
- Norming
  - Group identity takes place, members feel a part of a whole, rules and norms are accepted
- Performing
  - Roles and leadership are clear, group is working together to achieve a common goal
- Adjourning
  - Completing the task and breaking up the team

Scholtes, 1993



# CONFLICT CAN GET “STUCK”



# WHAT TO DO WHEN YOUR TEAM GETS STUCK?

- ◉ Bring up and tackle difficult issues
- ◉ Honor team values and agreements
- ◉ Re-visit project goals and re-group
- ◉ Promote team development
- ◉ Get help from an expert
- ◉ Keep communication open and honest





# EFFECTIVENESS DEPENDS ON THE QUALITIES OF THE SOCIAL RELATIONSHIPS

Peter Senge, 2005