Making the Most of NSF Broader Impacts: Five Things You Can Do to Build Effective Partnerships and Make an Impact
Objectives of this session:

• Define the characteristics of a healthy and productive partnership

• Discuss techniques for identifying and developing partnerships

• Share our experience and goals
We work with scientists to ... 
Determine the Societal 
Relevance of their Research and 
Address Societal Needs

How can you convert the 
scientific questions you propose 
into messages relevant to your 
audience (beyond your peers)?

Goal: Understand which aspects 
of your research are most 
relevant and what you should 
prioritize as you share your 
research beyond your peers.

https://aris.marine.rutgers.edu/wizard
NSF-Suggested Areas of Impact:

1. Full participation of women, persons with disabilities, and underrepresented minorities in STEM
2. Improved STEM education and educator development at any level
3. Increased public scientific literacy and public engagement with science and technology
4. Improved well-being of individuals in society
5. Development of a diverse, globally competitive STEM workforce
6. Increased partnerships between academia, industry, and others
7. Improved national security
8. Increased economic competitiveness of the United States
9. Enhanced infrastructure for research and education
Researcher Tip #1 – Determine the type of partner you want and need for achieving the societal benefits of your work.
Partnership Definition

“A form of inter-organizational relationship where the participants engage in reciprocal patterns of communication for the purposes of identifying shared vulnerabilities, developing shared goals and a shared understanding of how they will pursue and achieve these goals”.

(Kingsley, 2000)
Why partnerships?
Wharton Management professor Dr. Harbir Singh says..

“By clearly identifying what you want to achieve through the partnership, and choosing the appropriate strategy, you can **stretch your innovation dollars, share in the costs of investments, better handle uncertainty, and access new resources, capabilities, and markets**.”
Commonalities in Definitions of Partnerships

1. **Mutuality** in exchange: What are the partners investing in each other?

2. **Enhancement** of the stand alone identity of partner: What is in it for me?

3. **Collaborative** processes: What am I committing to?
Purpose of Partnership- Strategic

Partners are mutually dependent on one another in some way.

- Reduce duplicative efforts for organizations, and/or their members.
- Can function with limited trust and interaction.
- Positioning to create a best-in-class advantage.
Purpose of Partnership - Learning

Organizations work well together but may not be rely on one another to achieve their goals.

• Gain new insights and knowledge from each other
• Co-produce new knowledge tools or opportunities
• Inspire each other or innovate together
• Partnership is built in service of the joint learning and development of essential skills.
Purpose of Partnership - Transformational

The partnership bolsters each organization's possibility of realizing their vision.

• Re-imagine a system through advocacy, capacity building, and/or providing tools
• Energizing social innovations and generative growth
• Moral dimension – community engagement and equality
Tip #2 – Be a model partner through mutuality and collaboration.
Gordon’s Tips for a Good Partnership

1. Have a clear understanding for the motives for parties in the partnership- meet their needs!
2. Clarify the goals and objectives for the partnership (what we will do together – both at the individual and institutional level)
3. Research and “know” your partners (culture)
4. Make sure you manage the partnership (time and attention)
5. Listen to each others needs and goals/objectives
6. Build awareness and continuity of roles in the partnership
7. Practice equitable and fair budgeting

8. **Keep the fun in the relationship!**
Tip #3 – Determine the metrics for success in your partnership. How will you know you are successful?
Metrics for successful partnerships

What are the impacts of the partnership? What is the ability of the partnership to produce results and add value?

It is important to:

• Articulate tangible results for the partnership.
• Have clear metrics of success.
• Strive for lasting or sustainable outcomes.
• Determine how will you sustain/adopt elements (programs, strategies, etc.) from the partnership.
Tip #4 – Be intentional about crafting a plan with your partner.
Let's go to the Wizard.....
https://aris.marine.rutgers.edu/wizard/

Making Partnerships work:
Use this partnership worksheet to help you reflect on your BI plan (bullet points or one or two sentences for each question):

Who are your partners?
- 4-H Cooperative Extension

Describe how they are appropriate and qualified partners.

How will you collaborate?
- We will partner with

Provide a clear plan for meeting the BI project goals and objectives, and how and why the partners are motivated to collaborate.

How will the partnership operate?

Are the partners named, are the assigned roles as a Co-PI or Key Personnel, etc?

Example BI Statement:
Research has shown that early exposure to hands-on science, in both formal and informal learning settings, can enhance learner motivation, investment, and achievement in science (NRC, 2000; NRC 2009). In addition, there is a growing emphasis on having learners engage in the authentic practices of scientists, including data analysis and interpretation (NGSS Lead States, 2013).

What we will do:

BI Activity 1: Expand and contribute to middle school-aged youth STEM education and outreach initiatives by partnering with the Cherub Youth Organization (YO).

Cherub serves over 5,000 Hispanic youth in the St. Louis metro area. During their out-of-school programming, Cherub focuses on STEM hands-on learning experiences. The Cherub Education Director, Jane Doe, will serve as a Co-PI (see Letter of Support).
Governance strategy for the partnership

Developing a governance strategy may include things like:

- creating a Memorandum of Understanding (MOU) that articulates what each partner will contribute to the project and the roles and responsibilities for the partners.

- Understanding the norms of the partners and the operating principles that the partners use to do their work.

- Developing mechanisms or strategies for building trust and resolve conflict over "turf" through communication.
Long-term....

Tip #5 - Develop a BI identity and make a difference!
RESEARCH IDENTITY

Your unique identity in the research landscape based on your individual contributions to your field

It shapes the choices you make, the collaborations you seek out, the grants you target, the journals in which you seek to publish, etc.

VS.

BROADER IMPACT IDENTITY

The long-term impact you could make through your BI efforts over your career.

Likewise...It shapes the choices you make, the collaborations you seek out, the grants you target, the journals in which you seek to publish, etc.
Increasing engagement and participation among those that are under-represented in STEM

Who might that include?

The goal is to discover and nurture talent wherever it may be found
Conclusion

- Collaboration is a journey not a destination
- Develop trust, leadership, and the ability to resolve conflict
- Communication
- Listen to partners needs
- Be Patient

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