# Collaboration: generating valuable outcomes and positive impacts

**Dr Federica Rossi**
Co-Investigator, NCACE

**Dr Thanasis Spyriadis**
Evaluation Lead, NCACE

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When collaborating with Higher Education Institutes, arts and culture sector practitioners and organisations can ensure that the collaboration will generate valuable outcomes for themselves, as well as positive impacts for wider stakeholders and communities. This short guide outlines the types of outcomes and impacts that these collaborations can produce. It also provides a planning checklist indicating key enabling factors that you may wish to consider before starting a project. It may be useful for arts and culture organisations to be mindful of these potential outcomes/ impacts and enabling factors when deciding whether to collaborate with HEIs, so that:

- the desired outcomes and impacts can be built into the collaboration
- collaborators can evaluate whether the enabling factors are present in their organisation, or whether they need to be acquired or developed

# Types of Outcomes and Impacts
## Potential Outcomes for the Artistic/Culture Partner

### Access to resources:

| | |
|---|---|
| Opportunity to use or share physical spaces and infrastructure | |
| Opportunity to access support services or training provided by the HEI | |
| Opportunity to access research, library or archive resources | |
| Opportunity to access internships or placements | |
| Opportunity to develop personal networks with: | |
| HEI professionals | |
| Academics | |
| Students | |
| Communities | |
| Others | |

### Improved organisational capabilities:

| | |
|---|---|
| Improved project management capabilities | |
| Improved ability to collaborate with external partners in general (and with HEIs in particular) through: | |
| Learning knowledge exchange and impact terminology | |
| Learning how to engage in cross-institutional dialogue between partners | |
| Learning how to put into place a cooperative model of collaboration built on similar values | |
| Widening understanding of new or different funding streams | |

### Improved knowledge and expertise:

| | |
|---|---|
| Opportunity to learn more about a specific topic of interest | |
| Opportunity to develop research skills (e.g. expertise in research design) | |
| Opportunity to develop research frameworks | |
| Opportunity to improve evaluation practice | |
| Improved knowledge of the HEI they are collaborating with | |
| Opportunity to create new resources (archives, collections, databases, exhibitions...) | |

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## Reputational gains:

| | |
|---|---|
| Opportunity to improve visibility | |
| Opportunity to widen profile or work | |
| Opportunity to reach new audiences (at a local, regional and international scale) | |

## Financial benefits:

| | |
|---|---|
| Access new sources of funding, such as internal HEI funds | |
| Improved ability to access external grants | |
| Generate robust evidence for business planning | |

## Potential External Impacts

| | |
|---|---|
| Increased connectivity with local communities or with other specific groups | |
| Provision of platform to showcase and spotlight specific issues | |
| Delivery of better services / experiences / opportunities to specific groups, communities or stakeholders | |
| Improved networking opportunities on multiple scales (e.g. local regional, national and international); | |
| Building new audiences (academic and non-academic); | |
| Strengthening specific arts/cultural subsectors in particular regions | |
| Bringing together different stakeholders around specific issues | |

**Notes:**

# Enabling Factors checklist: which of the following enabling factors are present before the start of the collaboration?

## 1. Project management capacity

| | |
|---|---|
| Ability to identify potential partner organisations/individuals with the required skills and expertise | |
| Ability to write bids | |
| Ability to negotiate contracts | |
| Ability to set clear responsibilities for each partner organisation/individual involved | |
| Ability to maintain good and open communications with the HEI partner | |
| Ability to understand academic terminology and practices | |
| Ability to adapt communication styles to different contexts | |
| Ability to engage in long-term planning | |
| Ability to evaluate the collaboration | |
| Ability to resolve conflicts | |
| Ability to retain ownership of the narrative of the collaboration | |

### Possible Actions To Undertake When Enabling Factors Are Missing

| | | |
|---|---|---|
| Train internal staff for required capabilities: | | |
| | Formal training – appropriate for more codified capabilities such as bid writing, contract negotiation, evaluation processes, conflict resolution, project management | |
| | Informal training through temporary placements in academia, or by inviting academics for internal placements – appropriate for more tacit capabilities such as ability to understand academic terminology and practices, ability to adapt communication styles to different contexts | |
| Recruit staff with required capabilities | | |
| Collaborate with or contract external people or organisations that can provide the required capabilities | | |

## 2. Clarity

| | |
|---|---|
| Clear understanding of contracts and Terms of Reference | |
| Clear idea of what the goals of the collaboration are across all partners and individuals | |
| Clear understanding of how the collaboration fits in with the organisation's strategic objectives | |
| Clear idea of the steps needed to achieve goals | |
| Clear understanding of how the HEI values the collaboration, and an appreciation that they might value it differently | |
| Clear understanding of the HEI's goals and an appreciation that their goals might be different | |
| Clarity around the use of and access to space, infrastructures and other resources | |
| Clarity around the availability of your time and resources | |
| Clarity around the availability of the HEI's time and resources | |
| Clarity around creative processes and timelines | |

### Possible Actions To Undertake When Enabling Factors Are Missing

| | | |
|---|---|---|
| Engage with your staff and/or organisation leaders to clarify: | | |
| | available time and resources, collaboration goals, strategic fit between collaboration and organisational mission, priority given to the collaboration | |
| Engage with HEI collaborators to clarify: | | |
| | mutual availability of time and resources, mutual goals, mutual priority given to the collaboration, use of and access to space, infrastructures and other resources, the HEI's understanding of creative processes and timelines | |

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### 3. Good leadership

| | |
|---|---|
| Ensure that you can give the collaboration sufficient priority | |
| Ensure that you can commit sufficient resources to the collaboration | |
| Ensure that leaders of the project and the organisation are willing to give priority, attention and time to the collaboration | |

**Possible Actions To Undertake When Enabling Factors Are Missing**

| | |
|---|---|
| Explore the rationale for engagement in collaboration with HEIs | |
| Ensure that your organisation's leaders are willing to give resources, priority, attention and time to the collaboration | |

### 4. Financial arrangements

| | |
|---|---|
| Presence of a sustainable funding model | |
| Appropriate costing of your work and time | |
| Possibility to secure further funding after the collaboration ends | |
| Understanding of financial processes of HEI: | |
| Awareness of timing required for payments | |
| Awareness of funding cycles | |
| Ability to navigate HEI's bureaucratic procedures | |

**Possible Actions To Undertake When Enabling Factors Are Missing**

| | |
|---|---|
| Ensure financial management capabilities are present within your organisation, or can be contracted from external organisations | |
| Engage with HEI collaborators to clarify financial processes and procedure around the collaboration | |
| Ensure to regularly monitor funding opportunities | |

### 5. Evaluation of the collaboration

| | |
|---|---|
| Presence of a robust evaluation process | |
| Sufficient involvement of artistic/culture practitioners in the evaluation process | |
| Plan to engage in longitudinal evaluation | |

**Possible Actions To Undertake When Enabling Factors Are Missing**

| | |
|---|---|
| Ensure that HEI has set up robust evaluation process with your involvement | |
| Develop internal evaluation capabilities through training or recruitment of staff competent in evaluation | |
| Arrange evaluation process by contracting out to expert evaluators | |
| Ensure that evaluation is used as a learning mechanism for your organisation and partners | |

### 6. HEI capabilities

| | |
|---|---|
| HEI is able to commit sufficient time and resources | |
| HEI staff are able to communicate effectively with you | |
| HEI staff are experienced in working with the arts and cultural sector | |
| HEI staff are experienced in collaborative working | |
| HEI staff understand creative processes and timelines | |
| HEI staff understand the availability of your time and resources | |

**Possible Actions To Undertake When Enabling Factors Are Missing**

| | |
|---|---|
| Ensure that the HEI has the necessary capabilities to engage in a productive collaboration | |
| Make staff available for information-sharing meetings with HEI collaborators | |

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