

**Strategic Partnerships Policy  
MACOORA, Approved July 2009**

A MACOORA Strategic Partnership (SP) is a non-binding partnership, based on a Memorandum of Understanding (MOU) between the MACOORA corporation and a not-for-profit or for-profit entity. An entity may include, where applicable, state and local agencies.

The purpose of a MACOORA SP is to foster networking and collaboration on a specific issue or goal; to increase the capacity and impact of MACOORA and the participating organization by working together on specific issues or goals; to strengthen the ability of members, staff, employees and/or owners of MACOORA and the SP to act on agreed issues or goals; and to identify, facilitate and find resources that can support agreed-to issues or goals.

Partners may or may not be MACOORA members. The fundamental difference between a SP and a MACOORA member organization is that the member organization receives services and benefits from the corporation. Unlike a SP, the MACOORA member 1) is entitled to have direct influence on the administration and strategic plan of the corporation 2) has a right to expect a return on investment (ROI)— such as benefits (travel allowance, workshops, training, etc.) and services (newsletters, networking opportunities, etc.) and 3) has a vested interest in the organization's mission, programs, and its continued success. Strategic partnerships do not replace memberships although members can have strategic partnerships with the corporation.

A strategic partnership can serve a wide variety of purposes. For example, it can help gain a foothold in new markets and product spaces, solve research and development problems, help to obtain non-traditional or new sources of revenue, or provide core competencies outside of the current range of the MACOORA organization. Partnerships range from simple endorsement – such as allowing the use of the MACOORA logo to a financial relationship.

Evaluation and Approval Process

1. Proposal or request is submitted to Executive Director
2. If the strategic partnership is local (sub-regional) in scope, the proposal is submitted to the sub-regional director for approval. If the sub-regional director approves, the proposal is then submitted to the full board.
3. If the strategic partnership is MACOORA-wide, the Executive Director sends proposal/request to the Board of Directors
4. Board evaluates proposal, subject to the checklist
5. The Board votes on the proposal

Limitations and Conditions

MACOORA supports networking, communications and interaction among members and non-members. However, strategic partner organizations-- whether or not they are MACOORA members-- must distinguish their own activities as separate from those activities of the MACOORA corporation, unless explicit permission has been given by the MACOORA corporation. Strategic partners may not speak for or represent the MACOORA organization. Any activity done in the name of the MACOORA organization, or that suggests or implies MACOORA support, must have full, explicit, and approved endorsement by the MACOORA corporation.

The Corporation does not share the use of its electronic mailing lists with other organizations

Evaluation Checklist		
Partnership Goal	Criteria	y/n
	Is the goal clearly articulated by both parties and clearly understood by both parties	
	Is the partnership goal clearly in line with the MACOORA mission	
	Is the partnership goal clearly in line with the MACOORA strategic plan and business plan	
	Is the partnership goal consistent with the Corporation's not-for-profit status	
	Does the partnership goal create real or perceived competition for MACOORA members?	
	Does the partnership goal create real or perceived competition for MACOORA financial sponsors?	
	Will participation in the proposed goal/activity have any impact on the Corporation's overall reputation?	
	Does the proposed activity involve an acceptable level of financial risk/reward, based on the fiscal year's budget	
Partner	Criteria	y/n
	Will the SP be willing to pool resources to support the partnership goal	
	Can the SP clarify expectations and define how they will measure success	
	Can the SP meet its obligations for volunteer time and resources, either regionally or locally	
Partnership	Criteria	y/n
	Can the partnership accomplish more than MACOORA can accomplish separately	
	Can the partnership damage important MACOORA stakeholder relationships	
	Can the partnership speaking with a common voice have greater impact than if MACOORA speaks separately	
	Are there complementary skills between the organizations that would lead to better project design and implementation	
	Is the exchange equitable	
	Is the strategic partnership relationship clearly defined for all parties to understand	
	Does the partnership create or contribute to real or potential competition for other RAs	
	Will partnership in the proposed activity have any impact on the Corporation's overall reputation	
	Does partnership create competition for the same constituent groups	