

**Partner Manual**

DEVELOP National Program

Summer 2015

June 5 – August 7

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# What is a DEVELOP Partner?

Any organization that works with a DEVELOP team towards the completion of a project is considered a partner. DEVELOP partners fall into three categories: end-users, collaborators, and boundary organizations. These different types of partners are described in detail in the DEVELOP Participant Handbook. Not all projects will establish partnerships with collaborators or boundary organizations. However, every project is expected to have an end-user. Occasionally an organization assumes more than one type of partner role, or may play different roles at different points in a project’s lifecycle.

Although DEVELOP values all of its partners, DEVELOP strives particularly to establish strong relationships with end-users. This is in line with DEVELOP’s capacity-building mission and goal to make an impact in the community. The strength of a project is assessed partly as a measure of the strength of its impact on its end-users. A project without an end-user is a weak project.

Information about partners is collected on DEVELOPedia and in the Tracking Metrics Spreadsheet filled out by Center leads each interim, and is retained by DEVELOP. The information available on DEVELOPedia is placed there for future teams’ reference.

End-users are polled before and after each term with a Pre-Project Partner form and a Post-Project Partner form. These forms assess the end-user’s familiarity with and usage of NASA data before and after the project, and are part of the DEVELOP’s regular self-assessment mechanisms. The Pre-Project Partner form is not a needs assessment, and the Post-Project Partner form is not a customer service survey.

## Who can partner with DEVELOP?

DEVELOP teams usually partner with government organizations or non-governmental Organizations (NGO’s). Government partnerships can be with federal, state, or regional agencies. NGO’s are usually not-for-profit organizations that work within the target community. Etc…

ADD MORE HERE! Private under what circumstances?

## How do I find a partner for a project?

DEVELOP projects are intended to be focused on the needs of an end-user within the community. An ideal project would be created in response to a need expressed by a community or end-user. However, there may be ignorance within a community that precludes anyone within that community from asking for a project or partnership, or community members may have a desire for some kind of partnership but may not know how to initiate a project. To address these needs, DEVELOP seeks out innovative ideas for community impacts from participants in the term exit survey and from the general public through a project request form on the DEVELOP website. The results of these tools may be used to match partners and nodes for project creation.

Every now and then a partnership may fall through or a project may be required to change focus due to data availability issues or other technical concerns and may be required to find a new partner who better fits the revised project goals. Similarly, a project idea may come from a participant or science advisor who may have an idea for a tool or product that could be useful to a certain type of partner, but may not have a specific partner in mind. In these cases, it is usually the responsibility of the proposal authors to locate an appropriate partner for the project before it can be considered viable.

There are several ways to locate a project partner. Partners may be referred to the proposal writers by a mentor or advisor, or another DEVELOP team that has worked on a similar project. Conferences and workshops often provide networking opportunities within a particular area of interest. Online research related to the community concern can provide an idea of what sort of organizations are active in the project area.

Add anything else?

# Partner Engagement

## Timeline for Partner Interactions

## Proposal process

Contact with a partner should be initiated during the proposal-writing process. If a partner has been referred to you by someone, ask them to introduce you to the partner. If you are approaching an organization with no previous experience with DEVELOP, keep your “elevator” speech handy! Cold calls can be unnerving, so it is helpful to write down what you would like to say ahead of time. Keep the initial contact brief and make sure to include the important details about DEVELOP and the proposed project. It may be helpful to send a copy of the project proposal draft to interested potential partners.

### Questions to ask during the proposal-writing process

You will need to fill out specific information on the proposal regarding each partner. Make sure to cover the following topics once you have established a partnership:

**End-User Current Decision Making Process:**

What is the partner’s current decision making process and/or management practices related to the community concern focus of this project?

What decisions/policy are they making?

Is any remote sensing currently involved?

**End-User Benefit:**

What will be the benefits of your project to the end-user(s)?

How will this impact their decision making process?

Will it save them time/money/etc.?

**NASA Earth Observations Capacity:**

What is the end-user(s) familiarity and/or usage of NASA Earth observations?

Have they ever used Earth observations before?

If they are already familiar and/or use NASA Earth observations, how does this project build their capacity?

**Collaborator & Boundary Organization Support:**

How will the organization support and be involved with the project?

How is the boundary organization connected to the potential end-users?

What is the boundary organization’s capacity to use and/or transition and disseminate project results and methodologies to other groups?

You are encouraged to ask partners for Letters of Support. Letters may be address to Lauren Childs and should describe in detail how the project will benefit the end-user.

It is good to establish a tentative communication plan for during the term during the proposal-writing process. How often and how will the team communicate with the partners? Discuss the transition approach to the end-user – how will you hand off your decision support tool(s)? How and when will the tool(s) be used and/or implemented by the partner?

Make sure partners know when you will establish the next contact that they will be sent an email form from the Center Lead containing a link to the Pre-Project Partner Form.

Keep records of all contact with the potential partner, including contact information, and to make your advisor(s), and CL aware of all communications.

## Pre-Term Interactions

As the term start date approaches, the CL will be sent an email from NPO indicating that the project has been accepted. At this time, the CL will be asked to forward the link to the Pre-Project Partner Form to each end-user.

Before the start of the term, the CL should set up an introductory meeting for the team and the partner during the first or second week of the term. The CL should coordinate the time and place of this meeting with the project advisor. The introductory meeting may take the form of a telecon, videocon, or in-person meeting.

For multi-term projects, an introductory telecon at the beginning of each term will help re-focus the project and allow new team members to establish a connection with the partner.

## Term Interactions

Prior to the introductory meeting, the team lead and team members should be brought up to speed on the partner’s background and interest in the project. The team may be provided with a copy of the project proposal to facilitate their knowledge of the partners.

During the introductory telecon the CL should introduce team and let the partners introduce themselves. The CL or the team lead should outline project and explain the team’s approach. The team lead should ask for details about the partner’s needs or contributions, depending on partner type.

Lastly, the team should confirm the tentative communication plan from the proposal with the partners.

## Partnership Conclusion

A partnership is concluded once the final products/tools have been delivered to to the end-users and/or boundary organizations. This may take place at the end of a term or during the interim. It is a good practice to invite partners to the node’s closeout activities, however, their attendance is not necessary.

Handoff tips go here!!!!!

## Tips for Proposal Authors

* Be professional. You are representing yourself, your team, your advisors, your node, DEVELOP, Applied Sciences, and NASA!
* When describing how the tool you are providing will benefit the partners, consider using language like “augment”, “enhance”, “complement” and “extend”, and avoid words like “replace” – the reasoning behind this is that your work will give them another touch point in their decision making process, but it is not necessarily meant to be a replacement of what they already do and that can seem threatening to some end-users, so be diplomatic.
* Keep in mind the language used when describing the partner/end-users’ current decision making process – do not use overly negative words.
* Keep in mind the limitations of resolution (spatial and temporal) of NASA data and work within them.
* Be realistic in what you promise and the expectations of the partner, in fact don’t “promise” anything, but ensure the plan you are working to is clear and that there is a healthy understanding of challenges and potential obstacles/risks.
* Ensure that partners know and understand the project timeline, project objectives, what deliverables/tools will be created and provided them at the end, and general hopes/expectations.

## Tips for Center Leads

* Be professional. You are representing yourself, your team, your advisors, your node, DEVELOP, Applied Sciences, and NASA!
* Consider ways to keep communication lines open while project is in approval stage (in limbo).
* Attend introductory meetings.
* Monitor email and other communications between teams and partners (preview for professionalism).
* Invite partners to closeout activities, if appropriate.
* Attend handoff if possible (if separate from closeout).
* Ensure that partners know and understand the project timeline, project objectives, what deliverables/tools will be created and provided them at the end, and general hopes/expectations.
* Make sure that partners understand when the project will conclude and who they can contact following the end of the term (typically the Center Lead).
* Communicate that DEVELOP will follow up to assess their experience and satisfaction with the project results.

## Tips for Team Leads

* Be professional. You are representing yourself, your team, your advisors, your node, DEVELOP, Applied Sciences, and NASA!
* Don’t be afraid to initiate contact with the partners. They have agreed to be a partner because they are interested in the project, and will likely be happy to hear from you and help in any way.
* Build off of previous communications with the partner/end-user and keep communication flowing but not overwhelming; stream communications through one point of contact for clarity.
* If a partner does not respond to attempts to communicate, do not get discourages. Partners may not be able to respond quickly to inquiries. Let the CL and project advisor know of your efforts.
* Ask your CL to preview your emails for professionalism. Always cc center lead and advisor on email.
* Communicate changes in the project with partners in a timely manner so they know what to expect at the project’s conclusion.
* Coordinate with the CL and project advisor to arrange the project handoff.
* Communicate that DEVELOP will follow up to assess their experience and satisfaction with the project results.
* If any difficulties arise, let your CL and advisor know immediately.

## Tips for Team Members

* Be professional. You are representing yourself, your team, your advisors, your node, DEVELOP, Applied Sciences, and NASA!
* Keep you team lead and CL in the loop on ALL communications.

## Tips for Advisors

* facilitate partner interactions??

Expand this??? Should we produce a mini-guide for advisors?

# Export Control & Software Release Authority

The NASA Export Control Program is based on the philosophy: “We want to maximize the benefits of our international efforts while ensuring that we comply with U.S. export control laws and regulations”. This is the personal responsibility of each employee or contractor to pursue appropriate international activities involving transfers of technologies, software, and commodities. The Agency’s Export Control Program is the mechanism that provides checks and safeguards at key steps to help manage international activities and ensures that NASA works within Export Administration Regulations (Department of Commerce) and the International Traffic in Arms Regulations (Department of State), which could result in criminal, civil, or administrative enforcement actions against NASA, individual employees, and/or private contractors.

This means that for any project deliverables, products, decision support tools, etc. to be transferred to any partner (domestic or international) a review must take place first. The NPO ensures that DEVELOP works within NASA Export Control guidelines. The NPO must be made aware of any presentations, publications, or information transfer that take place **before** they occur. A “transfer” is considered to be an email, publication, presentation, telecon, webinar, etc. If you have any questions or have content you’d like to publish or hand-off to foreign entities (especially in designated countries) contact Lauren Childs-Gleason. The process typically takes 2-5 weeks.

Administrator Bolden: “As a U.S. Government Agency on the forefront of technological development and international cooperation in the fields of space, aeronautics, and science, the National Aeronautics and Space Administration will strive to fulfill its mission for cooperative international research and civil space development in harmony with the export control laws and regulations of the United States. Due to heightened proliferation challenges facing the United States and the world, including risks posed by the spread of missile technologies and weapons of mass destruction, and in view of the significant criminal, civil, and administrative penalties that may affect the Agency and its employees as a result of a failure to comply with U.S. export control laws and regulations, it is the responsibility of every NASA official and employee to ensure that the export control policies of the United States, including nonproliferation objectives, are fully observed in the pursuit of NASA's international mission.”

Software Release Authority is NASA’s system for approving all software and programming tools created by agency funds. It takes into consideration legal and scientific requirements relating to contracts and copyrights. For any tools, programs, or software created by a team will need to go through this system **before** being handed-off outside of DEVELOP. The process is rigorous and requires a lot of paperwork, but is led by the NPO. If your project has materials that would need to go through this process, or you have questions regarding if your tools are required to go through it, contact Jeff Ely as early as possible. The process typically takes 6-15 weeks.

## Designated Countries

NASA goes by the State Department’s “Designated Countries” list, which is a compilation of 41 countries with which the United States has no diplomatic relations, countries determined by Department of State to support terrorism, countries under Sanction or Embargo by the United States, and countries of Missile Technology Concern. Communication with partners in designated countries has restrictions, so coordinate with NPO ahead of opening communication lines. NASA’s Designated Country List: <http://oiir.hq.nasa.gov/nasaecp/index.html>.

# Sample communications

## Example - No previous DEVELOP Contact

*Hi John,*

*My name is Christine Rains and I am the Center Lead for NASA’s DEVELOP program at JPL. I spoke briefly to you at the briefing session at JPL on December 1st of last year and attended your presentation that afternoon. I found it quite exciting, and obtained the slides from Stephanie Granger, which I forwarded to our national program office. We believe that there is substantial overlap between the mission of DEVELOP and the mission of USAID. DEVELOP is a capacity-building internship program within NASA’s Applied Sciences division consisting of US and international college students, grad students, recent graduates and transitioning professionals.*

*Our mission is to use NASA Earth observations to address community concerns and public policy issues while cultivating expertise in the professionals of tomorrow. Since DEVELOP’s inception in 1999 we have been building partnerships with both public and private agencies, from local non-profits to foreign governmental departments. We would like to invite you to a telecon to explore partnership opportunities between DEVELOP and USAID in the area of MENA water resources. We hope to find a way to pool our resources in a powerful way to affect the urgent needs of this critical region. We feel that by combining the fast turn-around built into DEVELOP’s structure with the scope of USAID we can make a positive difference in the livelihood of the people of the Middle East and North Africa. I look forward to hearing from you soon.*

*Sincerely,*

## Example - partner who requested a project

Text

## Example - partner who has worked with DEVELOP before

Text

## Etc

## Team intro letter

Text

## Pre-project partner form letter

text

## Post-project partner form letter

text

## Invitation to closeout

text

## Inquiry for handoff date/time

Text