Acknowledgements

This book is the outgrowth of research at the Program on Strategic Partnerships and Innovation at the Earth Institute at Columbia University. Dr. Steve Cohen, the Earth Institute’s Executive Director, approved the creation of the Program in 2010. This book simply would not be possible without Steve Cohen. He has been a tremendous advisor and supporter since I arrived at Columbia in 2000. My role at the University has taken several paths, and Steve has been helpful at every turn. Words cannot adequately express my gratitude to Steve.

The Earth Institute provides valuable financial support that enables the Program on Strategic Partnerships and Innovation’s continuous research. The Program was fortunate to have received financial support from other sources, such as Holly Delany Cole and the New World Foundation. This support has been critical.

The research assistants and interns who have worked on various aspects of this book deserve special thanks: Ayelet Haran, Adiel Gavish, Michael Beirnard, and Tomoko/imura all made major contributions to this book. Their research surfaced the many case examples found in these pages, and informed the entire framing of each chapter. The administrative staff of the Earth Institute should also be acknowledged, as they have helped me navigate facilities, travel, finances, human resources, and more.

The research that led to this book is the culmination of years of evolving theory and practice. The work of my company, Marga Incorporated, has shaped a fair amount of the analysis throughout the book. As the company’s work has placed me in an advisory role to actual partnerships around the world, I have taken away a great deal. Marga’s many clients throughout the years have certainly informed the thinking in this book on many levels. Of course, Marga’s many staff members over the years have been very helpful in numerous ways, particularly in helping me create a space that truly transcends theory and practice. Because I must research and write, I cannot always be in the company. Dr. Cynthia Jones, Marga’s CEO and great pillar of consistency, has been tolerant and supportive, and the steady hand that keeps the company moving. I am professionally and personally grateful to Cynthia.
One of Marga’s substantial ongoing initiatives, the Anchor Institutions Task Force, with its almost 200 members, has been critical to shaping how partnerships in localities form and evolve. I am grateful on many levels to Dr. Ira Harkavy of the University of Pennsylvania, the Task Force’s Chair. Our ongoing communication about the Task Force and the wider conceptual considerations of partnerships has significantly influenced some of the thinking in this book. Ira also served as a focus group participant for this research. All of the focus group participants have made a collective contribution to this project. As representatives of different sectors who have participated in cross sector partnerships, they bring unique insights into the promise and pitfalls of these efforts.

Dr. Peter Kresl of Bucknell University has provided a highly useful forum in the Global Urban Competitiveness Project. Thanks to Peter, I have been participating in these meetings in various parts of the world, presenting on some of the concepts contained in this book. The scholars in these meetings have provided valuable guidance and feedback that have pushed my thinking on the global relevance of this topic and the notion of partnerships. Through this group, I met Edward Elgar, who has created this exciting opportunity to publish on a topic that I have pondered for many years, and provide a truly global readership. I am eternally grateful to Edward individually and to the entire press.

I must always acknowledge my mother – the most consistent supporter of all.