



SPC4LIFE || HNMCP

Stakeholder Assessments &
Strategies: **Executive Summary**

Introduction

- **Question presented:** How can SPC4Life manage its internal and external relationships to facilitate the mission of rebirthing and continuing the legacy of Saint Paul's College?
- The purpose of this project is to offer: (1) an analysis of current relationships and the relational barriers that may exist and (2) recommendations and tools that can equip SPC4LIFE to strategically develop its stakeholder relationships.

Assessment Approach

The following information is based on:

- Secondary research to obtain background information on stakeholders.
- Qualitative data gathered from interviews, surveys, focus groups, and direct observation.
- Theoretical tools and frameworks used in Dispute System Design work.

Overall Findings

Current Organizational Strengths

Our conversations with stakeholders indicate that the following features of SPC4LIFE are working well:

- SPC4LIFE has very **strong name recognition**.
- The **energy and drive** of SPC4LIFE's membership is clear to others and helps motivate support.
- The **breadth and depth** of the community backing SPC4LIFE (large alumni and volunteer membership).
- The **Advisory Board composition** is viewed as supporting legitimacy.
- SPC4LIFE's values of transparency, humility, and unity are **anchors for the organization** and provide a strong foundation from which the organization can operate.

"I always leave meetings feeling completely inspired & energized."

Key Stakeholder Concerns

Several stakeholders have expressed concern about:

- Lack of clarity around SPC4LIFE's mission, vision, and direction.
- Confusion about the breadth of SPC4LIFE'S vision.
- Skepticism about the feasibility of SPC4LIFE's many stated goals.
- Lack of observable and concrete action toward stated goals.
- Potential for duplication and overlap of other programs already in place (particularly SVCC).

"Move slow to go fast. The complexity and grandness of their vision is part of what is a barrier to trust."

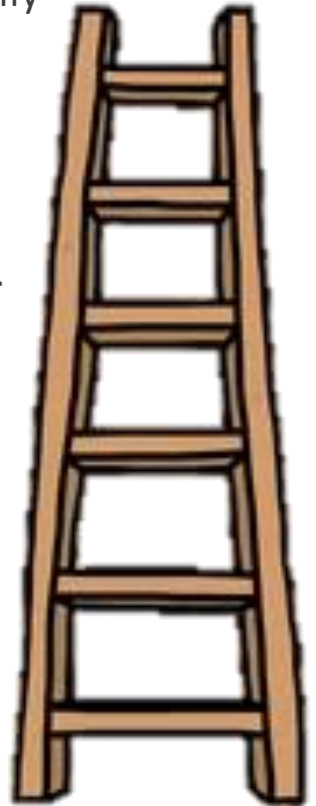
Understanding Obstacles for Stakeholders: Ladder of Inference

You and your stakeholders are making different inferences. Understanding the Ladder of Inference can help identify where disconnects in communication and understanding are arising.

- The ladder of inference shows us how we might arrive at certain conclusions by calling attention to potential differences in the data we select, the assumptions we make, and the way we analyze the data available to us.

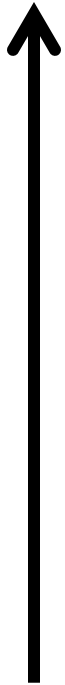
When can use the ladder of inference for various stakeholders to develop strategies that will better meet stakeholder needs. The ladder allows us to ask questions such as:

- What data might they be paying attention to?
- How might they be making sense of it?
- In what ways do their expertise differ from yours?



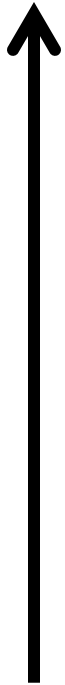
Understanding Obstacles for Stakeholders: Ladder of Inference

	SPC4LIFE	External Stakeholders
Conclusions <i>They draw different conclusions.</i>	Lots of forward movement & momentum.	Lack of action & clear forward movement.
Interpretation of Data <i>They make sense of the data differently, filtered by past experience, expertise, etc.</i>	Shaped by optimism & passion for mission	Shaped by indifference & sometimes skepticism. Caution due to past failed businesses.
Data Selection <i>They focus on different pieces of information based on their interests, training, background, etc.</i>	Tendency to focus on places of progress.	Tendency to focus on plain, externally available features.
Pools of Available Data <i>Stakeholders have access to different information. (They're not on all calls, emails, meetings.)</i>	Primarily information provided at membership meetings + Then, publicly available information	Primarily publicly available information + Then, for some, information provided at other meetings



Understanding Obstacles for Stakeholders: Ladder of Inference

As an example, consider an analysis of how the purchase of the former Bank of America building may be perceived:



	SPC4LIFE	External Stakeholders
Conclusions	Lots of forward movement & momentum.	Lack of action & clear forward movement.
Interpretation of Data	There is active planning on the building & concrete steps are being taken.	There is no progress with the building & no steps are being taken.
Data Selection	Building has been purchased. Fundraising plans, including the Naming Campaign, are in the works. Architects and engineers are being consulted	There have been no signs of externally observable progress for several months.
Pools of Available Data	Access to internal SPC4LIFE meetings discussing plans & planning for the former Bank of America building.	Former Bank of America building has been purchased with lights on but no signs of construction.

General Recommendations

Steps SPC4LIFE can take to improve stakeholder relationships overall



Clarify the vision to ensure that goals are specific

Focus on timelines and tangible deliverables.
Explain how individual steps contribute toward specific goals.



Tailor communication to the interests of specific stakeholders

Take time to understand the interests and needs of each individual stakeholder.
Ensure messaging builds on shared interests and addresses concerns directly.

General Recommendations

Steps SPC4LIFE can take to improve stakeholder relationships overall



Focus on planning and prioritize internal goals and external partnerships.

Establish and track clear implementation timelines and goals to show steady, consistent progress.
Remember that *not all partnerships are effective* — isolate which relationships are most likely to create value within SPC4LIFE's goals.



Provide stakeholders with updates and **ensure that communication is clear, consistent, informative, and transparent.**

Maintain an up-to-date website
Ensure email communication includes greetings and context

Questions to Ask Yourself Before Seeking Out New Partnership

Would this opportunity align with our mission?

What are the interests of the potential partner, and where does SPC4LIFE fit in?

Is this a place where SPC4LIFE is particularly well-suited to contribute?

Are there clear, achievable goals that will allow us to continue to build credibility and relationships by taking this on?

What might the impact of extending partnership be on the stakeholder's independent interests?

Specific Recommendations

STAKEHOLDER-SPECIFIC STRATEGIES



Lawrenceville Officials

Key interests

- Repurpose, resurface, & open buildings in downtown Lawrenceville that are making contributions to the community.
- Sustainability of new businesses & developments.

Strategies

- Prioritize getting former BOA building up & active: demonstrate clear steps towards active use of the building.
 - Offer clear, regular updates on plan & progress.
- Ensure communication around steps being taken are clearly connected to goals.
- Narrow & clarify a strategic path.
- Avoid overlap with other programs & initiatives in the community.

Brunswick County

Key interests

- Attracting new businesses to Brunswick County and ensuring that they are sustainable and will succeed.
 - Pursuing projects that will contribute to the county's development
- Collaboration rather than duplication.
- Seeing *accomplishments* from new businesses and initiatives.
 - Concrete accomplishments are more important than action or talk

Strategies

- Get former BOA building up & active: demonstrate clear steps towards active use of the building.
 - Offer clear, regular updates on plan & progress.
 - Ensure goals are measurable and accountable.
- Avoid overlap with other programs & initiatives in the community.
- Be mindful of **roles** in this relationship
 - The IDA and SPC4LIFE each serve specific roles in the community; this will both limit and enhance the extent to which projects can be joint-ventures. It is important to note that both the IDA and the County often work within the framework of prospect confidentiality.
- Work in a visible way with community leaders in order to show how SPC4LIFE is contributing to and impacting the community.

SPDC

Key interests

- Collaboration rather than duplication.
- Clear data and market research to support proposals.
- Filling community needs & planning for long-term sustainability.
- Increase efficiency and organization of private and governmental community development plans.

Strategies

- Quality > quantity: prioritize getting programming and the former Bank of America building organized before adding new goals.
- Create and share project plans with clear milestones that can be tracked and evaluated.
 - Break planning down into individual steps.
 - Gather and share data to support and explain the reasoning for each decision.
- Demonstrate commitment to partnership: show engagement with recommendations offered by SPDC.
 - SPDC values market and research-backed strategies. Work with the town to submit a planning grant application so that research and data that informs plans can be collected.

SOVA RISE

Key interests

- Improve equity and accessibility to entrepreneurship.
- Collaboration rather than duplication.
- Filling community needs and planning for long-term sustainability.

Strategies

- Evaluate programming goals cautiously to avoid overlap, particularly with SVCC.
 - What is SPC4LIFE providing that is *new*? Make this very clear.
 - Where are there opportunities for collaboration with other institutions?
- Assure feasibility: make it clear why the goals are *feasible* and *needed*.
- Hone in on specific deliverables and tangibles.

GO VA

Key interests

- Facilitating regional collaboration between cities and counties.
- Increasing opportunities for revitalization and economic opportunity through community development.

Strategies

- Quality > quantity: prioritize getting programming and the former Bank of America building organized before adding new goals.
- Hone in on specific deliverables and tangibles. Offer measurable goals with reasonable expectations, as well as timelines and clear plans for execution.
- Ensure that resource distribution is efficient, sustainable, & transparent.
- Build internal infrastructure for long-term sustainability.

Episcopal Church

Key interests

- Maintaining relationships with congregations, particularly post-pandemic.
- Advancing Church initiatives, including racial reconciliation and healing. This involves navigating internal growing pains as the Church engages with racial justice and equity issues.
- Ensuring parishes, particularly with fewer resources, have priestly coverage and can gather.
- Supporting Church-affiliated HBCUs, including SPC4LIFE.

Strategies

- Maintain clear channels of communication.
 - Ensure that the Episcopal Church is being kept up-to-date with shifts in plans.
- Build internal infrastructure for long-term sustainability.
- Continue to demonstrate commitment to community-building within Episcopal community.
 - Making active efforts to continue building SPC4LIFE's relationship with Saint Paul's Chapel and connecting with St. Andrew's are ways to demonstrate the value that SPC4LIFE can bring to the Church.

Alumni

Key interests

- Protecting legacy & legitimacy of SPC.
- Give back to a school that gave so much
- Seeing that funding is going to a feasible and clear plan.
- In terms of interests in SPC4LIFE, most alumni have a desire to see the campus be repurchased by SPC4LIFE.

Strategies

- Clarity: explain to alumni how their support is contributing toward a clear and logical plan.
 - Update distributed information, including website. Ensure that messaging surrounding the campus is consistent & up-to-date.
- Engage with concerns of skeptical alumni: skepticism is coming from a place of love for SPC.
- Transparency and sustainability in funding.
- Assure feasibility: make it clear why SPC4LIFE's goals are feasible and reflective of SPC's mission.
 - For those focused on the campus, demonstrate *how current strategies for buying other buildings are still a positive and sustainable rebuilding of SPC.*

Understanding Obstacles for Stakeholders: Currently Perceived Choice Analysis

Currently Perceived Choice Analysis is a tool that we use to gain insight into why a stakeholder might be making a certain decision.

The task of influence is about understanding why someone is making the decision they are making.

- If you want to influence a stakeholder's choice, you first have to understand where their mind is.
- The entire systematic approach to influence begins with how the decision-maker currently views the situation
- Steps:
 - Identify the decision maker
 - Identify the proposal or question presented to the decision maker
 - Ask the question from the decision makers point of view
 - Chart the factors that the decision maker might consider. Indicate whether the factor is a positive or negative for the decision maker.
 - Use the chart to determine how the proposal might be more favorable to the decision maker

Currently Perceived Choice Analysis

Decision maker: _____

Question: _____

If "yes"	If "no"

Alumni: *Currently Perceived Choice Analysis*

Question: *Shall I today support SPC4LIFE?*

If “yes”	If “no”
- May not realize a return on investment	+ Continue to devote time to work, school, or other personal projects
- Face concerns over how funds or contributions are being used	+ Save time and money
- Take time away from work or other obligations	+ Avoid confusion and/or future disappointment
+ Become part of a strong community with a commitment to Saint Paul’s College	+ Can always say yes later
	- May miss the opportunity to contribute toward the rebirth of Saint Paul's

Saint Paul's College Museum

Key interests

- Ultimate goal is to preserve and spread the history of James Solomon Russell and SPC.
- Prioritize a clear focus on mission and long-term plans.
- Maintain independence to preserve reputational integrity.

Strategies

- Ensure the Museum's interest in autonomy is being respected. A key way to build trust is to demonstrate that you understand and respect the Museum's core interests.
- Avoid competition. One way to build trust may be to consult the Museum on activities relating to James Solomon Russell to ensure that programming or events do not conflict.
- Focus on internal goals and other partnerships. Prioritize building a concrete plan and establishing credibility.
 - Rather than actively pursuing a partnership here, we suggest prioritizing internal interests and allowing the Museum to approach you if they become interested at a later point.

Summary of Overlapping Recommendations

Recommendations	Lawrenceville Government	Brunswick/ IDA	SPDC	SOVA RISE	GOVA	Alumni	Episcopal Church	Saint Paul's College Museum
Get the former BOA building up & active.	X	X	X	X				
Prioritize programming.	X	X	X	X	X			
Avoid overlap with other initiatives.	X	X	X	X	X			X
Concretize goals & focus on feasible deliverables.	X	X	X	X	X	X		
Support goals with research on community needs.		X	X					
Provide project plans with clear milestones & timelines.	X	X	X	X	X	X	X	
Focus on sustainable, efficient, & transparent funding.		X			X	X		
Demonstrate commitments to partnership by engaging with advice & recommendation.		X	X					
Update website.						X	X	
Maintain regular channels of communication.					X	X	X	
Ensure that autonomy & stakeholder interests are being respected.		X						X
Create sustainable internal structures.					X	X	X	

Conclusion

If SPC4LIFE can make adjustments to their **goal-setting, planning, execution, and communication tactics**, stakeholders are willing to work with SPC4LIFE and there is value to be made.

Goal Setting	Planning	Execution	Communication
<ul style="list-style-type: none">• Narrow the vision to ensure that goals are clear, specific, & feasible.• Support goals with research on community needs.• Avoid duplication: verify that goals complement existing initiatives or meet community needs.• Prioritize quality & implementation over quantity.	<ul style="list-style-type: none">• Create clear step-by-step plans for goals, including short-term & long-term timelines. Update frequently.• Prioritize programming & getting the former Bank of America building active.• Create sustainable internal structures for work distribution & accountability. Professional support is recommended.• Focus on sustainable funding sources.	<ul style="list-style-type: none">• Implement the goals and plans that have been put in place.• Ensure steps are measurable and accountable to demonstrate progress.• Focus on accomplishments over single actions or talk.• Accomplishments should be visible to stakeholders where possible.	<ul style="list-style-type: none">• Tailor communication to interests & needs of specific stakeholders.• Update website & distributed information to reflect up-to-date goals & timelines.• Share plans with clear milestones that can be tracked & evaluated.• Where changes in plans come up, clarify how changes still further mission & goals.