



Welcome to

# Better Together: Organizational Partnerships and Collaboration

To join the audio portion by phone, please dial: **800.988.9474**

Passcode: **8803584**

*The webinar will begin soon. While you wait, please share in the chat box:*

What are you doing as a VISTA to help build, support, or sustain partnerships?



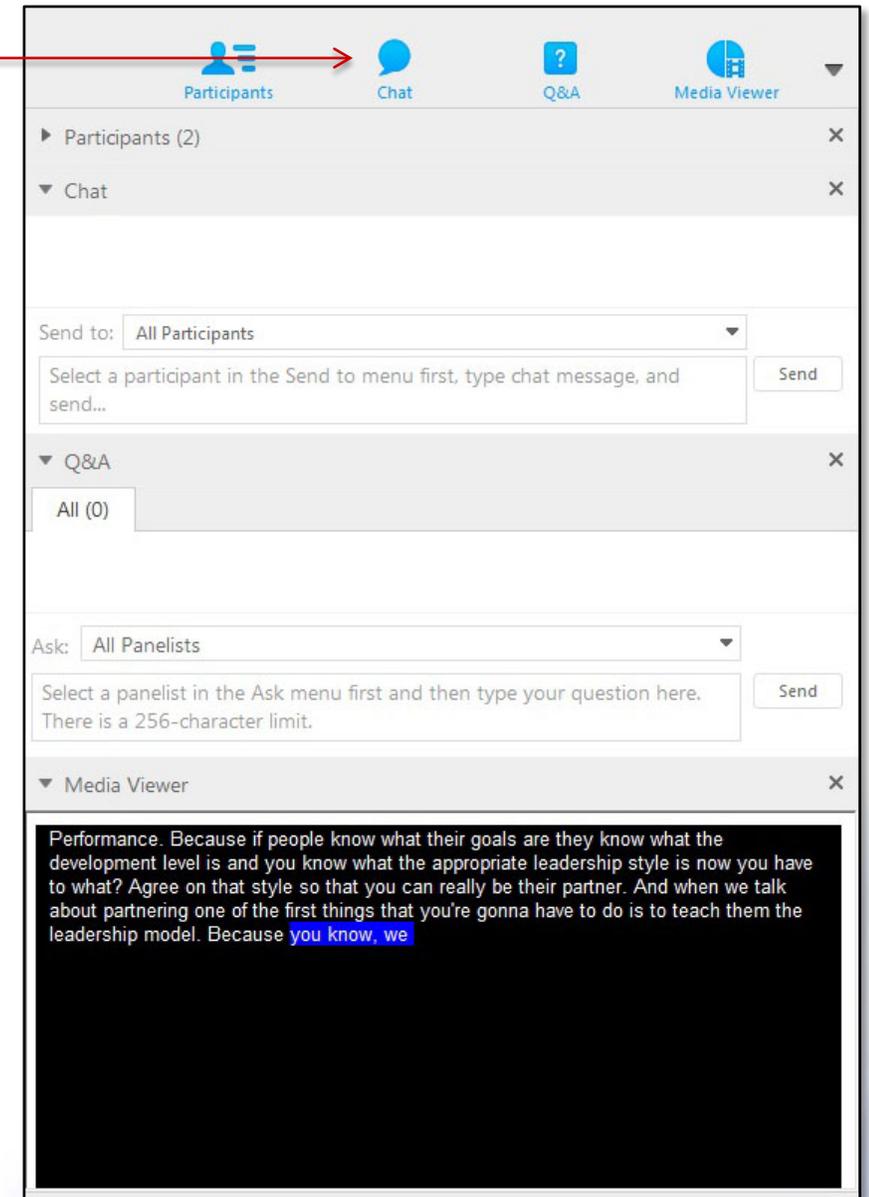
Dial: **800.988.9474**

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# Tips for Participating

- Phones are muted.
- To share comments and ideas, use the Chat panel. Send to “All Participants”.
- To ask questions, use the Q&A panel. Send to “All Panelists”.
- Links and recording will be available after the session.
- Closed Captions can be viewed in the Media Viewer panel.

*Click this button if you don't see the chat panel.*



The screenshot displays a meeting control panel with the following elements:

- Top Navigation:** Buttons for Participants, Chat, Q&A, and Media Viewer. A red arrow points to the Chat button with the text "Click this button if you don't see the chat panel."
- Participants (2):** A panel showing the current number of participants.
- Chat:** A panel with a "Send to: All Participants" dropdown, a text input field with the placeholder "Select a participant in the Send to menu first, type chat message, and send...", and a "Send" button.
- Q&A:** A panel with a "Q&A" dropdown, a "All (0)" indicator, and a "Send" button.
- Ask:** A panel with an "Ask: All Panelists" dropdown, a text input field with the placeholder "Select a panelist in the Ask menu first and then type your question here. There is a 256-character limit.", and a "Send" button.
- Media Viewer:** A panel showing a video player with closed captions. The text in the captions reads: "Performance. Because if people know what their goals are they know what the development level is and you know what the appropriate leadership style is now you have to what? Agree on that style so that you can really be their partner. And when we talk about partnering one of the first things that you're gonna have to do is to teach them the leadership model. Because you know, we".

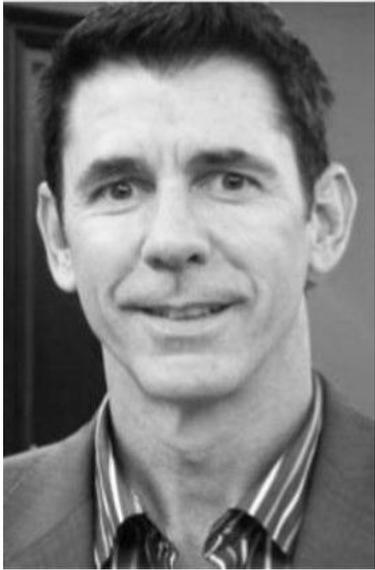


*Welcome to*

# Better Together: Organizational Partnerships and Collaboration



# Today's Team



**Andy King**  
Corporation For  
National &  
Community Service



**Bethany  
Dusablon**  
Education Northwest



**Sam Graziani**  
JBS, International

# Presenters



Amy Salinas  
On3Learn



Alex Bue  
Organization

# Session Goals

By the end of the webinar, you will be able to:

- Identify different types of partnerships and their associated levels of investment and benefits
- Clarify conditions that signify readiness for partnerships or collaborations.
- Identify steps you can take and tools you can use to help begin partnership work

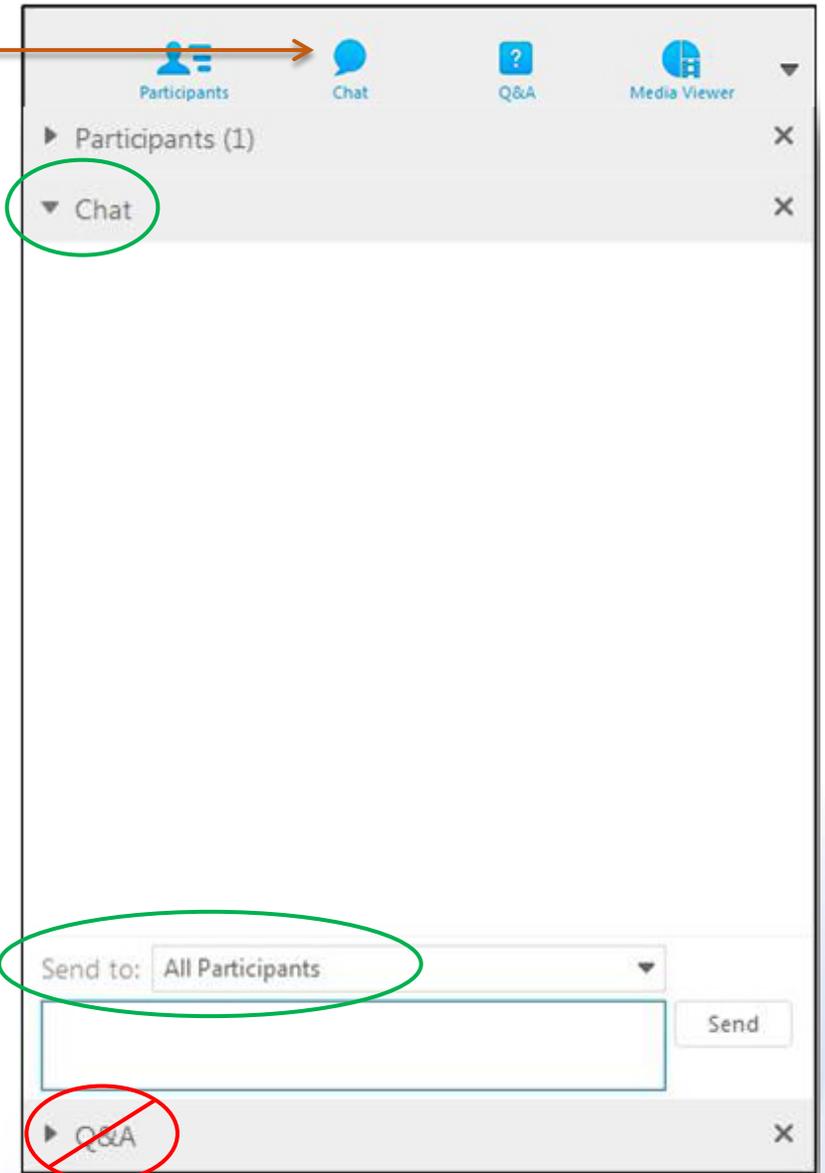
# Today's Agenda

- Why Partner?
- Partnerships – Definition and Continuum
- VISTA Partnership Example
- Partnership Stages
- Partnership Readiness/Pre-Partnership Assessment Steps
- Make or Break Factors
- Resources and Next Steps
- Q&A

# Chat

- What does your VISTA project hope to gain by partnering with other organizations?

Click this button if you don't see the chat panel.



# Partner Benefits

- Attracts joint funding
- Reduces competition and fragmentation
- Increases efficiency and effectiveness
- Reduces duplication and extends reach
- Increases credibility
- Fosters mutual learning and understanding
- Increases the impact on community
- Ensures greater success by involving people most affected

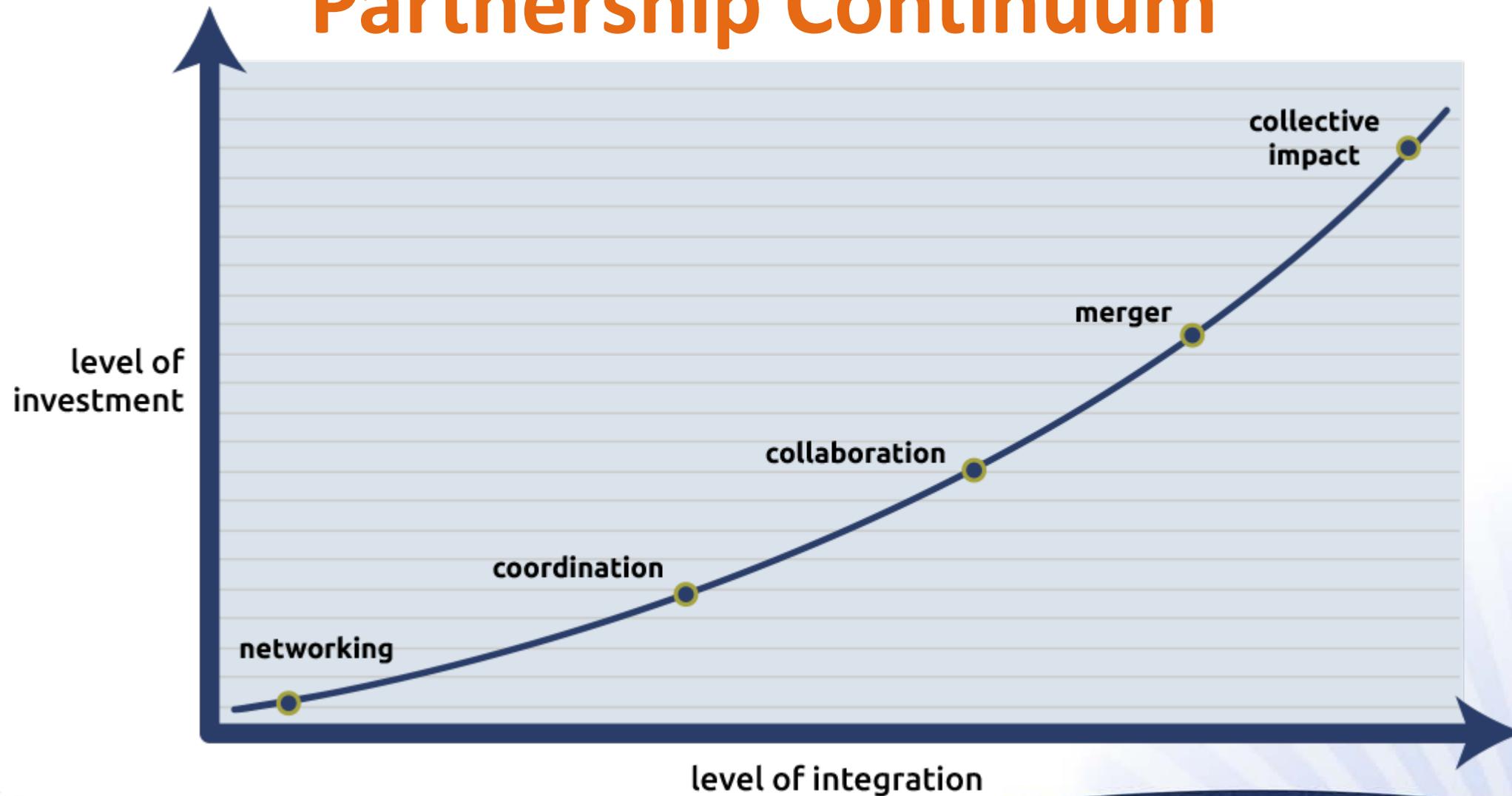


# What are Partnerships?

- Inherently complex, mutually beneficial, and well-defined relationship between 2 or more entities.
- Purpose = achieve results they are more likely to achieve together than alone
- All involved work towards shared objectives through a mutually agreed division of labor
- Relationship is typically long-term, flexible, and organic



# Partnership Continuum



# Networking

What It Is	Benefits	When to use
The exchange of information for mutual benefit – a clearinghouse for information.	Helps people and organizations to learn more about one another requires little time and trust between partners	Dialogue and common understanding. Clearinghouse for information. Explore common and conflicting interests.

# Networking example



# Coordination

What It Is	Benefits	When to use
More formal arrangements and relationships Focus on specific programs or projects and are accompanied by a shared mission, plans, exchanging information and altering activities for a common purpose.	The end result is to limit duplication of services.	Co-sponsorship by jointly providing a program or service

# Coordination example



# Coordination example

Seattle  
Children's  
Theatre



# Collaboration

What It Is	Benefits	When to use
Longer-term, formal arrangements and relationships where separate organizations are brought into a new structure with a shared mission.	Enhances the capacity of the other partners for mutual benefit and a common purpose. Supports sharing of resources for equal commitment.	Example: Forming a coalition by sharing a broader end goal, or forming a consortium whereby the organizations identify themselves with a specific community or domain.

# Collaboration example



# Merger

What It Is	Benefits	When to use
A formal arrangement in which two organizations become a new entity.	Reduces duplication.	Acquisition whereby one organization acquires a program or service previously administered by another organization. Divestiture in which one organization “spins off” a program or service to another organization.

# Merger example



**BOYS & GIRLS CLUBS**  
OF WEST-CENTRAL WISCONSIN



# Merger example



ARIZONA'S CHILDREN  
ASSOCIATION

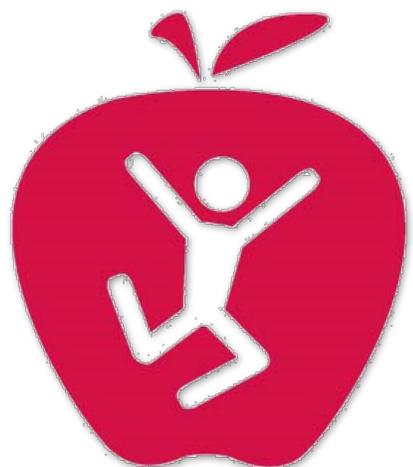
Protecting Children. Preserving Families.  
Across Arizona Since 1912.



# Collective Impact

What It Is	Benefits	When to use
When organizations from different sectors agree to solve a specific social problem using a common agenda, aligning their efforts, and using common measures of success.	Sees varied entities and individuals as partners in solving complex social problems – not just one section such as non-profits, faith based or government.	Make progress at scale Pre-conditions for collective impact – an influential champion, adequate financial resources, and a sense of urgency for change.

# Collective Impact example



**SHAPE UP  
SOMERVILLE**



Robert Wood Johnson Foundation



**MASSACHUSETTS**



Gerald J. and Dorothy R. Friedman  
School of Nutrition Science and Policy

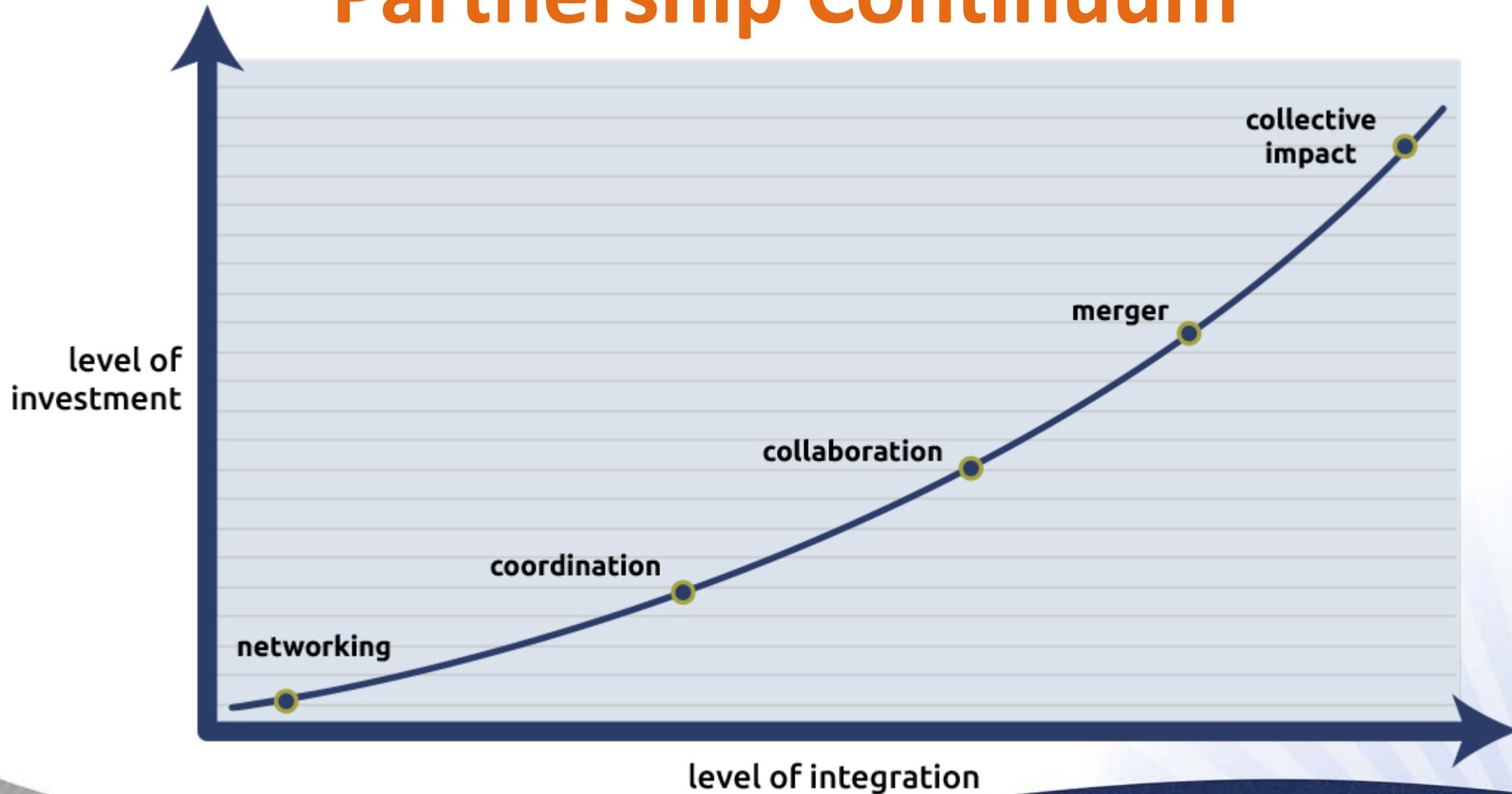


Centers for Disease Control and Prevention  
CDC 24/7: Saving Lives, Protecting People™



United Way of Massachusetts Bay  
and Merrimack Valley

# Partnership Continuum



# Guest Speaker



**Alex Bue**

Mayor's Office of  
Community  
Empowerment and  
Opportunity

# The Philadelphia Promise Zone: Bringing Together...



**Community Development Corporations (CDC)**

**Community Development Financial Service Institutions (CDFI)**

**Neighborhood Advisory Committees (NAC)**

**City Agencies**

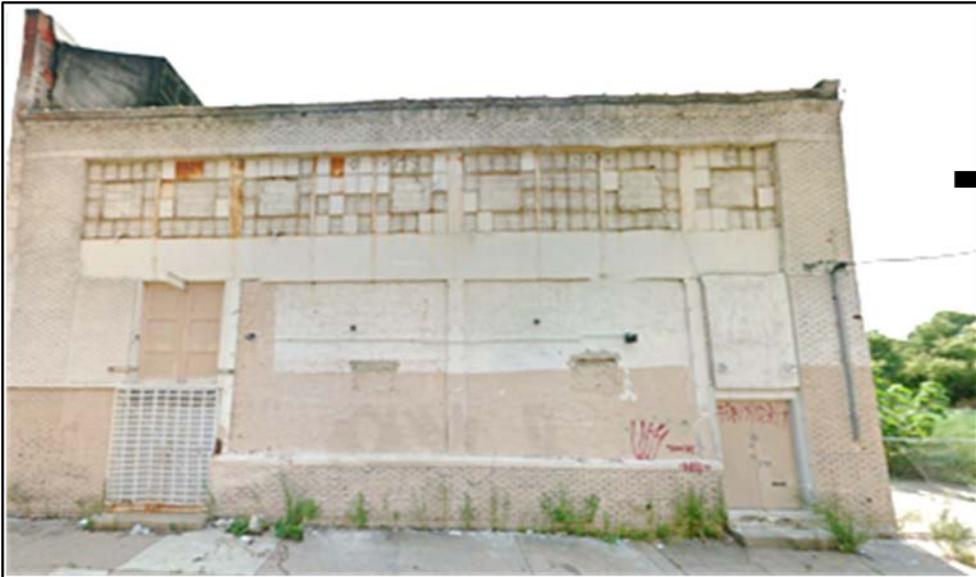
**Anchor Institutions (Hospitals, Universities)**

# My Job: Storefront Improvement Program

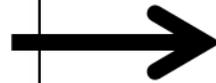
or

This

To This



Warehouse



Coffeehouse

# Take-Aways

- 1. Under-Promise, Over-Deliver.**
- 2. Fewer Partners First.**
- 3. Patience. Partnership is slow.**

# Getting Ready to Partner



# Phases of Partnership Building

Phase 1 – Form  
and Focus –  
Getting Started

Phase 2 –  
Organize and  
Act – In Route

Phase 3 –  
Achieve and  
Transform –  
Putting it All  
Together

# Steps to beginning partnership work

1. Internal assessment
  - a. identify partnership goals and make sure they align with community needs
  - b. determine organizational readiness
2. Find and mobilize potential partners
  - a. Identify potential partners
  - b. Assess external fit and alignment
  - c. Build relationships and understanding
3. Develop vision, outcomes, and beginning agreements

# STEP 1: Internal Assessment

- What do we want to accomplish?
- What resources do we have already, and what more do we need?
- What types of organizations (or individuals) might make good partners? What could they bring? What would be in it for them?
- What level of partnership would make sense, given our goal, resources, and potential partner?
- What history do we have in the community and in working with others

# Conditions that signify readiness to partner

- Community Support
  - Do we have a previous history of working with the community? Is this history a positive one? Do you have credibility within the community?
- Leadership Support
  - Does our Executive Director, Board, and other Leadership support partnership work? Are they open to sharing the stage with others?
- Partnership Purpose
  - Why do we want to form a community partnership?
- Organizational Culture
  - Does our mission, culture, and priorities encourage, support and recognize the value of partnerships?
- Resources – Organization Assets and Needs
  - What time commitment is involved? Do we have the time needed to engage the community and form partnerships?

# Pre-Partnership Internal Organization Assessment

Pre-Partnership Internal Readiness Assessment

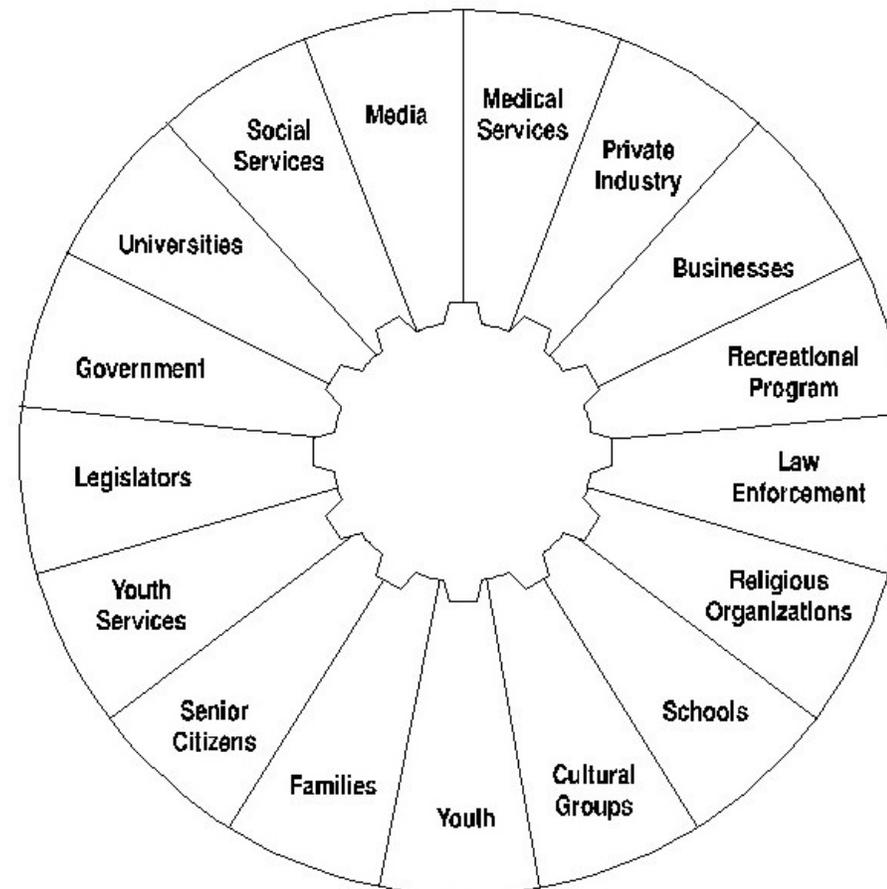
Community Support  
Leadership support  
Purpose  
Organizational Culture  
Resources – Organization  
Assets and Needs

Community Support	
<input type="checkbox"/>	Are we genuinely interested in and committed to the community? Do we have any knowledge about the community (culture, norms, politics, socio-demographic characteristics, key leaders, etc)?
<input type="checkbox"/>	Do we have trust within the community we serve and with whom we might potentially work?
<input type="checkbox"/>	Do we have a previous history of working with the community? Is this history a positive one?
Leadership Support	
<input type="checkbox"/>	Does our Executive Director, Board, and other Leadership support partnership work? Are they open to sharing the stage with others?
<input type="checkbox"/>	Is this involvement going to be supported by my agency? Who do I need to talk to about this?
Purpose	
<input type="checkbox"/>	Why do we want to form a community partnership? Need community partners to meet funding requirements? Need to recruit individuals from underserved populations? Need credibility that may come from partnership with others? Need resources that come with partnerships? Other?
<input type="checkbox"/>	Is a partnership needed for this project/program?
<input type="checkbox"/>	Should I/my agency be involved in this partnership?
Organization Culture	

# STEP 2: Find and Mobilize Potential Partners

- **Network** your way in the door
- Arm yourself with **information**
- **Focus** on your potential partner and what they **need**
- Make a strong formal **presentation** to the organization or business
- Be persistent and **follow-up**

From "Forming and Maintaining Partnerships," a curriculum of the National Mentoring Center, with a contract from OJJDP



# Assess External Fit & Alignment

Organization Type  
Mission & Culture  
Issue Area  
Resources offered  
Resources needed  
Geography  
Policies and provisions

## Partnership Assessment Worksheet

Use this worksheet to evaluate your potential partner organization.

### **Type of Organization**

What type of organization is the partner (e.g., nonprofit, school, local government, faith-based, neighborhood association)? Is it the type of organization you want to partner with?

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### **Mission & Culture**

What is the partner's mission and culture? Are they a good fit with your organization? IMPORTANT: Do the organizations have a shared goal of service in the community?

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### **Issue Area**

What issue area (e.g., youth, environment, education, etc.) does the organization work around? Does this match the issue area your program wants to address?

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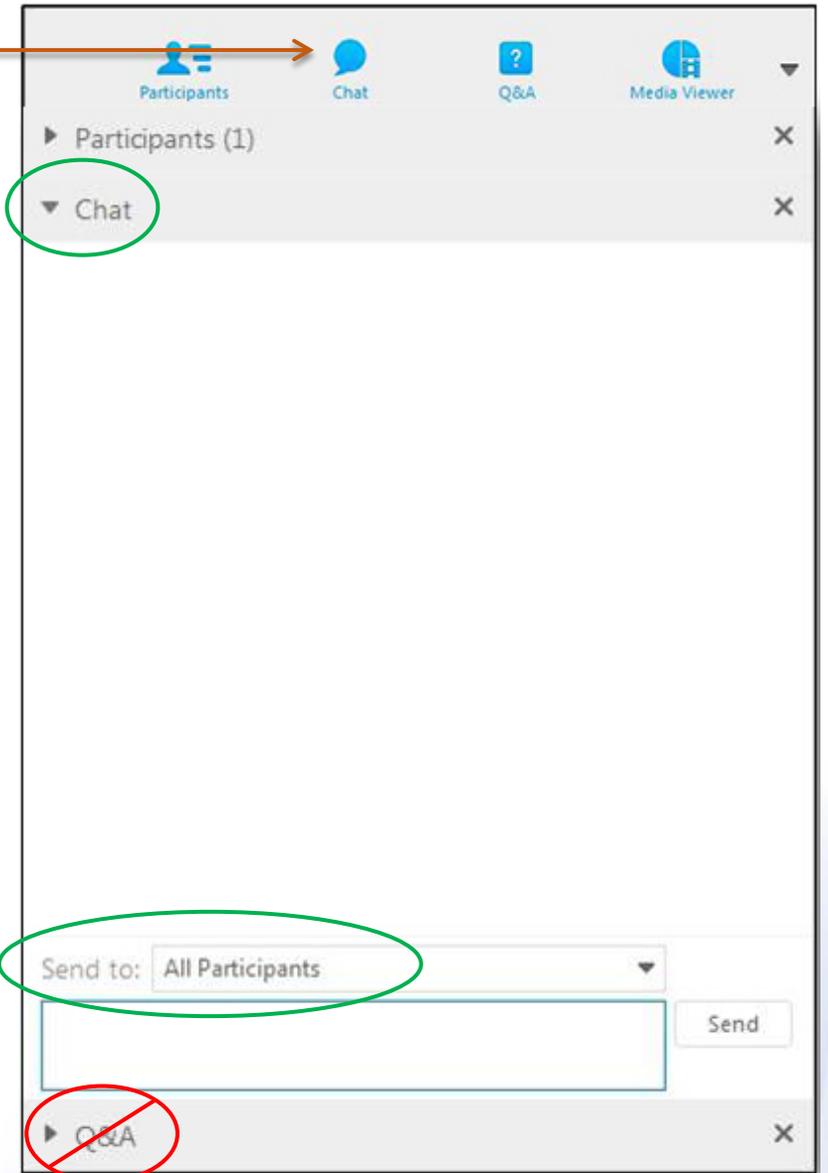
# STEP 3: Develop Vision, Outcomes, and Beginning Agreements

- Work with partner(s) to develop your partnership vision and outcomes
- Identify who will do what, where resources come from, etc.
- Begin to develop formal agreements, processes, systems, and documents

# Chat

- Think about a time when you were on a team that was very successful. What did you have or do that made it work?

Click this button if you don't see the chat panel.



# Factors that MAKE Partnerships



- Environment
- Membership Characteristics
- Process/Structure
- Communication
- Purpose
- Resources

# Good practices for building trust

- Be clear about your **interests** and your partner's interests
- Be alert to potential **"turf issues"**
- Agree on the **goals** of the partnership
- Identify who is **responsible for what tasks**
- Be specific about **financial** arrangements
- Discuss any **risks** associated with partnering and **liability**
- Agree on the **measures of success**
- Be certain that you are able to **carry out your end of the bargain**
- Be certain your partner can **carry out their end of the bargain**
- Establish upfront how **communication** takes place between you
- Assign one person to be the **liaison** between you and your partner
- Have a **written agreement** that outlines responsibilities and expectations

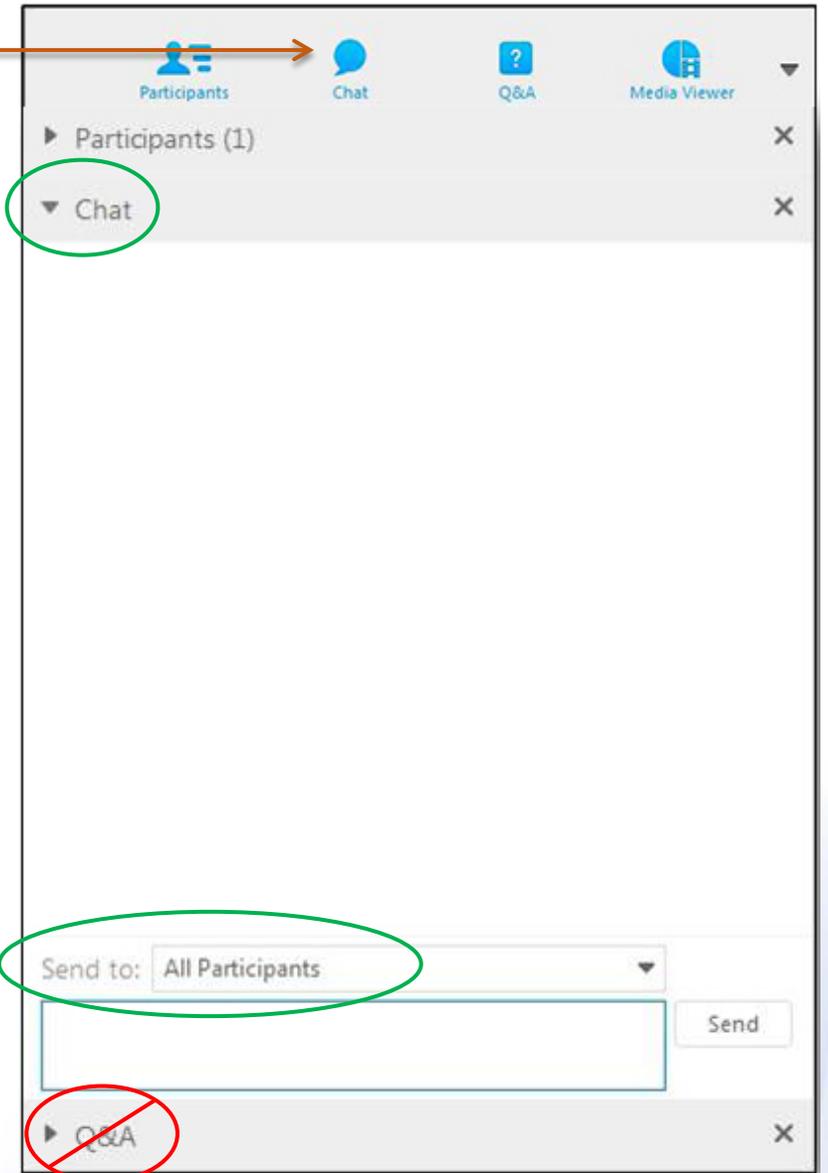
# VISTA Key Skill Areas



# Chat Question

- What is one action you are considering from this webinar?

Click this button if you don't see the chat panel.



# Resources

## VISTA Campus

- Center for Nonprofit Excellence Collaboration Toolkit
- Partnerships: Frameworks for Working Together
- Making Community Partnerships Work: A Toolkit (March of Dimes)
- Partnership Assessment Worksheet linked from *Leveraging Partnerships for Community Impact*

## Other Sources

### Assessments

- The Wilder Collaboration Factors Inventory (pre-partnership internal readiness)
- Pre-partnership internal assessment
- Partnership assessment worksheet (pre-partner external assessment)

# Next Steps

- Spend time reviewing resources on VISTA Campus and those posted with the webinar recording
- Talk with supervisor and other organization leadership about history of partnerships and ideas for future focus
- Start with internal assessment
- Consider potential partners and ask assessment questions about the fit

# Evaluation

- Please take a few moments to share your feedback through the quick poll on the right side of the screen.
- How can we improve these sessions? What topics should we include in future webinars?
- Thank you very much for your time and participation!

# Questions ?

- To ask a question verbally, call in using the number on this slide and press \*1
- To ask a question electronically, use the Q&A feature located in the bottom right corner of the screen. Please ask “All Panelists”

The screenshot shows a Q&A interface with a dropdown menu set to 'All Panelists' and a 'Send' button. The 'Q&A' menu item is circled in red, and the 'All Panelists' dropdown is also circled in red.

# Thank You for Your Participation!

If you have further questions or for more information, contact us: [VISTAwebinars@cns.gov](mailto:VISTAwebinars@cns.gov)

**Our next webinar:**

**Avoiding Burnout During Service**

November 12, 2015

2:00pm Eastern

*Visit the Webinars for VISTAs page on the VISTA Campus for a complete schedule of VISTA webinars*