

United Way of Greater St. Louis STRATEGIC TRANSITION PLANNING SERIES 2018-2019

6.21.19



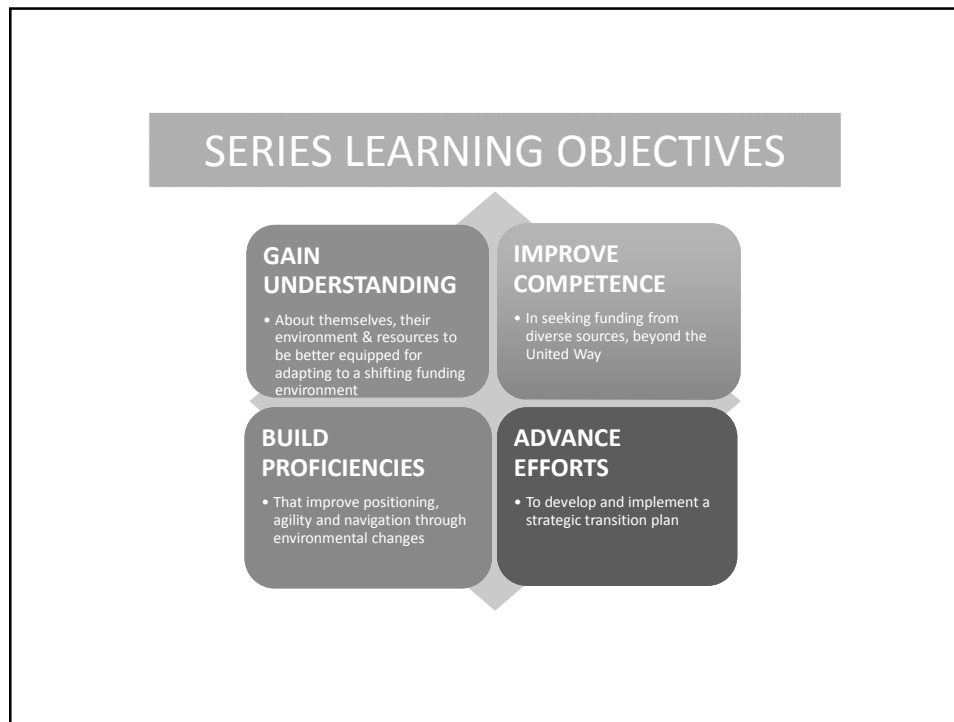
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TRANSITION SERIES GOAL



Help member agencies gain competence in: navigating through environmental changes, better securing diverse & sustainable funding streams, and exploring/pursuing options, all of which enhance the fulfillment of community needs-based missions

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RACIAL EQUITY LENS CONTEXT

- Different communities (and individuals within communities) situated differently relative to each other
- Differences due to many factors, including history, education, language, access to community assets...
- While intent of policies & programs is to create access for all people (lifting all boats), in practice, universal policies create access to opportunity differently
- A rising tide brings less benefit or possibly hazard if one's boat is leaky or if one does not have a boat.
- Series sessions will provide an opportunity to apply a racial equity lens to topics in hopes of getting all members in our community a boat that floats so that all boats can be lifted.

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Member Agency Strategic Transition Planning Series 2018 – 2019 Schedule

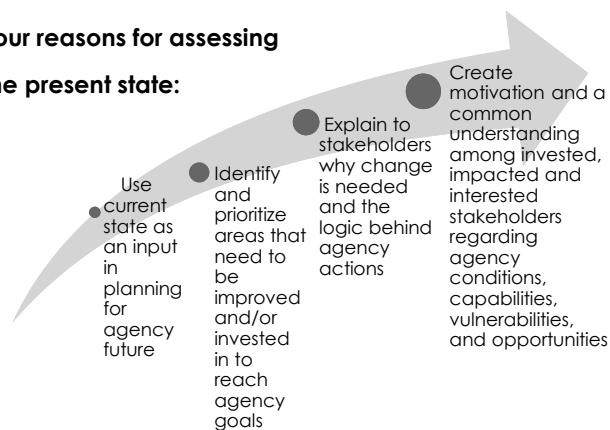
TOPIC	CODE*	DATE/TIME	DESCRIPTION	FACILITATORS
#1: Series Overview/SWOT Analysis (lunch provided)	B	May 17, 2018 9am – 1:30pm	Part 1: capacity building blocks for helping agencies adapt to new funding model; Part 2: SWOT analysis	Julie Simon & Rebecca Bennett, Emerging Wisdom
#2: Financial Health	B	Thurs, June 14 9am – 12pm	Evaluating financial performance, cash flow & budgeting in alignment with Board fiduciary responsibilities	Judy Murphy & Amy Altholz, RubinBrown
#3: Fund Development		Thurs, July 12 9am – 12pm	Basic components of fund development/planning; data analysis; strategies for building on what works	Wendy Dyer, Wendy Dyer Fund Devp Consultants
#4: Program Financial Sustainability		Thurs, Sept 13 9am – 12pm	Functional expense allocation; assessing financial sustainability; mission alignment; calculating unit costs	Dick Goldbaum, Transitions in Leadership
#5: Contingency Planning	B	Thurs, Oct 11 9am – 12pm	Assessing risk; contributing factors & gravity of impact; developing action plans to mitigate/address risks	Pat Knoerie-Jordan, Experience On Demand
#6: Change Management		Thurs, Nov 8 9am – 12pm	Outlining indicators, pathways & impacts of change, determining how, what, when & who changes, how to adapt	Marissa Paine, Paintree Coaching & Consulting
#7: Innovation		Fri, Nov 30, 2018 9am – 12pm	Exploring methods, ideas & approaches to process work more effectively, increase agility/responsiveness & advance impact	Joseph Steensma, Washington University
#8: Racial Equity Lens Application	B	Fri, Jan 11, 2019 9am – 12pm	Assessing agency infrastructure, culture and programs for fairness/justice & exploring how to apply a racial equity lens	Kira Hudson Banks, St. Louis University
#9: Board Engagement in Fund Development (lunch provided)	B	Fri, Feb 8 9am – 2pm	Framing board member fundraising roles/responsibilities & support required for effectiveness; crafting compelling messages	Pete Werner, Consultant, & Wendy Dyer
#10: Optimizing Board Effectiveness	B	Fri, Mar 8 9am – 12pm	Optimizing Board effectiveness via proper recruitment, engagement, expectation-setting, accountability & facilitated decision-making	Launa Godwin, Vector Communications
#11: Fund Development Deeper Dive		Fri, Apr 12 9am – 12pm	Expanding/improving development efforts to diversify and increase funding streams	Wendy Dyer & Rachel D'Souza-Siebert
#12: Strategic Alliances: Part I	B	Fri, May 10 9am – 12pm	Exploring the spectrum of collaboration; rationale for pursuit; phases of discovery, due diligence, negotiation & assimilation; defining success	Allie Chang Ray, Mutare Network
#13: Strategic Alliances: Part II	B	Fri, Jun 21 9am – 12pm		
#14: Succession Planning	B	Fri, Aug 2 9am – 12pm	Framing a pro-active process for effective staff leadership transition, emergency & planned; fulfilling current/anticipated leadership needs and retaining institutional memory and values	Dick Goldbaum & Allie Chang Ray
#15: Envisioning/Driving Direction (lunch provided)	B	Fri, Sep 13 9am – 2pm	Creating future vision & defining strategic priorities/direction to position, strive for and move toward that vision	Rebecca Bennett, Emerging Wisdom
#16: Creating a Transition Plan: Part 1 (lunch provided)	B	Thurs, Oct 10 9am – 2pm	Operationalizing the transition for guiding toward better positioning & adapting to a changing environment	Rebecca Bennett, Emerging Wisdom
#17: Creating a Transition Plan: Part 2 (lunch provided)	B	Fri, Nov 1, 2019 9am – 2pm		

* KEY: B = Board-Focused | Stage 1 = Assessing Position | 2 = Preparing for Change/ Innovation | 3 = Exploring Resources | 4 = Creating Plans

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STAGE 1: ASSESSING AN AGENCY'S CURRENT STATE

Four reasons for assessing
the present state:



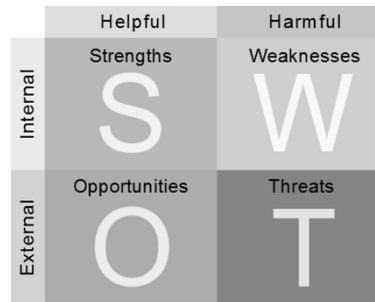
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SESSION 1: SWOT Analysis

5.17.18

Presented by: Rebecca Bennett
Emerging Wisdom

- Grounds plan
- Provides realistic view of agency's capabilities and vulnerabilities
- Identifies internal strengths and weaknesses
- Examines external opportunities and threats



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SESSION 2: Financial Health

6.14.18

Presenters: Judy Murphy & Amy Altholz
RubinBrown

Common financial sustainability benchmarks include:

- Operating reserves
- Liquidity evaluation
 - Days of Cash on Hand to Pay Expenses
 - Current Liquid Assets/Current Liabilities
- Funding gap analysis
- Diversified funding streams
- Budget vs. actual analysis



 RubinBrown

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SESSION 3: Fund Development Tools & Techniques7.12.18

Presented by: Wendy Dyer, Wendy Dyer Fund Development Consultants

Where Is Your Program?

Where are you today?

Planned

Major

Repeat-Increasing

Repeat

Annual

Where do you want to be tomorrow?

100 %

100 %

What's in your way?

9

FINANCIAL SUSTAINABILITY BUSINESS MATRIX9.13.18

Presented by Dick Goldbaum, Transitions in Leadership

High Mission Impact
Low Profitability

High Mission Impact
High Profitability

Low Mission Impact
Low Profitability

Low Mission Impact
High Profitability

4

3

2

1

(\$20,000+)

(\$15,000)

(\$10,000)

(\$5,000)

\$5,000

\$10,000

\$15,000

\$20,000+

STOP

Heart

Star

Tree

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SESSION 5: Contingency Planning

10.11.18

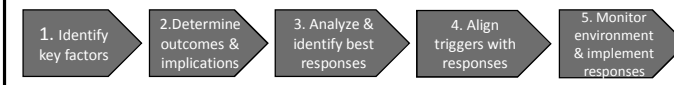
Presented by: Pat Knoerle-Jordan
Experience on Demand

Definition: Risk mitigation process preparing an agency for potential challenges by navigating through worst-case scenarios to help ready itself for best responses if needed

Contingency Planning is used to:

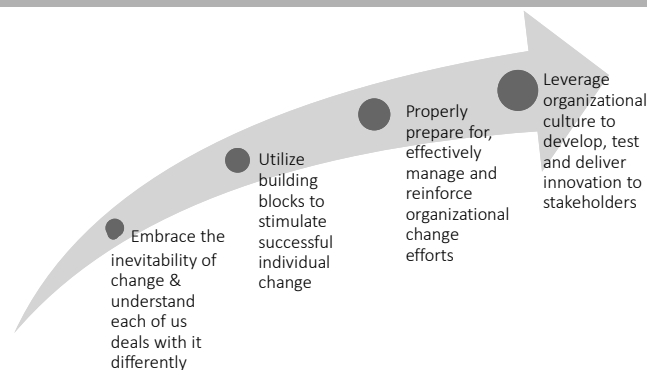
- Achieve higher degree of shared experience and organizational learning
- Raise/challenge widely held beliefs & assumptions about agency and its direction
- Identify key levers to influence future course; incorporate change management into strategic analysis; & intentionally mitigate future negative impacts

Contingency Planning Model:

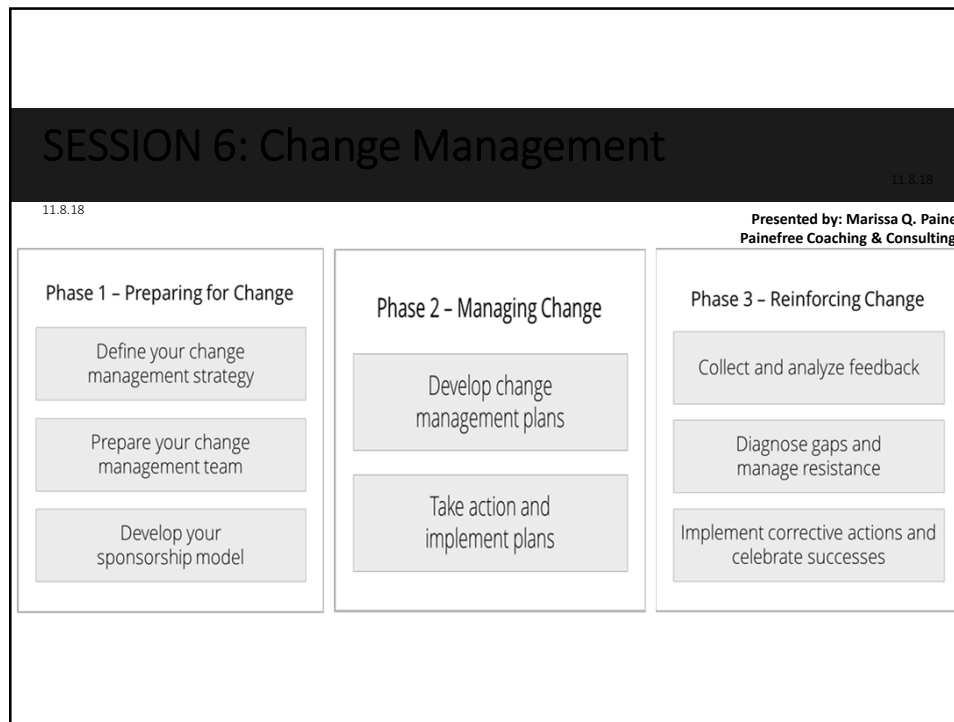


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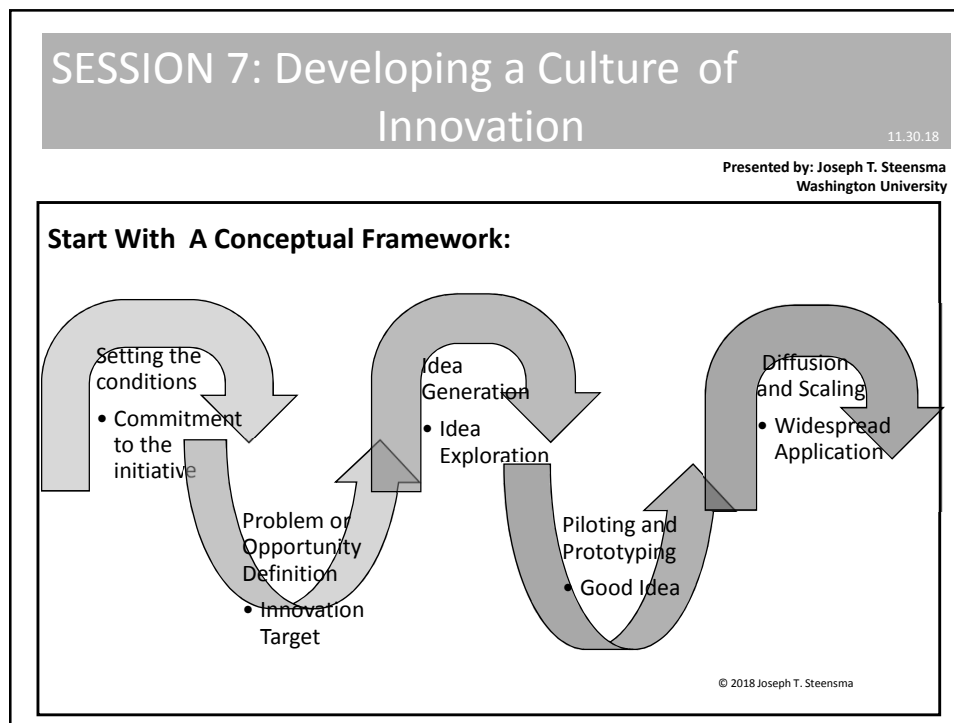
STAGE #2: PREPARING FOR CHANGE AND INNOVATION



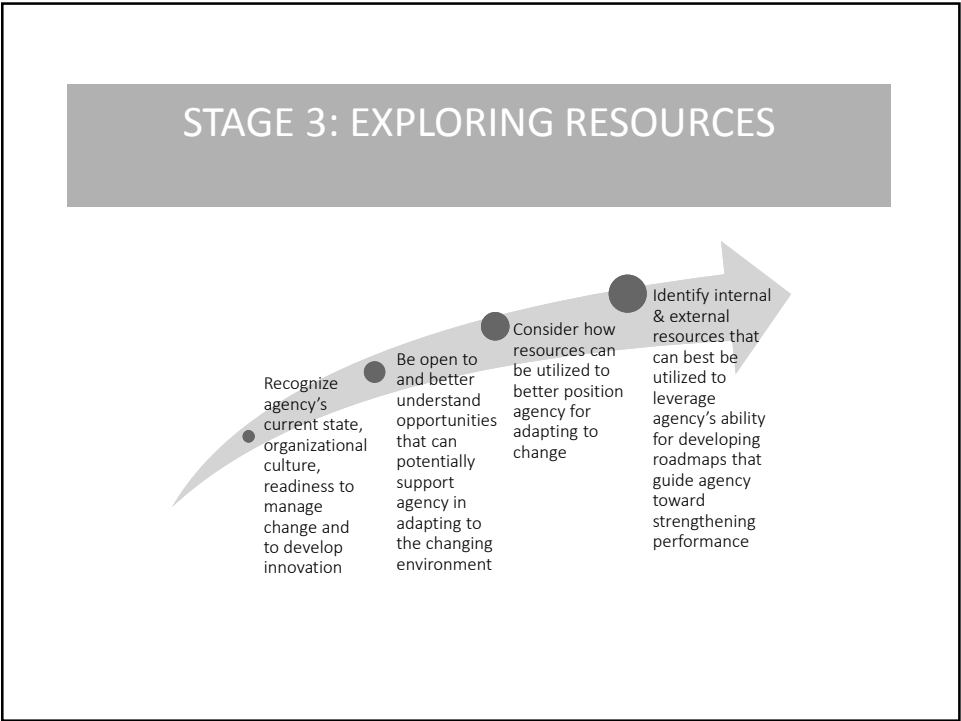
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SESSION 8: Applying a Racial Equity Lens –
Exploring Ways to Advance Equity

1.11.19

Presented by: Kira Hudson Banks, PhD

A PATH TO RACIAL EQUITY

	Awareness of Inequity	Understanding of Why Inequity Exists	Transforming Towards Equity
Regional			
Institutional			
Individual			

Working On

Awareness	Understanding	Transforming
Awareness Education "Lifting the veil"	Uncomfortable • Learnings • Explorations • Considerations History	Focus on data and outcomes New and intentional: • Habits • Policies • Choices • Behavior
Diversity, Inclusion, Tolerance, Cultural Competency, Race as a social construct	Institutional racism, Intersectionality, Internalized oppression, Internalized superiority	Disaggregated data, Racial Equity Lens, Structural Racism, Equity-driven strategy, Liberation

STC FORWARD THROUGH FERGUSON

TOWARD EQUITY

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SESSION 9: Board Engagement in Fund Development

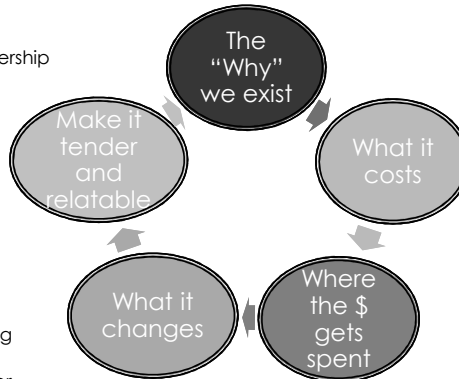
2.8.19

Presented by: Pete Werner, Nonprofit Consultant (P1) and
Wendy Dyer, Wendy Dyer Fund Development Consultants (P2)

P1/ Board Engagement in F/R requires:

- A partnership structure
- Potential tough decisions re: current board membership
- Recruiting & onboarding new members in a strategic and intentional manner
- Members understand the business model
- Members always ask questions & evaluate progress/results
- Strategy in how to ask the Board to fundraise
- Focus on mission, passion & program understanding
- A compelling case statement members can deliver

P2/ Crafting Compelling Messages



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© 2019 Wendy Dyer, wendy dyer fund development consultants

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Session #10: Optimizing Board Effectiveness

3.8.19

Gold Standard Boards:

Presented by: Laurina Godwin
Vector Communications



- ❑ Meet regularly with majority of members attending
- ❑ Understand/perform legal & fiduciary responsibilities
- ❑ Set policy & direction; provide financial oversight; monitor organizational performance (programs & services); hire, evaluate, guide and support CEO
- ❑ Utilize Committee structure to reflect agency strategic priorities & change as needed
- ❑ Strong Board Chair-Chief Executive partnership
- ❑ Board meetings focus on problem solving, inquiry, exploring root causes/new ideas
- ❑ Strategically select Board candidates to advance agency's work
- ❑ Conduct ongoing training about agency, its programs, field & landscape
- ❑ Participate in fundraising; advocate for agency; serve as ambassador
- ❑ Complete annual individual member self-assessment; and periodic board assessment

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Session #11: Deeper Dive into Fund Development

4.12.19

Presented by: Wendy Dyer, Wendy Dyer Fund Development Consultants
& Rachel D'Souza/Siebert, Gladiator Consulting

Utilizing latest Technologies:

Best Practices related to different Types of Fundraising:

Using a Racial Equity Lens:


- How do we use data captured from existing online giving platforms?
- What do we hope to gain from including technology & digital strategies in our FD plan?
- Who are our donors? How do they give? Who is not giving?
- What platforms have we not tested? What are we waiting for?
- What is an acceptable ROI to get started?

Including .. Know Your Return on Investment

Grants = .20/\$1.00 = 400%	Mail appeals = .20/\$1.00 = 400%
Major Gifts = .10/\$1.00 = 900%	Events = .50/\$1.00 = 100%
Donor acquisition = 1.25/\$1.00 = (-)200%	

Change can happen at every level of an organization

- Check our Bias(es)
- Consider who supports agency's Culture of Philanthropy
- Check our Fund Development structure & process
- Think about Communication



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SERIES ROLES & RULES

Roles

Facilitators

- Guides learning and sharing
- Conducts exercises
- Maintains schedule

Participants

- Are open to learning
- Share knowledge & insight
- Check for understanding

Rules

- Manage your comfort
- Listen actively
- Ask questions and encourage others to share
- Minimize distractions
- Respect all views and opinions
- Enjoy yourself!

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**Member Agency
Strategic Transition Planning Series**

Please contact Julie Simon at
Julie.simon@stl.unitedway.org
with questions, comments or concerns

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United Way of Greater St. Louis
STRATEGIC TRANSITION PLANNING SERIES
Session #13:
Strategic Alliances – Part 2
June 21, 2019



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SESSION PURPOSE

Outlines key indicators of strategic alliance-readiness and strategies for exploring opportunities, starting conversations and applying the tenets of strategic alliances.



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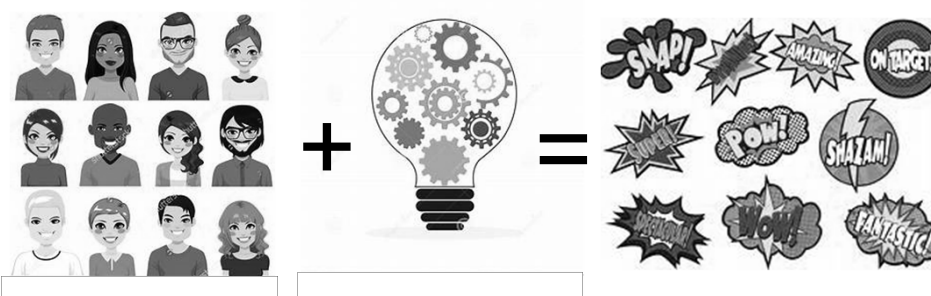
LEARNING OBJECTIVES



Participants will:

- Improve understanding about key indicators that support a strategic alliance-ready environment.
- Advance learning on how to approach or respond to starting a strategic alliance conversation.
- Gain knowledge about how to apply the tenets of strategic alliances through the experiences of others.
- Prime thought and consideration for agency strategic alliance potential.

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UWGSL Member Agency Strategic Transition Series
 Session #13: Strategic Alliances - Part 2
 June 21, 2019

Presented by Allie Chang Ray
 Principal & Independent
 Consultant
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SESSION 12: Strategic Alliances – Part 1


5.10.19

Presented by: Allie Chang Ray,
MUTARE Network

In any stage of its lifecycle, an agency has opportunities to increase mission impact through strategic alliance

Spectrum of collaboration

Associations (Includes coalitions, collaboratives, communities of practice)	Joint Programming	Shared Services	Merger (Includes affiliate and subsidiary structures)
Definition: A group of organizations that voluntarily combine forces to accomplish a purpose over time	Definition: Contractual programmatic undertaking of two or more entities without actual legal incorporation	Definition: Jointly hiring a third party or agreeing to share an existing resource to provide services such as accounting, marketing, IT or office space to consolidate administrative functions	Definition: A combining of two organizations into one. This can be accomplished through legal affiliate or subsidiary structures, integrating one organization into another or the creation of a new entity.



This model is adapted from Susan K. Stevens' *Nonprofit Lifecycles: Staged-Based Wisdom for Nonprofit Capacity* (Boulder: Enterprise, 2002).
 Paul Connolly & Susan Kenny Stevens

Less Level of integration More

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Lifecycle Theory

Used by nonprofit organizations to

- identify stages that exist in the lives of nonprofit organizations;
- provide patterns and predictability;
- build common understanding and buy-in;
- de-personalize issues and challenges;
- measure capacity improvements over time;
- normalize the difficulties inherent in growth/change; and
- set a trajectory toward organizational improvement and effectiveness.

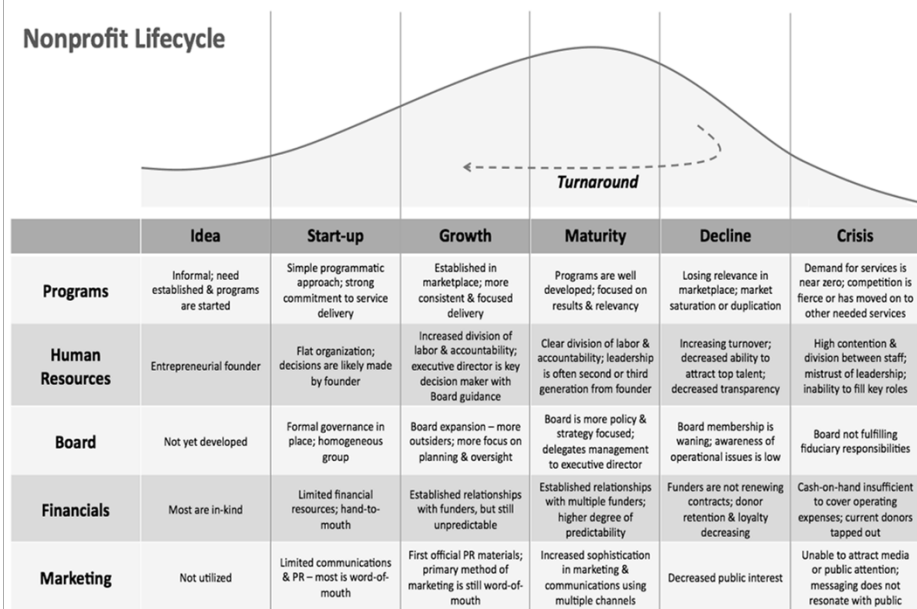
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Nonprofit Lifecycle



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Lifecycle Dimensions

Broadening your approach to achieving mission impact beyond your core programs. This may include strategic alliances, partnerships, policy/ advocacy work or further outreach in your community.

The systems needed for an organization to operate smoothly, including having policies in place, good communication between staff, and initial evaluation efforts in order to improve programs.

Close alignment between your programs and your mission/vision – and clarity in your organization as to how they relate.

Impact Expansion

Infrastructure Development

Core Program Development

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The Collaborative Map

Coordinated Action

Joint Programming

Fiscal Sponsorship

Collaborative Learning

Join Earned Income Venture

Joint Venture Corporation (Including MSOs)

Administrative Consolidation

Association

Parent-Subsidiary Structure

Affinity Group

Joint Advocacy

Consortium

Coalition

Network

Merger or Acquisition

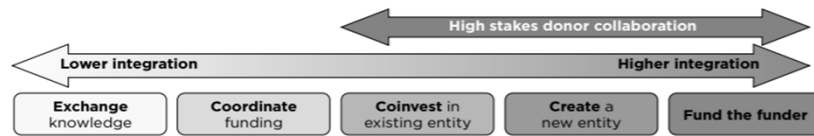
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Funder Collaboration Models



Funder collaborations magnify impact and facilitate learning by:

- possibly shifting from one category to another;
- creating an integrated process where the stakes are high (typically multiyear efforts, more resource-intensive in time and money); and
- accessing others' expertise, having enough clout to pursue system-level change, and aggregating the capital needed to take a successful project to the next level.

Note: Before coinvesting or creating a new entity, many funders often have already worked together on less complex projects and established a level of mutual confidence.



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Common Themes

1. Weigh the cost-benefits, including the opportunity cost, of collaboration, especially if it is not strategic to the program area.
2. Align on clear goals. Otherwise, preserve decision-making flexibility.
3. Use a taxonomy to apply rigor to decision making regarding the collaborative's structure.
4. Be clear about the roles the various partners will play, as well as the investment required.
5. Set the exit strategy upfront and establish milestones along the way.
6. Put in place evaluation mechanisms and feedback loops; adapt based on this information.
7. Engage the board in key discussions about collaboration when central to the work.

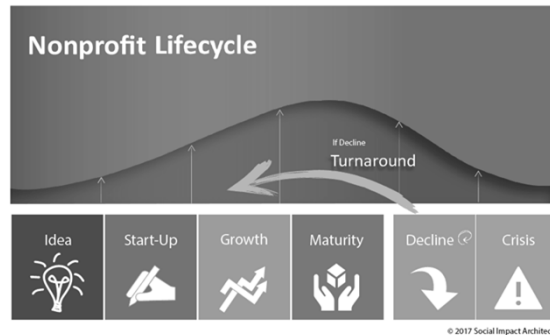


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Premise

A nonprofit organization will experience a variety of stages during its lifetime.

No matter the stage, it has opportunities to increase mission impact through strategic alliance.



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Workshop Overview

1. understand how the spectrum of collaboration can help agencies stay relevant regardless of its age or lifecycle stage; and
2. prime thought and consideration for strategic alliance potential.



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Who's in the Room Today?


How to join

Web



- 1
- 2

Text



- 1
- 2

Start the presentation to see live content. Still no live content? Install the app or get help at Philly.com/help

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Learning Approach

During today's session

- concept
- example
- analysis
- application

On your own

- capacity & skill development
- competency
- effectiveness



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Strategic Alliance Theory

Used by nonprofit organizations to

- increase their influence;
- scale their efforts;
- strengthen and expand their programs and services; and/or
- streamline operations to gain efficiencies.

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Strategic Alliance Thought Leadership

Karen
Ray



Michael
Winer

THE LODESTAR FOUNDATION
Seeking happiness in philanthropy



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Why now?

High-impact nonprofits do not go it alone. They work with and through other organizations to create more impact than they could have ever achieved in isolation.

Strategic alliances and restructuring can open whole new worlds of opportunity for serving our mission: broadening our reach, expanding the range of our programs or services, and helping us find more efficient ways to support our work.

There is power in the possibility of working together. There is power in the possibility of aligning complementary strengths and resources. And there is power in the possibility of going beyond organizational boundaries to do together what we may not be able to do alone.

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Primers of Strategic Alliance Conditions

There are many reasons why a strategic alliance makes sense for two or more entities. Some of them include:

- achieve greater leverage among stakeholders (e.g. build awareness or advocacy);
- address complex issues that require coordinating multiple stakeholders;
- provide an integrated continuum of services to meet beneficiaries' needs;

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Primers of Strategic Alliance Conditions (cont'd)

- strengthen or expand program or service quality and performance;
- gain back-office or administrative efficiencies;
- achieve greater economies of program scale; and
- enter new geographies, provide new services, or reach new beneficiaries

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Reflection

- What is our core purpose? What problem are we trying to solve or new reality are we trying to create?
- If we were to be founded today, would it be to fill an unmet need within our community and world?
- If we were to close our doors today, from whom would we hear and what would they say?
- Do we have the resources and capacities we need to grow — or even continue — the impact that we seek to have in the world?

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Internal Drivers

- Leadership
- Programming
- Capacity
- Others?

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External Drivers

- Competitive landscape
- Funding environment
- Policy and regulations
- Population and demographics
- Others?

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Support a Collaboration Strategy

- Strategic partnership can be a powerful way for organizations to expand their impact.
- A strategic alliance or restructuring could help expand scope, expand or refine programs, or achieve greater efficiency.
- Board members have an important role to play in the conversation about strategic partnership.



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Preconditions for Success

- Need
- Trust/Comfort Level
- Communications
- Equality
- Respect

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Other Issues to Consider

- Governance
- Financial
- Human resources
- Capital
- Programmatic
- Communications

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Define Strong Partnership Criterion

Possible guiding questions:

- What do we hope to accomplish?
- What are our organizational strengths and challenges?
- What would make an organization a strong potential partner?
- Are there forms of strategic alliances or restructuring that we would (or would not) be open to considering?

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Support a Collaboration Strategy

- Identify potential partners
- Make introductions and connections
- Note
Board members should avoid initiating a conversation with a potential partner without being empowered to do so by the full board (in cases of mergers or acquisitions) or by the executive (in other programmatic partnerships).



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Intro to Strategy Screening Tool

Todd Barnes
Executive Director
Community Council
&
Board Member
Nonprofit Missouri

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Today's Frameworks to Consider



The Collaborative
Map



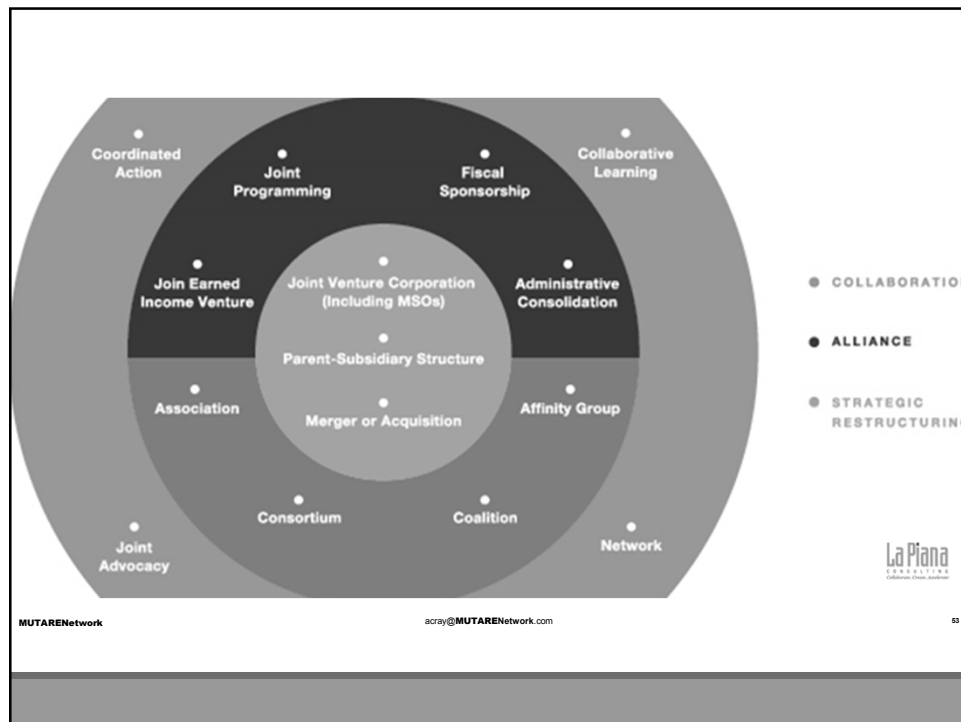
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Types of Collaboration

- Coordinated Action
- Joint Advocacy
- Collaborative Learning
- Network

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Types of Alliance

- Administrative Consolidation
- Fiscal Sponsorship
- Joint Programming
- Joint Earned Income Venture
- Affinity Group
- Coalition, Consortium, and Association

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Types of Strategic Restructuring

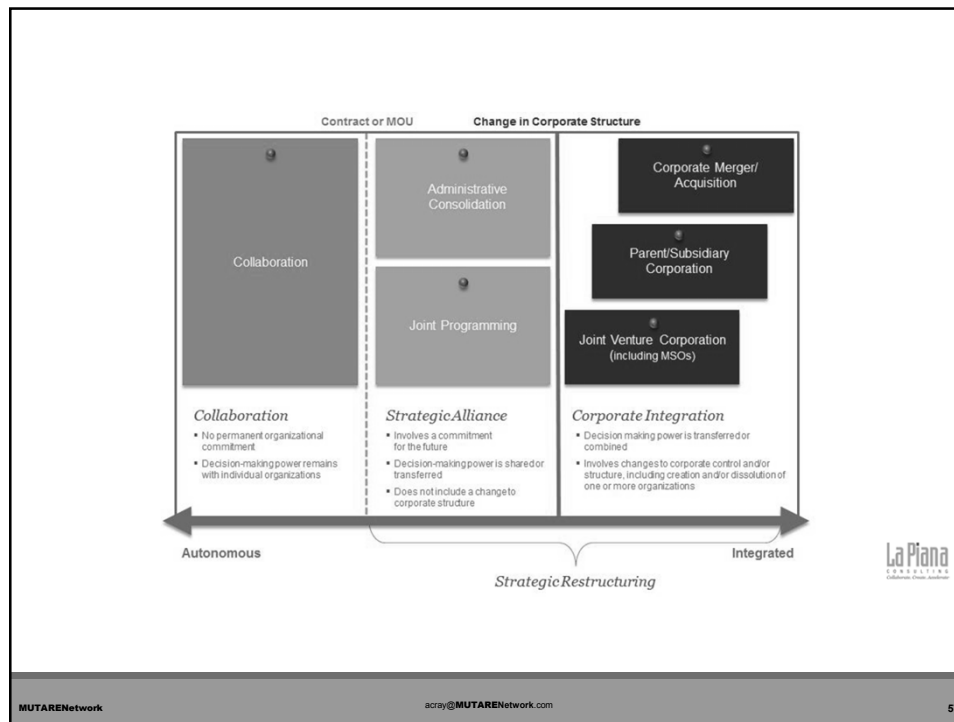
- Joint Venture Corporations
- Parent-Subsidy Structure
- Merger or Acquisition

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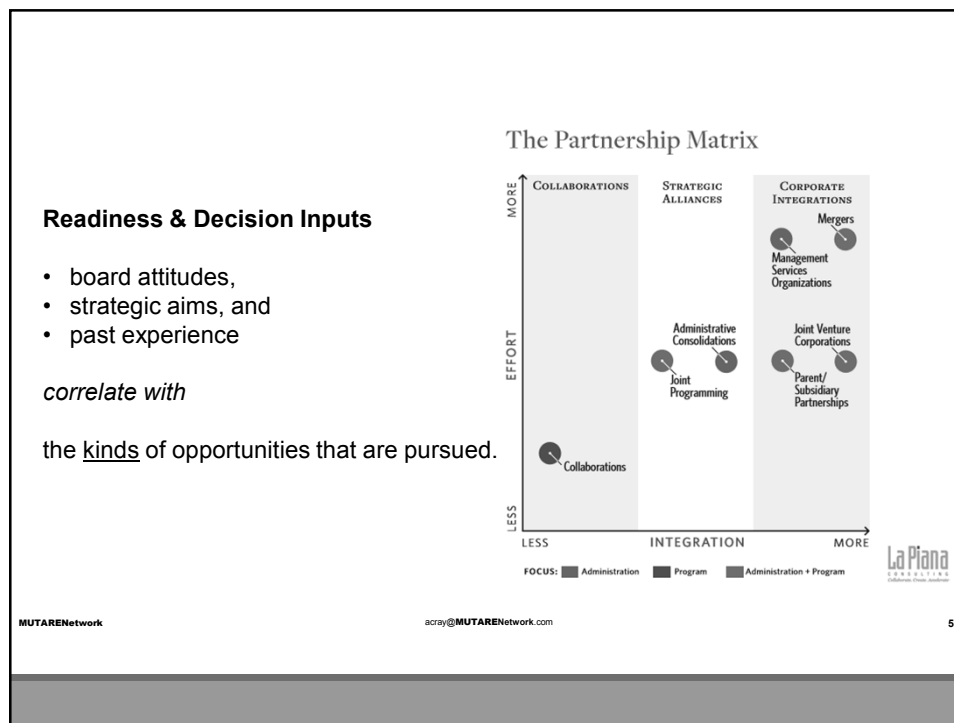
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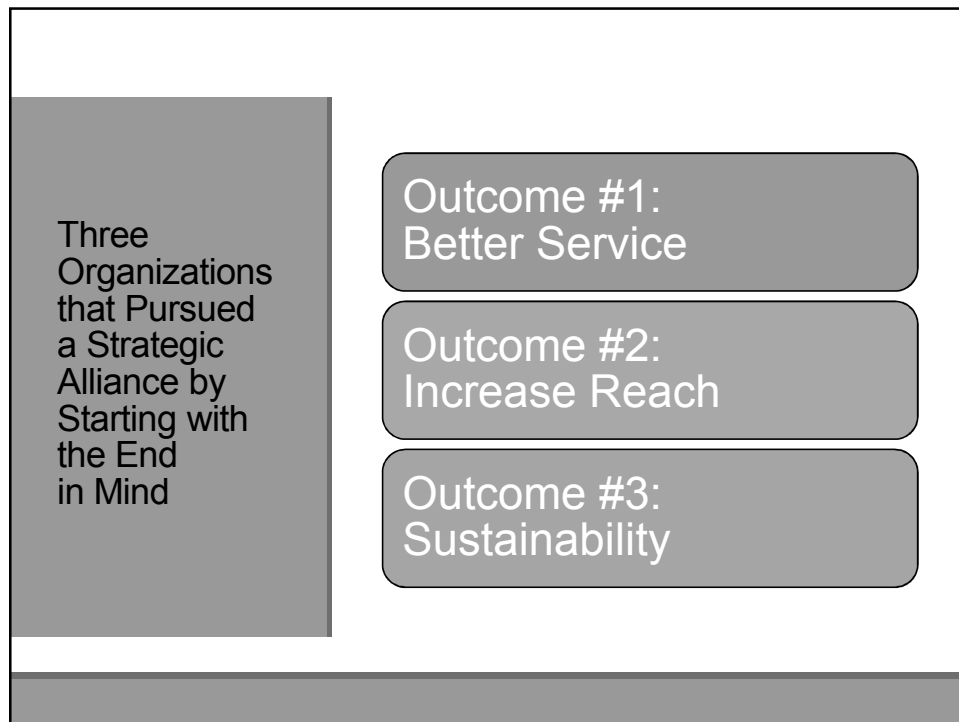
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Case Study #1

Situation

Individuals with multiple sclerosis who lived only 10 miles apart but were part of two different chapters received varying levels of support simply because of the state border between them.

Desired Outcome: Better Service

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Case Study #1 (cont'd)

Results

- After cultivating trust and familiarity, they determined that the best way to increase the capacity and resources across the chapters would be to merge.
- By putting people first, the newly formed Upper Midwest Chapter of the National Multiple Sclerosis Society pooled the resources from what had been two separate chapters and is now serving individuals with MS in Iowa, Minnesota, North Dakota, South Dakota, and parts of Wisconsin and Nebraska.
- By doing so, the new chapter has been able to identify efficiencies and provide strong, consistent support to individuals living with MS, regardless of their zip code.
- The new chapter currently serves more than 17,000 people, covering nearly 300,000 square miles.

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Case Study #1 (cont'd)

Testimonial

"This was the most mission driven merger because everyone was so focused on the client. They were so focused on providing services to people with MS, and how we could do the best job with it."

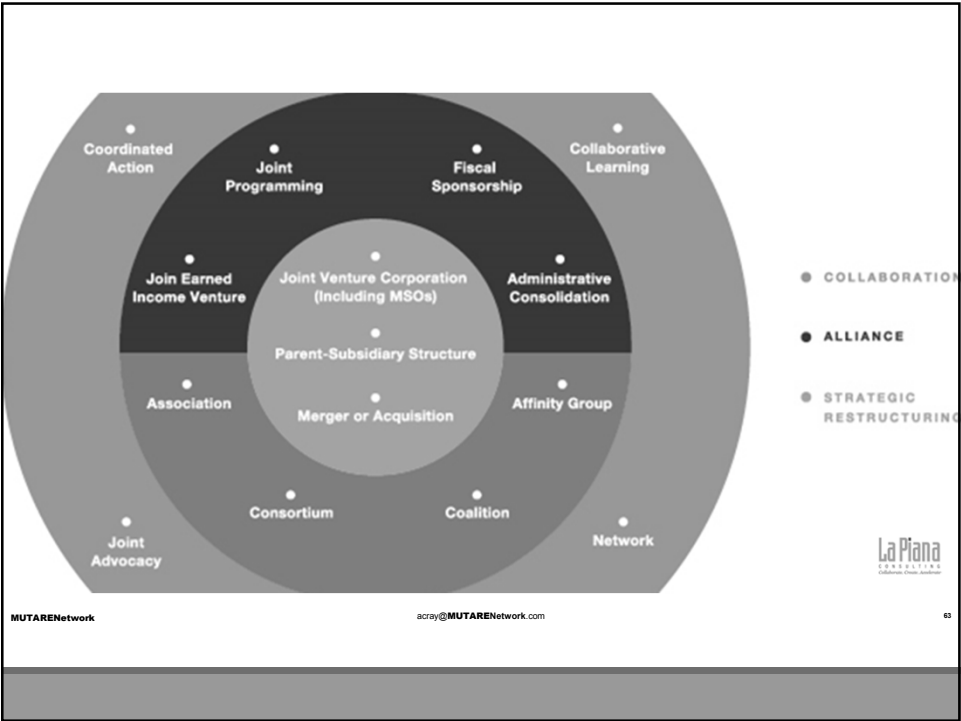
Bill MacNally, Board President
Upper Midwest Chapter National Multiple Sclerosis Society

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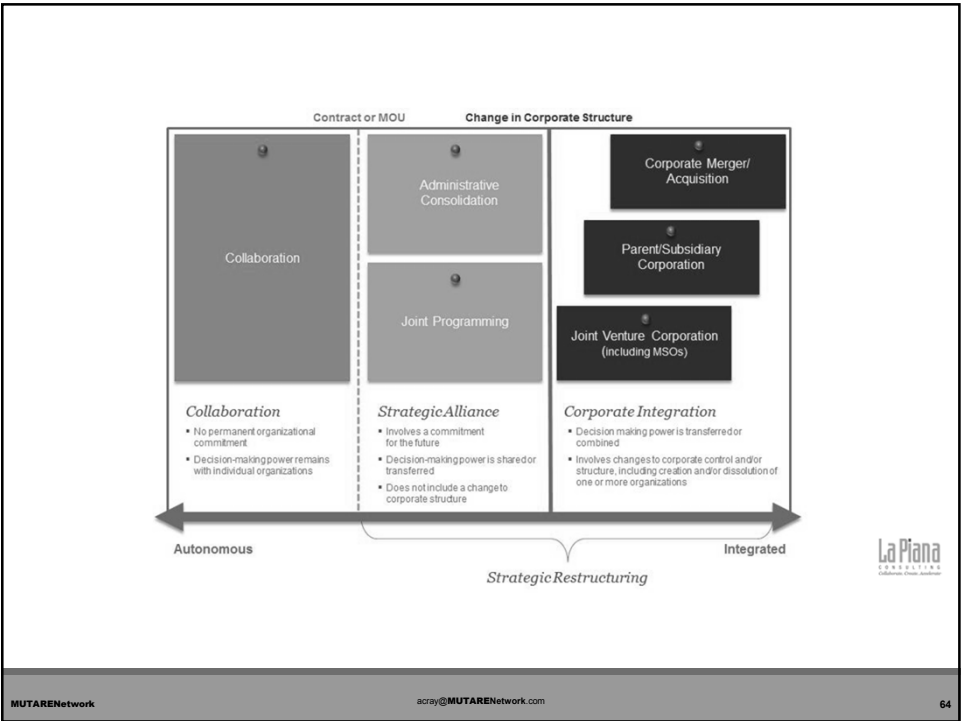
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Case Study #2

Situation

The Chambliss Center for Children, a nonprofit organization focused on providing early childhood education, child care, and residential services, began its life as the Children's Home. Early on, it experienced overwhelming success and growth and achieved operational and administrative efficiencies. Based on this success, the Hamilton County government asked the organization to assume responsibility for another child-related program — The Chambliss Shelter — in 1983.

Desired Outcome: Increase Reach

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Case Study #2 (cont'd)

Results

- This shared administrative services model has led to many efficiencies, including joint purchasing, centralized employee benefits, shared financial systems, and consistent operating procedures.
- The Chambliss Center now manages five independent off-site childcare centers and provides childcare inside 11 Hamilton County Schools.
- Each of the off-site centers has its own board of directors, but — through a management agreement — the Chambliss Center's staff manages the day-to-day operations of the five centers and all administrative functions.
- The Chambliss Center is now the second largest childcare provider in Chattanooga, having achieved its growth in a thoughtful, strategic way that maximized efficiencies and minimized duplication and competition.

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Case Study #2 (cont'd)

Testimonial

"Chambliss Center for Children is proud to facilitate being the 'hub' for numerous early childhood education and nonprofit childcare centers in Chattanooga. It presents a collective opportunity to serve more of our community's at-risk children, while saving funding that would otherwise go to administration. It is an efficient way to more fully utilize all resources. After all, it IS all about the children!"

Philip Acord President & CEO
Chambliss Center for Children

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Case Study #3

Situation

In the aftermath of the economic downturn, Dayton Philharmonic Orchestra, Dayton Opera, and Dayton Ballet were all concerned about their long-term financial viability due to a reduction in donations, ticket sales, endowment funds, and foundation, corporate, and governmental funding. All three organizations had cut programs, salaries, and staff, but knew these stop-gap measures would not solve their long-term sustainability problems.

Desired Outcome: Sustainability

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Case Study #3 (cont'd)

Results

- The organizations formally merged in 2012 with tremendous results.
- By integrating all three art forms into a single artistic season, the Dayton Performing Arts Alliance has been able to
 - avoid scheduling conflicts;
 - create unique signature events combining all three art forms;
 - implement cross-attendance promotions;
 - introduce patrons of one art form to all three; and
 - unlock new funding opportunities from donors with an interest in the new model.

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Case Study #3 (cont'd)

Testimonial

"We realized the key point wasn't how the merger looked in comparison to the status quo, or to the way things used to be, but rather how the merger looked compared to where we might all be in five years if we didn't take such a bold and progressive step...we're better served working together than competing against one another."

Paul Helfrich, President
Dayton Performing Arts Alliance

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Collaborations Research Brief

- Characteristics of effective collaborations
- Strategies for sustainability
- Why collaborations fail

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Characteristics of Effective Collaborations

- Factors
- Leadership
- Coordination

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Strategies for Sustainability

- Understand community
- Charter document
- MOU
- Evaluation plan
- Internal communication protocols
- External communication protocols
- Sustainability plan
- Share leadership
- Exit and/or dissolution criterion

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What is Community?

- Race
- Gender
- Sexual orientation
- Age
- Geography
- Social determinants of health, such as
 - socioeconomic status,
 - education,
 - neighborhood and physical environment,
 - employment, and
 - social support networks

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Collaborating for Equity & Justice

- In the winter 2016 edition of *Nonprofit Quarterly*, an article entitled “Collaborating for Equity and Justice” was published. This piece described a set of six principles developed by a group of individuals who drew from decades of research, organizing, and experience in a wide range of fields. The intent was to facilitate cross-sector collaboration for social change.
- These principles link to web-based tools that can be incorporated into existing and emerging models and methodologies. The hope is that they will be used to create collaborations that will increase the likelihood of systemic and lasting change that ensures equity and justice for all community members.
- The authors of “Collaborating for Equity and Justice” are Tom Wolff, Meredith Minkler, Susan M. Wolfe, Bill Berkowitz, Linda Bowen, Frances Dunn Butterfoss, Brian D. Christens, Vincent T. Francisco, Arthur T. Himmelman and Kien S. Lee.

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Main Points of the Counter Perspective

There is a focus on understanding community and what it takes to

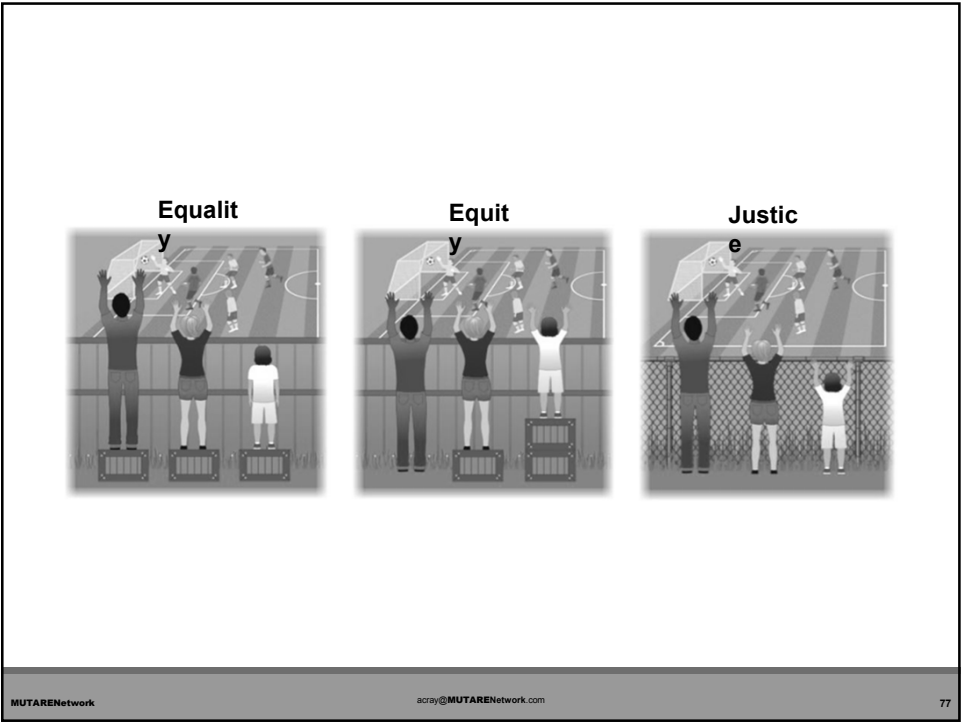
- create equal power through a community development approach;
- set an agenda;
- determine how resources are allocated;
- take action through via policies, systems and structural change;
- employ community organizing strategies;
- develop resident leadership; and
- apply scholarship and research to inform the work, including evaluation.

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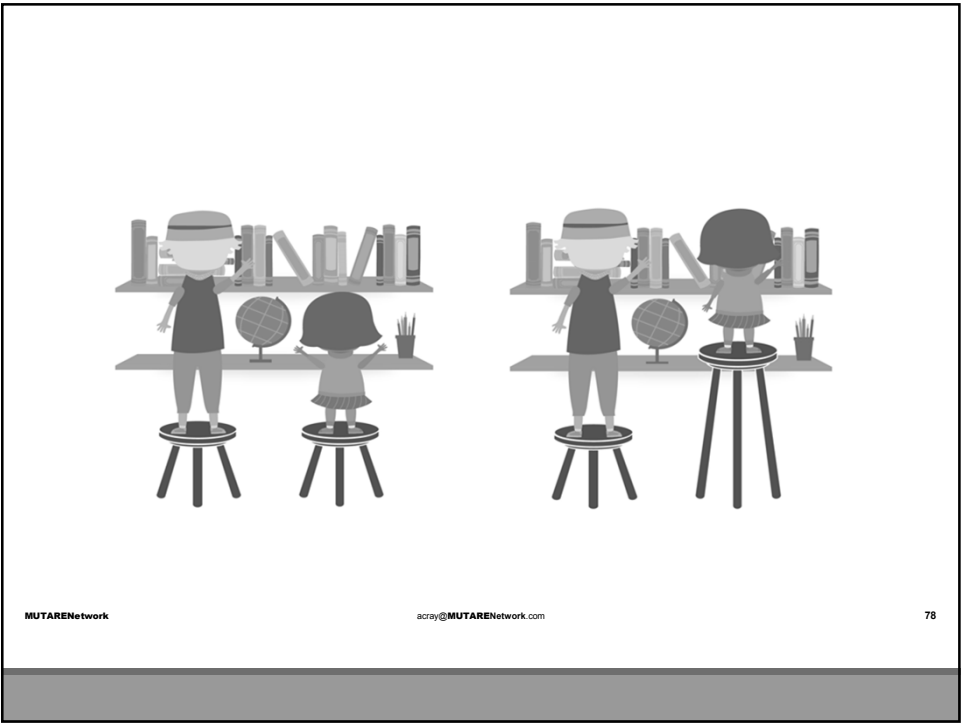
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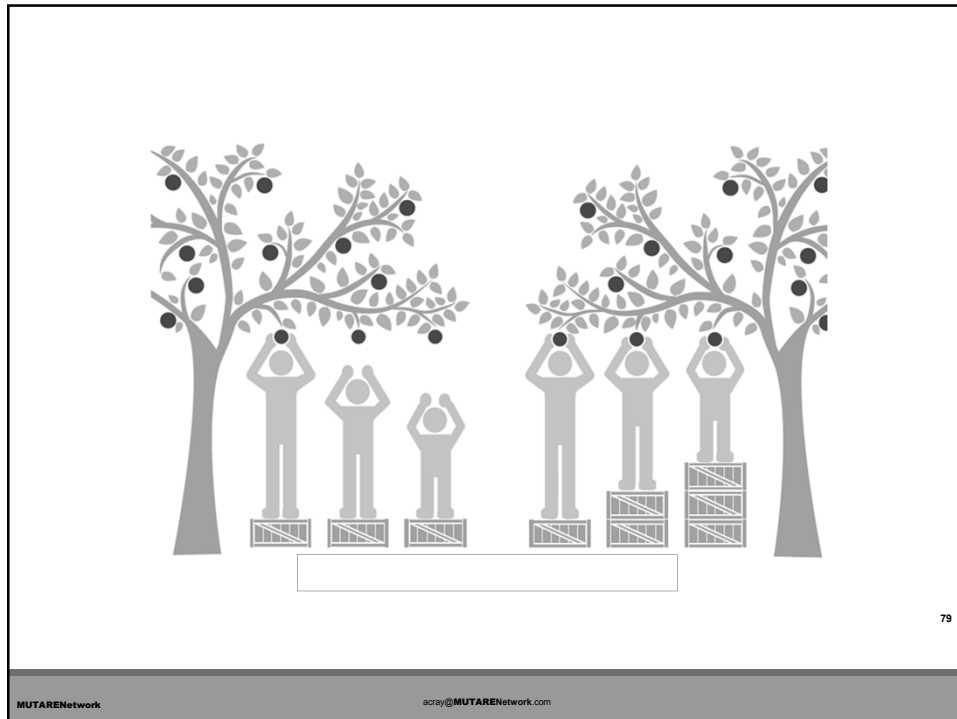
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Learning from Failing

The conditions that have been shown to most frequently cause collaborations to fail, either from their inception or later on in their existence, are:

- loss of direction or focus;
- lack of leadership, loss of leadership, or struggles for leadership;
- the “Founding Member Syndrome” – founding members gain too much power and block the growth of the collaboration, new members are excluded from decision-making, founding members are unwilling to change as the collaboration grows or community needs change;
- unequal involvement and recognition of members;
- poor planning efforts;
- negative publicity;

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Learning from Failing (cont'd)

- failure of planned projects – even when projects are well planned, some will not succeed and this lack of success may be attributed to the collaboration itself, damaging morale and the incentive to continue with collaborative efforts;
- turf battles and competition;
- substantial ideological differences and misunderstandings;
- unwillingness of members to contribute the resources needed to succeed;
- historical disagreements between group members;
- burn out or unrealistic demands on members; and
- bureaucratic structure.

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In 2014, The Lodestar Foundation commissioned The Bridgespan Group, to survey 237 nonprofit CEOs and 101 Foundation officers on their participation in four common forms of **formal** collaboration:

- associations (including coalitions and community collaboratives),
- joint programs,
- shared support functions,
- and mergers (including subsidiary relationships).

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Further, the survey uncovered details about their participation, as well as the barriers that block results. The study found that:

- 91 percent of respondents were engaged in some form of collaboration.
- At least 75 percent of nonprofit leaders and grantmakers viewed collaborations across the board as largely successful.
- **Both** funders and nonprofits wanted **more** collaboration of all types, in particular shared **support functions** and **mergers**.

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The study also found three impediments to increasing collaboration that funders and nonprofits will need to address to make the most of the potential for collaboration.



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Issue #1

Lack of funder support for collaboration.

Nonprofits say they receive little support; funders say nonprofits don't ask.

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Issue #2

The difficulty of finding the right partner.

Nonprofits rate this as their highest barrier, and grantmakers rate it their lowest.

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Issue #3

The downside of well-intentioned funder influence, particularly when it comes to joint programs.

Nonprofits say joint programs have the highest failure rate, too often driven by funder requests; grantmakers say joint programs don't fail.

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Together

They **work with and through** other organizations to **create more impact** than they can achieve in isolation.

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Potential

There are many important ways that nonprofit organizations can leverage the potential to collaborate, but one powerful strategy that is **too often overlooked** is to form a long-term, durable partnership through a strategic alliance or restructuring.

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Discovery

Strategic partnerships can **open new worlds** of opportunity for serving your mission.


They can **broaden** your reach, **expand** the range of your programs or services, and help you **find more efficient ways** to support your organization's work.

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Opportunity


Boards and organizations have a powerful opportunity to **think big** about strategic partnerships.

Organizations' core purposes can be served well when we find **creative ways** to collaborate and partner.

Strategic alliances and restructuring can play an **important role** in making that happen.

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Power

There is power in the possibility of **working together**.

There is power in the possibility of **aligning** complementary strengths and resources.

And there is power in the possibility of **going beyond organizational boundaries** to do together what we may not be able to do alone.

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Resources

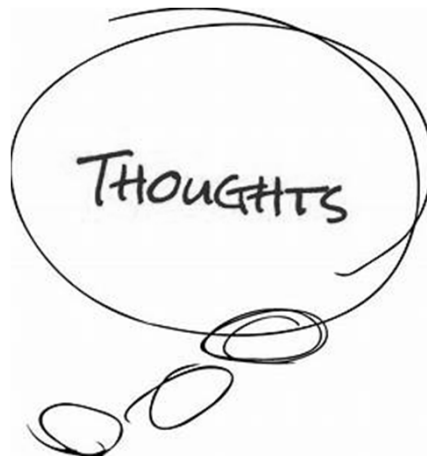


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**THANK
YOU!**

 Allie Chang Ray

 acray@mutarenetwork.com

 call/txt: (314) 604-3825

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