



ASSESSING A NONPROFIT'S

COLLABORATION BUILDING & MANAGEMENT

A REPORT PREPARED FOR
COMUNIDAD MATERNA EN UTAH

College of Social & Behavioral Science
Master of Public Administration

PADMN 6570
Management of Nonprofit Organizations
Dr. Jesus N. Valero

MAY
2019
mpa.utah.edu

Building and Managing Collaborations Group

PADMN 6570 - Managing Nonprofit Organizations

University of Utah

Professor: Dr. Jesus Valero

Project Team

Chrissy Upton - Halley Jones - Katie Wornek

Laura Madsen - Preston Garbett

Report Cover

Georgina Florence Griffith

Table of Contents

Executive Summary	1
Introduction	2
Design	3
Literature Review	4
The Increasing Importance of Collaboration in the Nonprofit Sector	4
Collaboration with For-profit Businesses	5
Non-profit Government Collaboration	9
Non-profit Inter-organizational Collaboration	12
Challenges Stemming from Collaboration	14
Best Practices	20
Research on Various Collaboration Models	20
Advice From Similar Organizations	23
Collaboration Visual	25
Professional Recommendations	26
Building A Collaborative Board	26
Professional Development	27
Paid Membership Organizations	29
Stay Current	29
References	31
Appendices	34
Appendix A: CMU Collaboration Pamphlet	34
Appendix B: Collaboration Email and Mail Template	35
Appendix C: Similar Organizations in Utah	36
Appendix D: ICEA Response	37

Executive Summary

The nonprofit organization Comunidad Materna en Utah (CMU) is a newly formed 501c(3) organization that performs maternal services such as prenatal classes or offering doula services for underserved minority populations. As a new organization, there are many challenges or hurdles for the organization to overcome and be successful with its mission. One of the major challenges for the nonprofit sector is collaboration, which is the topic of this report.

The first step to understanding an issue is to understand the history and challenges that similar organizations have experienced. This is done to learn from documented situations of the past to preempt these challenges for CMU. The report scans academic literature that provides collaboration techniques between the private, public, and internal approaches as they relate to nonprofit organizations.

The second step is to understand the current best practices within the industry. This phase analyzes various collaboration models. Understanding the various collaboration models is important because there is not a singular one size fits all approach when dealing with nonprofit organizations.

As the final step, this report provides recommendations. The recommendations are developed from the previous two sections. This section outlines the importance of approaching challenges with a long-term perspective by recommending the development a collaborative board, professional development, networking, and remaining proactive with events and policies. Collaboration is a beneficial option for nonprofit organizations in many circumstances, and in other instances, can even be a necessary endeavor. This report is designed to make the collaboration process as intuitive and helpful as possible.

Introduction

Mayra Sanchez Gomez founded Comunidad Materna de Utah (CMU) after the prenatal care and labor options presented to her during her sixth pregnancy felt inadequate. Mayra was “fearful and lacked confidence in her doctors”, and chose to proceed with a doula for her birth. The empowering experience inspired Mayra to begin her doula training in 2013, and subsequently establish CMU, whose mission is “empowering women to strengthen their families and serve their communities by improving their experience during birth”. CMU currently offers the following services:

- awareness workshops held in churches, schools, and local community centers
- support groups for postnatal women to learn through others’ experiences
- prenatal classes to inform women of their birthing options, techniques and medical right
- doula services

The nonprofit sector can be volatile, especially for young organizations. The failure rate can be caused by a host of issues, such as lack of funding, oversaturation of similarly focused nonprofits in the market, or inability to clearly communicate the organization’s services.

This paper will provide a detailed account of ways CMU can establish partnerships with fellow nonprofit, public sector and private sector entities, as well as internal development recommendations and useful outreach materials that are ready for distribution. It is our hope that this paper, along with the efforts of our fellow nonprofit teams, will provide Mayra and CMU with a solid footing in the nonprofit sector.

Design

The first step in our process was a consultation with the Executive Director of Comunidad Materna en Utah (CMU), Mayra Gomez. The purpose of the consultation was to identify information that would be beneficial for CMU. After receiving input from Mayra regarding the proposed project, the group approached this report using a two-pronged method. First, the group completed a comprehensive literature review which examined the nature of collaborations and partnerships. This literature review will provide CMU with information on why collaboration is important for nonprofits, and how it can be particularly beneficial to niche organizations such as CMU. Furthermore, this report examined how collaborations appear not only between two nonprofits but also between nonprofits and the other two sectors (for-profit and government). This information will provide a foundation to understand the elements of a successful collaboration or partnership. Although we believe that collaboration will ultimately prove very valuable to CMU, it is not without challenges. This literature review also examines those challenges, providing insight into potential issues which may be avoidable with care, if the issue is recognized in a timely manner.

The second approach taken for compiling information was a combination of research into collaborative models, and when possible, best practices. Because collaboration is a dynamic process, best practices are as unique and metamorphic as each individual partnership. In an attempt to learn about collaborative best practices in organizations sharing similar elements to CMU's mission, we created a short survey and reached out to 13 nonprofits and public agencies. The data collected, as well as the experience of collecting data, helped inform the included recommendations for CMU's approach to building and maintaining partnerships.

Literature Review

The Increasing Importance of Collaboration in the Nonprofit Sector

In the nonprofit sector in the 21st century, organizational boundaries are becoming increasingly fluid. One reason for this blurring of boundaries is that “...organizations reflect the pursuit of multiple purposes that come from cultural principles” (Ott and Dicke, 2016, p. 227). In other words, our world is filled with dynamic and complex “wicked problems” (Ott and Dicke, 2016, p. 227) that are often difficult to solve and therefore often require tiered, strategic solutions from multiple actors. Educating and supporting expectant mothers is one such example of a complicated and multi-faceted challenge - especially for mothers who may not have a support force in their personal life or who are attempting to navigate language barriers or a lack of familiarity with the formal medical establishment. For this reason, CMU must not become rigid in its organizational structure but must be willing to adapt to the needs of its constituents and the changing nature of the nonprofit sector.

The increasing size and complexity of societal problems and the desire to improve existing public services are just two of the many reasons collaboration has gained favor within and amongst public, private, and nonprofit sectors in the last few decades (O’Leary et al., 2012, pp. 570-571). Additionally, increased use of strategic collaboration can improve an organization’s access to funding and other resources. In a landscape of increasing competition for government funding, nonprofits who partner together can generate more appealing outcomes and compete more effectively for funding. When an organization can demonstrate that their projects or services have support from multiple groups, their requests for funding becomes more feasible in the eyes of the government. Collaboration with partner organizations demonstrates support, solidari-

ty, and a greater need for the goods or services nonprofit organizations offer. (L. Limburg, personal communication, March 20, 2019).

Research in the nonprofit sector literature demonstrates that nonprofit organizations with larger budgets, more years of experience, and experienced board members with multiple social connections, are more likely to form collaborative partnerships (Guo and Acar, 2005). CMU is a relatively new nonprofit organization with a limited budget and experience, and if it can develop strong collaborative partnerships in its service community and in a broader national or international context, this will provide CMU with a competitive advantage few other nascent organizations experience. The following sections will review the literature pertaining to the development of partnerships with other nonprofit organizations, government, and the private sector.

Collaboration with For-profit Businesses

Collaboration between nonprofit and business is a strategic cross-sector alliance where resources are exchanged in order to accomplish social, environmental and economic goals (Shumate, Hsieh, & O'Connor, 2018). Nonprofit-business collaborations are different from other types due to the differing organizational goals in cross-sector partnerships. Waddell (2000) suggests that collaboration increases when each party gains an improvement in skills or access to new skills and resources that otherwise were unavailable, in order to improve goal attainment (Waddell, 2000).

Much research has been done to study the relationship between cross-sector collaboration. Research specifically looking at the theoretical framework and collaboration type, motives (discussed previously), relationship factors, governance, partnership selection and the power dynamic between organizations have been conducted to further understand the nature of nonprofit business collaboration.

In his 2000 paper, Austin presents a framework for the nonprofit and business relationship. The framework consists of four areas which include: collaboration continuum, collaboration value construct (CVC), alliance drivers, and alliance enablers (J. Austin, 2000). The first area, collaboration continuum, Austin categorizes the nonprofit business relationship into three stages; Philanthropic, transactional, and integrative. In the philanthropic stage, the relationship is one of charitable giving/donor and recipient. In the transactional stage, the relationship is mutually beneficial and characterized by a two-way flow of resources that are thoughtfully identified and sought. Lastly, the integrative stage is described as a “mutual mission relationship” where collective action regularly takes place. He notes if the relationship moves in and out of these stages, the nature of the relationship will also change as the level of engagement increases or decreases (J. Austin, 2000).

Austin also breaks down the CVC into four distinct areas. Value definition, which is determined before entering into an alliance. Value creation, the careful determination of organizations resources and capabilities, balance, the exchange of resources exchanged is balanced and sustainable, and lastly, renewal, the need to continue searching for value opportunities and the renewed value to the relationship through innovation and creative capacity (J. Austin, 2000). Austin points out that value is connected to both partners and discusses the difference between generic resource transfer, benefits provided are generic and common to many other organizations and core competency exchange, where the benefits provided are specific and unique to each partner, and finally joint value creation, which are the benefits that are created as a combined effort of partnering organizations (J. Austin, 2000; J. E. Austin & Seitanidi, 2012). One of the most important components that affect the success or failure of the collaboration is the added value that the business partner brings (Schiller & Almog-Bar, 2013).

Relationship factors such as alignment, trust, and commitment are also important in nonprofit-business collaboration. Research has determined that common trust is essential to healthy collaboration. The role of alignment, trust and commitment on organizational, social, and reputation benefits were recently studied, both trust and stronger relationship commitment were found to be significant drivers of the amount of resources gained from the business collaborator. Researchers noted that “establishing trust is a vital condition for a productive relationship regardless if its objectives are organizational, reputational or social” (Mirońska & Zaborek, 2018). Trust was also found to be particularly important in collaborations with limited prior relationship experience and is a significant predictor of collaborative success (Tsarenko & Simpson, 2017).

Collaborations can increase resources and produce products and services more effectively than if done individually, however governance of these collaborations can be difficult. Governance implications between a nonprofit and business often have different goals and culture can be challenging to navigate. Differing culture can create opportunity but also highlight differences that exist in governance. Fit, or compatibility and complementarity, is important to performance in such relationships. Nonprofits have been found to place greater value on trust within these relationships than corporations (Tsarenko & Simpson, 2017). While there is potential for both success and complications within these relationships, differing opinions regarding governance can exist and partnering organizations need to be conscious of their differences with regard to their expectations for the governance partnership. Recognition of differences should occur early on and governance style should be adapted to, rather than forced; and nonprofits and businesses have to understand that traditional methods of governance may not be appropriate (Tsarenko & Simpson, 2017).

Engagement with companies can threaten nonprofits identity and core values, particularly

within the integrative partnerships. The imbalance of power in favor of one organization over another can often threaten core values and risk legitimacy of the nonprofit. This is particularly true for integrative partnerships which are traditionally praised for their integration, having a greater impact on society, and the ability for new innovation (Herlin, 2015). Researchers recommend shorter term, project-based partnerships which are managed and controlled by the nonprofit. Nonprofits should carefully select companies with similar values before a collaborative agreement is reached (Herlin, 2015). Engaging board members in this process is extremely valuable. Use of board members diverse social networks can have a significant impact on nonprofits ability to find beneficial partners, increase nonprofit legitimacy, and initiate relationships with identified partners (Ihm & Shumate).

There is recent evidence to suggest that nonprofit-business partnerships are becoming more selective and strategic (Shumate et al., 2018). Corporations are partnering with fewer nonprofits while increasing the size of their contributions, engaging more extensively in co-branding efforts to improve public perception and image (Heller & Reitsema, 2010), and working with nonprofits with mutual goals to solve issues that are important to both parties (Shumate et al., 2018). Shumate et. al. suggests that nonprofits begin with social and cultural capital due to the nature of their mission and agendas. Nonprofits seek to collaborate with business in an attempt to increase or secure economic capital. Whereas businesses organically create economic capital through entrepreneurial activities and soliciting collaboration with a nonprofit is typically seen as economically driven (Shumate et al., 2018). Public perception of nonprofits who seek to cross-sector collaborations typically remains the same, while businesses can be seen as capitalistic and manipulative (Heller & Reitsema, 2010). Although nonprofits are typically given the benefit of the doubt when seeking collaboration, public perception can be damaged if the business has a negative reputation (Shumate et al., 2018).

Non-profit Government Collaboration

Partnerships between government and nonprofit organizations have a long-standing history. Since our nation's inception, nonprofit organizations have played a large role in initiating social service and public works projects, providing the specific expertise, skills, and experience that the government often lacked (Alexander & Nank, 2009). Government nonprofit collaborations are closely connected to local communities and are flexible in nature, thus they are able to respond more rapidly to social problems. Consequently, these types of collaborations are frequently the first to develop solutions to problems and frequently serve as the "research and development arm of the public sector" (Walden, 2006).

Alexander and Nank (2009) argue that community-based nonprofits (CBNs) have an intimate relationship with their community with a level of trust and accountability and has become a solution to governance failure within particular sectors. CBNs bridge the gap between communities and government and expand the governance capabilities of the public agencies by facilitating a trusting relationship between government and citizens, leading to more informed decisions and representation of marginalized citizens (Alexander & Nank, 2009).

When looking at successful partnerships between public and nonprofit organization from a public manager's perspective, Gazley (2010a) found that public managers reported greater collaborative satisfaction when nonprofits had clear and defined goals that were closely aligned. Public managers who have previously worked in the nonprofit sector were also more likely to be satisfied with the partnership. Nonprofit managers with previous experience with government employment also reported an increased likelihood to collaborate and perceived fewer disadvantages (Gazley, 2010b). Finally, government control or a lead organization (either public or private) in control and formal agreements (such as contracts) improved the perception of a success-

ful partnership; however, formal agreements did not show an improvement through the reported outcomes or performance (Gazley, 2010a).

Management strategies have important implications for the relationship between the non-profit and public sector. The professionalization of nonprofit management in addition to management strategies and collaboration has become increasingly important in obtaining government grants and contracts (Suárez, 2010). Suarez found that nonprofit professionalization and collaboration are directly related to receiving support from the government. Suarez (2010) also notes, that collaboration with other nonprofit organizations is likely to increase government contract and grant awards. However, as government funding increases, community representation on boards of more professionalized nonprofits has been shown to decrease. A balance must be carefully constructed to ensure that nonprofits are able to maintain the intimate knowledge, expertise, and fulfill its core function by maintaining the ability to connect citizens to government (Suárez, 2010).

Contracts between the public and private sector are frequently used to help ensure success and mitigate risk and opportunistic behavior of the partnership (Brown, Potoski, & Slyke, 2015). Due to the complex nature of the contract and services provided, not every minutia of services, resources or exchanges can be anticipated and written down. Subsequently, relational conditions become important in ensuring a successful partnership and filling the gap in these complex contracts (Klijn, Koppenjan, & Warsen, 2019). These relational contracts give rise to social relationships built on trust and communication that are equally pivotal to ensuring successful collaboration (Zeng, Roehrich, & Lewis, 2008). Klijn, Koppenjan, & Warsen (2019) argue that contractual and relational conditions complement and strengthen each other and that successful partnerships have at least one relational condition, such as trust or conflict management, present. They also

found that contractual conditions do not always need to be present for the relationship to be successful. A combination of relational conditions alone can generate successful partnerships (Klijn et al., 2019). Robert and Chan also identified several critical success factors to public-private partnerships including risk allocation and sharing a strong private consortium, political and public support, and transparent procurement (Osei-Kyei & Chan, 2015).

Currently, the government contributes roughly a third of the nonprofits sectors revenue through various grants and contracts (Pettijohn, 2013). On average, the individual nonprofit organization has approximately six to seven grants depending on the type. The 2013 National Survey of Nonprofit Government Contracting and Grants indicates that larger nonprofit organizations had more agreements with the government than smaller organizations. Nonprofits who entered into contractual agreements reported a fundamental change in their relationship, a likely result of more formal and demanding nature of contracts. Most nonprofits who receive funding from the government are required to meet reporting and accountability criteria to ensure proper use and allocation of funds. These requirements often change in format and frequency and can prove burdensome on nonprofits' already tasked with administration (Pettijohn, Boris, De Vita, & Fyffe, 2013). Furthermore, nonprofits are experiencing increased pressure and accountability to demonstrate program effectiveness in quantifiable terms. Data collection and analytics are becoming increasingly important to evaluate the quality and services provided for continued funding and partnership (Pettijohn et al., 2013). Other issues with governmental partnerships include: "government payments that did not cover the full cost of agreed upon services; complex application requirements; time-consuming reporting requirements; changes to already approved contracts and grants; and late payments for services rendered" (Pettijohn et al., 2013).

Non-profit Inter-organizational Collaboration

Nonprofit organizations are increasingly working together at the service delivery level to better address the needs of their clients and communities (Selden, Sowa, & Sandfort, 2006). Inter-organizational collaboration is regularly touted as the best way to find innovative solutions to complex issues (Lawrence, Hardy, & Phillips, 2002). Reasons for inter-organizational collaboration are multifaceted and can range from improved service delivery to organizational survival, in addition to meeting State and Federal government expectations for inter-organizational collaboration to meet funding criteria (Selden et al., 2006).

The impact of inter-organizational relationships provides multiple benefits to stakeholders, organizational management, and organization as a whole. Inter-organizational service collaboration can reduce inefficiency, eliminate duplicity, increase program effectiveness, reduce costs, increase the ability to solve multi-problem issues and increase access to services (Selden et al., 2006). However, it is difficult to measure these purported collaborative outcomes as some collaborations are systemically oriented (trying to change or improve current structure, reduce service fragmentation etc.) and others are service change oriented (improving access to services or increasing treatment to become more comprehensive) (Selden et al., 2006).

Selden et. al. (2006) found that inter-organizational relationships vary in the degree to which they are bound together and the intensity level of these relationships has an impact on programmatic outcomes. They classified this intensity spectrum into four categories: cooperation, coordination, collaboration, and service integration. Cooperation consists of informal but personal relationships between staff and management. In coordination, both organizations remain independent but work to coordinate their actions. Collaboration entails a sharing of resources and authority between organizations. Finally, with service integration, both organizations are formal-

ly working together to produce/provide new services to mutual stakeholders (Selden et al., 2006). Chao Guo (2005) found that the level of formal agreement is positively associated with the age of the nonprofit organization. Older organizations tend to develop more formal collaborations than younger ones. Researchers also found that there is a direct correlation between the number of linkages a nonprofit has to other nonprofit organizations through its board and increased collaboration formality (Guo & Acar, 2005).

Nonprofit organizations are frequently forced into “partnerships” with other nonprofit organizations in order to obtain grants or contract requirements set forth by the government. These partnerships are often superficial in nature, involuntary, and bring little or no value to the participating organizations (Mendel, 2013). Developing and nurturing partnerships requires a significant amount of time and energy and can become burdensome on understaffed and underfunded nonprofit organizations, particularly if they are rhetorical in nature. Shallow partnerships can often lead to a missed opportunity, poor outcomes, miscommunication and inability to focus on forming other more meaningful partnerships (Mendel, 2013).

Resource dependency theory provides a further understanding of external factors that influence nonprofit collaboration with public, private and other nonprofits. However, the sharing of resources to reduce environmental uncertainty often creates a vital need for organizations to manage their interdependence and establish clear boundaries (Tsisis, 2009). Boundary setting activities such as negotiation and contracting are often used to help manage inter-organizational partnerships and guide their interdependencies (Tsisis, 2009).

Tsisis (2009) notes that a “balance of dependence and autonomy is needed for building inter-organizational relationships” and “while mutual dependence on critical resources may be a necessary condition for organizational interaction, it is the social bonds that develop through

organizational interactions that create a stable organizational relationship” (Tsasis, 2009). He argues that other noneconomic variables such as trust, values, and goals also impact an organization's attitude toward collaborations. Interpersonal relations of individuals representing their organization work to build trust, which is then felt by other organizational members and throughout the organization, and eventually shapes the overall organizational attitude toward the partner organization and fostering further inter-organizational collaboration (Tsasis, 2009). Shared ideology and norms were also found to positively impact commitment to a common goal. Conversely, sources of conflict such as differing goals, values and poor inter-organizational relationships were shown to negatively impact inter-organizational collaboration (Tsasis, 2009).

Challenges Stemming from Collaboration

Despite the multiple benefits CMU stands to gain by forming collaborative partnerships, functioning effectively alongside partner organizations can be difficult, and collaboration presents a unique set of challenges. Managing nonprofit collaborations involves an elevated level of intricacy because nonprofit organizations and nonprofit networks are “...complex, dynamic, and ambiguous” bodies that “...often arise to solve complex problems in dynamic social environments”, making the risk of failure exceptionally high (Ospina and Saz-Carranza, 2010/2016, pp. 241-242). Finding the appropriate organizational partners to team up with is a preemptive challenge to collaboration. Utilizing board members and their strong social capital and interpersonal networks is a good first step for finding appropriate collaborative partners (Ihm and Shumate, 2018, p.12). And, once partnerships are established, maintaining a mutually beneficial relationship and achieving shared goals can be difficult. This section will address several common challenges nonprofit organizations face when they work together. This section will also provide Recommendations for navigating these obstacles.

First, in any partnership, power imbalances can inevitably arise as organizations tend to compete for position and influence (Ott & Dicke, 2016, p.228). Additionally, power imbalances within nonprofit collaborative partnerships can exacerbate a second challenge: meeting the conflicting needs of different service populations (Ott & Dicke, 2016, p. 228). Partnerships, by definition, should be symbiotic; in other words, the service providers CMU partners with must feel that their service recipients stand to benefit from the collaboration, and CMU's constituents must also prosper from the combined efforts of the collaboration. One method of combatting this issue is to outline clear expectations for the partnership and establish agreement about desired outcomes of the collaboration. Additionally, if CMU's board or executive leadership team ever feel that the interests of their service recipients are being compromised in order to maintain the health of an organizational partnership, it is vital to communicate these concerns to the partner organization in-question and be willing to dissolve the relationship if necessary. H. Brinton Milward and Keith G. Provan outline methods of successfully managing one's own organization as an entity within a broader collaborative network, and these strategies may prove effective in maintaining a healthy balance of power and interests. First, NPOs can ensure accountability by monitoring their organization's contributions, ensuring their organization receives credit and deterring "free riding". Nonprofit managers can manage legitimacy by demonstrating the value of their participation and can manage conflict by avoiding and resolving problems with other organizations as they arise. Finally, nonprofit leads can manage governance structure by accepting that they may have to relinquish some decision-making power, and they can manage their level of commitment to the network by ensuring that support of the network's goals becomes the responsibility of more than one person within the nonprofit organization (Milward and Provan, 2006/2016, p.238).

As previously mentioned, fostering partnerships can demonstrate support for an organization's mission and vision, which can, in turn, help the organization embody a sense of legitimacy and secure government funding (L. Limburg, personal communication, March 20, 2019). Conversely, collaboration also has the potential to lead to a third challenge: financial costs (Gazley, B., 2008, p. 53) and the creation of a scarcity of resources. Nonprofit organizations consistently grapple with increasing demands in the face of shortages of time, human resources, and money. As mentioned previously, partnerships require a certain amount of compromise; while organizations stand to benefit from the help they receive from community partners, those partners will also expect benefits in return. It can be difficult for an executive director to commit to dedicating already limited capacity to the work or mission of another organization (Ott & Dicke, 2016, p.228). In order to protect CMU's resources, it is important to clearly delineate the monetary or in-kind resources CMU can contribute to any formal collaboration. Additionally, collaboration may lead to circumstances in which partner organizations may be required to divide up any funding they collaboratively generate or acquire, such as philanthropic donations or grant funding; in these circumstances, CMU's anticipated financial support should be clearly and legally established whenever possible.

Fourth, CMU may face conflicting policies or rigidity of a partner organization's policies and requirements (Ott & Dicke, 2016, p.228). For example, CMU may collaborate with an organization whose activities are primarily grant funded, which may involve strict or narrowly-defined performance and ethical standards or reporting requirements. Since CMU focuses on the wellbeing of expectant mothers, it is also likely developing partnerships with organizations that provide medical and legal services, and those organizations will likely have rigid policies pertaining to the health and privacy of their constituents. It is therefore vital that CMU understands

the responsibilities it may be required to undertake before formally coordinating with any other nonprofit organization, for-profit company, or governmental entity.

Fifth, organizations can face challenges in communicating promptly and consistency with their collaborative partners. While collaboration with multiple individuals from a variety of organizations helps ensure that diverse perspectives, ideas, and solutions will be proposed, it is also difficult to coordinate communication between so many individual points of contact. Many employees – particularly managers – find nonprofit work appealing because nonprofit organizations tend to offer flexible work schedules, condensed workweeks, or other family- and life-style-friendly policies (Lee and Wilkins, 2011, p.48). However, in light of this level of flexibility, communication can become particularly problematic when attempting to accommodate a variety of schedules or hours of operation. Patience and persistence will be key to making communication work in this type of environment.

A sixth challenge - also closely related to communication - is the struggle to address the conflicting demands of confrontation and dialogue. In order to balance these conflicting demands, researchers Sonia M. Ospina and Angel Saz-Carranza recommend managing the network's credibility with partner organizations and with the public, working with multiple layers of organizations (such as local, state, and national organizations) and cultivating many external relationships to protect your org from the possibility of "burning bridges" (Ospina and Saz-Carranza, 2010/2016, pp. 241-242).

A final challenge organizations encounter when trying to collaborate is addressing this paradox of unity and diversity (Ospina and Saz-Carranza, 2010/2016, pp. 241-242). By definition, collaboration involves two or more organizations unifying in an effort to achieve a common goal. However, it is also necessary to respect the autonomy of each partner organization. Each

individual organization will naturally embody diverse perspectives and experiences and that level of diversity - when it respected and fostered within a collaborative environment - can help collaborators achieve objectives and employ strategies they may have never explored on their own. In order to strike the appropriate balance between unity and diversity, CMU must learn to recognize “...differences in goals, in ideology, in expected outcomes, in power, in levels of commitment, and in demographic composition or social identity...” amongst the different groups in its network (Ospina and Saz-Carranza, 2010/2016, p. 246). One way to manage differences in ideology, for example, is to “...giv(e) voice to those advocating each position” and realize that, when you can’t find a feasible compromise, settling for inaction, although it comes at a cost, may be the right decision because it can “... represent a collective achievement when it is associated with the need to address the paradoxical demands for both unity and diversity” (Ospina and Saz-Carranza, 2010/2016, pp. 246-247). Other strategies for maintaining network diversity include paying attention to interpersonal relationships and fostering openness and participation because good communication and personal connections can help manage emotions in times of disagreement and participation creates a sense of ownership amongst partners, which leads to greater network unity (Ospina and Saz-Carranza, 2010/2016, pp. 247-249).

The literature pertaining to nonprofit collaborations offers a plethora of solutions to this list of challenges. Jang, Valero, and Jung. recommend the following six strategies nonprofit leaders can employ to foster successful collaborations (Jang, Valero, and Jung, 2016)

- Develop expertise, particularly in policy areas that affect your constituents and your organization
- Cultivate a collaborative culture through constant communication and attempting to build trust with your organizational partners

- Take risks – be willing to risk a relationship for the sake of enforcing ground rules and expectations
- Be an inclusive leader by listening to community stakeholders or participating in working groups
- Be agile and adaptive to the needs of your network
- Use performance indicators effectively – this may include using data to effectively address problems or distribute resources

Jang, Valero, and Jung also recommend measuring effectiveness within the collaborative network as a means of promoting collaborative success. This involves maintaining and increasing each member's commitment to the collaboration, expanding the collaboration's range of services to better address the unmet needs of the community, and reduce duplicating one another's services (Jang, Valero, and Jung, 2016, p. 13).

Finally, on the individual leadership level, managers can develop their own skills in order to become more successful collaborators. A leader's individual attributes - defined as a person's "...characteristic(s) or qualit(es)..." that are not necessarily hardwired or fixed - are more important to successful collaboration than interpersonal or group process skills. These skills include self-confidence, ability to accept risk, flexibility, unselfishness, persistence and diligence, diplomacy and tact, empathy, ability to trust and be trusted, respect, honesty, decisiveness, friendliness, a sense of humor, and a goal-oriented midframe. (O'Leary, Choi, and Gerard, 2012, p. S76-S77). Through passion, a desire to learn, comfort with failure, and willingness to accept feedback, nonprofit leaders can develop these skills over time.

Best Practices

Research on Various Collaboration Models

Specific best practices for NPO collaboration are elusive, as each partnership or collaboration is as unique as the organizations which create them. There are, however, theoretical frameworks and collaboration models which can help two or more organizations build a partnership which is meaningful and effective at meeting shared goals. When approaching another organization for a partnership, it is crucial to first review these frameworks and outline a clear direction or goal for the collaboration. Although this may change as the organizations work towards a structure agreeable to both, it will be easier to initiate these discussions if a clear purpose for the partnership is pinpointed from the beginning.

The first step to ensuring an effective partnership is first understanding the mission, values, and goals of your organization. This is vital to assessing potential collaborations through a lens that protects against mission drift, and avoids power incongruity between participants, or erodes the goals of the nonprofit (Millbourne, 2019). It is important for the organization to know who it is before building a relationship with another organization.

Once the identity of the nonprofit is clear, the organization can start identifying what types of collaborations would be most useful to them. Collaborations come in a continuum. On one end, they require little commitment and preserve the autonomy of the organization, on the other end, organizations can find themselves integrating to resemble almost the same entity (Vernis, Iglesias, Sanz, & Saz-Carranza, 2006). The time span, breadth, and resources needed vary depending on where the partnership lands on this scale. There is often an evolution along this continuum, as individuals within organizations get to know each other and develop trusting

relationships, but sometimes if it is profitable for both entities, they may start somewhere in the middle. By understanding where you are willing to start, what amount of time and energy you are willing to commit, and what goals you hope to achieve through a partnership, you can better identify organizations which would be a good fit for your partnership needs and aspirations.

Often, partnerships take the form of networks. These networks take place on a similar continuum, with some being informal and others eventually growing into their own nonprofits, coordinating the efforts of participating organizations. H. Brinton Milward and Keith G. Provan identify different types of collaborative networks. Although these are described through the lens of a government manager, they are very useful for nonprofits identifying possible partnership opportunities.

Likely the most useful type of collaboration for CMU, at its current capacity, is the community-capacity-building network. This may be as simple as compiling a list of organizations with similar missions and getting to know them, with no expectation beyond sharing information and ideas. By building social capital among like-minded organizations, CMU will more easily build more complex partnerships in the future, while together creating greater cohesion in a shared message of the importance of prenatal care. This type of network is on the low commitment end of the continuum but helps build trust among participants.

The next type of collaboration CMU may find useful is that of the problem-solving network. Here resources, such as time, expertise, and even funds or donor relationships. In this format, partners have identified a shared problem they seek to solve through their collaboration. These may take the form of a temporary collaboration to solve an acute problem, or they may stretch out and blend with program-sharing or service implementation networks. No matter the length of time, this type of collaboration will require greater commitment and accountability

from all parties.

Similar to problem-solving is service implementation or program-sharing. This type of collaboration has two organizations jointly providing a service. In the case of CMU, this may take the form of combining forces with an existing prenatal care organization to increase offerings for minority mothers. This type of collaboration requires a greater level of coordination and communication, as well as a greater surrender of autonomy.

Finally, is the information diffusion network. Often used by government agencies during disasters, this type of collaboration could be used by CMU and partners to identify emerging issues in the healthcare world and beyond which might affect their shared missions and target populations.

Choosing the general structure for the collaboration is only the first phase of a successful collaboration. The most crucial phase is the management and maintenance of the collaboration. Together, partners need to decide how the collaboration will be led. Perhaps one organization will be chosen as the “lead agency,” taking the bulk of the coordination and responsibility for the outcome. Inversely, the organizations may choose to split the leadership down the middle, splitting tasks, costs, and expected benefits. Either way, accountability is key. No matter how informal, the basic structure and shared vision and goals of the collaboration should be written down for future reference, so that each party is participating at the agreed upon level (Valero, classroom lecture, March 20, 2019).

Additionally, there should be one person chosen as the collaboration manager, even in an evenly split collaboration (Jang, Valero, and Jung, 2016). This chosen leader should be inclusive, seeking input from all parties to ensure a collaborative culture is cultivated. It is crucial that the partnership remains meaningful for both organizations and continues to aim for the shared

vision. Leaders should be agile and adaptive so that the partnership can follow suit. Many things can occur both within the collaboration and within the partner organizations which can ultimately affect the form the collaboration takes. It's important to be flexible and continue to recognize the dynamic nature of collaborations. Furthermore, leaders must establish the effective use of performance indicators not only on the collaborative level, but also within each organization, and when possible, within the community served. This will help the partnership adjust to better serve the needs of all organizations involved. Finally, leaders must remember the human element in collaborations. Despite the best-laid plans, there are always personal emotions and experiences which will influence the outcomes of collaboration.

Throughout the collaborative process, continue to think critically (Milbourne, 2019). Although partnerships may at times seem to be the cure-all, use the framework above to identify is truly needed to solve a problem. Collaborations have many benefits, but as organizations seek to engage each other, they sometimes fail to question the status quo, as well as the legitimacy of the norms being propagated. By continually examining the collaboration, creating an expectation of accountability, and seeking solid outcomes, participants can create a productive and meaningful partnership.

Advice From Similar Organizations

To identify best practices beyond frameworks and more specific to CMU, we reached out to thirteen organizations which shared similarities to CMU's mission. We asked five questions:

- Does your organization have community partners? If so, who?
- How did you identify the partners you currently have?
- How did you establish these partnerships?
- Where/how do you spread the word about your services?

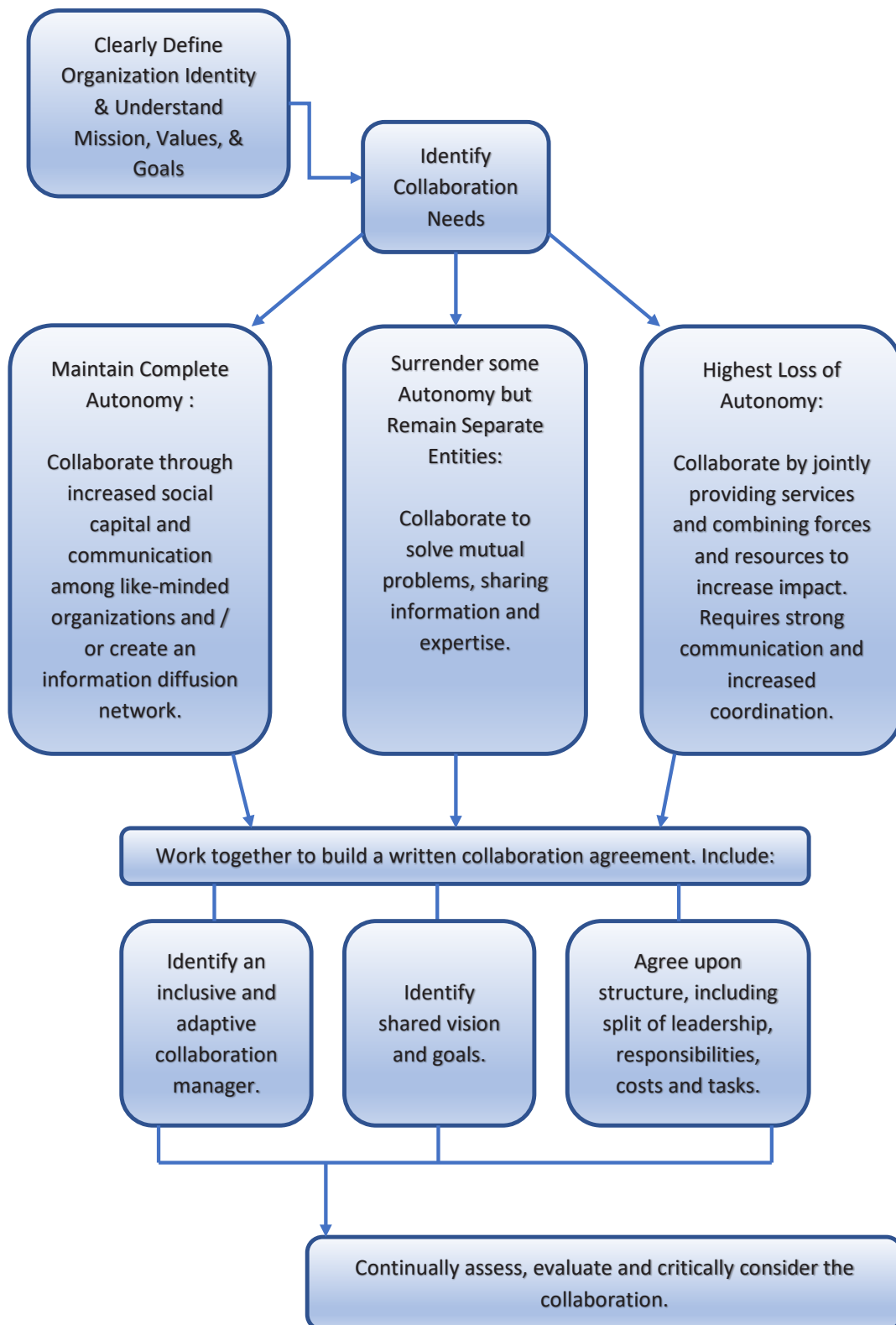
- What partners do you wish you had?

Although we only had a 7% response rate, similarities can be drawn between collaborative network models and current practices. For example, partnerships are often created by simply reaching out to like-minded organizations and talking about programs and resources while looking for opportunities for collaboration. Additional success has been found by joining “task forces” or community groups which are seeking to work on the specific problems the organizations are seeking to address.

The organization that did respond to the series of questions posed in the email was the International Childbirth Education Association (ICEA). While their reach is international, we thought it be beneficial to gain information from this association because they offer similar services to CMU. The email led to a phone call that outlined some challenges they experience as a larger organization, such as identifying partners to expand their services. Furthermore, the phone call offered some recommendations for similar organizations to CMU that are based in Utah, such as the South Main Clinic offered through the University of Utah, which also helps at-risk populations. The questions and results from the phone call can be found in Appendix D.

With such a small response rate, we learned another important thing about creating partnerships. It takes patience and persistence. No organization responded on the first try, and some promised they’d get back to us when they had time. Like CMU, many of these organizations are short-staffed, with employees caring for the weight of multiple people. By offering an open invitation, and checking back, you will be more likely to see a response when the time is available to them. It also helps significantly if you can identify a specific person to contact.

Collaboration Visual



Professional Recommendations

Building A Collaborative Board

The board of directors is a governing body responsible for overseeing the organization's activities (Williamson, 2014). Members of the board can play a vital role in the development of CMU as the organization continues to establish itself in the nonprofit sector if the members are selected strategically.

CMU is still a young organization with the bulk of the work and responsibilities falling on its Executive Director, Mayra. As a busy working mother shouldering this burden, a board with specific skill sets geared towards the advancement of CMU's mission will be critical to the organization meeting its full potential. First, board members should be presented with fundamental expectations and responsibilities clearly outlined upon joining. These responsibilities should include, at a minimum, the number of meeting each member will attend, comprehension of the organization's mission and vision, assumptions about the future of the nonprofit, and financial understanding about the current state of the organization (Denny, 2015).

Creating an onboarding procedure can be useful to ensure new board members are ready to hit the ground running, and little meeting time is diverted from organizational business to getting these individuals up to speed. This new board member orientation can take the form of a one-on-one presentation with the Executive Director or selected mentor such as an existing board member. Beneficial materials to have ready for an orientation would include: the organization's bylaws, past meetings' minutes and reports, performance standards, and a detailed information about scope of CMU's community presence and service delivery (Eadie, 2009, p. 90)

Individually, each board member should provide unique knowledge needed to support and fur-

ther the mission of CMU. Given the nature of CMU's work, some potential board members could include an attorney to ensure CMU has adequate documentation to work with the general public. A person with marketing experience could help CMU expand their presence in the community with social media, newsletters, and creating additional brochures or pamphlets. According to research conducted by the 2017 Nonprofits and NGO class, CMU has previously been funded by a single \$1,250 grant. Recruiting a board member familiar with identifying and preparing grant applications could provide the necessary funds to back CMU's projects and potential expansion of services.

As of December 2018, CMU has three members on their board of trustees. Their professional and educational background align with CMU's nature of work. One member, Adria, has experience working as a therapist and Lily has a Master of Public Health degree. At this time, while CMU is still in the initial development phase, more board members are not imperative, but our group recommends that future board members are recruited and brought into the organization with a pre-determined purpose for the nonprofit.

Professional Development

Ongoing professional development is key to the success of any executive director. Not only will these resources help you fortify your general leadership and management skills, but they will help you form new partnerships in two ways. First, they will help you build credibility and name recognition within the community. Second, they will help you meet other nonprofits so that you can begin to form organic relationships. We have identified three areas of skills and provide recommendations for professional development resources in each of those skill areas.

First, we recommend developing general skills in networking, program planning, and management. The David Eccles School of Business at the University of Utah provides free

online resources to help professionals learn how to make an elevator speech, use digital tools, and build general networking skills. Continuing Education at the University of Utah also offers low-cost, in-person courses to help coach professionals through the process of developing collaborative partnerships.

Second, we recommend developing social media skills. Creating a strong online presence will help your organization grow in its credibility and name recognition and gives you the opportunity to digitally connect with other NPOs, businesses, and government entities. Social media is particularly useful because it gives you a fast, and intuitive-to-use vehicle for collaborating with organizations. Additionally, the ubiquitous nature of social media presents the opportunity to engage with organizations outside of your immediate community; there are skills or benefits you can gain from working with organizations all over the country and world. Lynda.com is a website that offers micro-courses which includes a series of courses on topics such as “Social Media for Nonprofits”. Lynda.com is an online training tool that utilizes videos to teach complex concepts in a quick, easily digestible way. Subscriptions to Lynda.com start at \$25 per month. The David Eccles School of Business also offers classes to help community members understand Search Engine Optimization (SEO) so that they can make the most of their online presence.

Finally, we have created a pamphlet (see appendix A) for CMU to provide to prospective partners that explains the organization’s mission and vision in a succinct and visually appealing way. In order to be able to update that piece of literature in the future, we recommend developing a working knowledge of Adobe Illustrator (AI). Utah Valley University offers a \$115 AI online course for beginners, Continuing Education at the University of Utah offers an in-class AI course for beginners, and Lynda.com offers thousands of AI instructional videos.

Paid Membership Organizations

Countless membership organizations exist to help nonprofits of all sizes stay informed, share information, develop skills and capacity, network with other nonprofits, and even enjoy benefits of representation and advocacy.

In Utah, the premier nonprofit membership organization is the Utah Nonprofit Association (UNA). UNA's annual membership fees range from \$65 per year to \$530 per year, depending on the size of the member organization's budget. As a member of UNA, CMU would have access to:

- The UNA "Business Marketplace", which provides a list of vendors and consultants who work with nonprofits in our community
- A calendar of events to help CMU stay informed about the activities happening within Utah's vibrant and robust nonprofit sector
- Conference and training opportunities that can help supplement some of the professional development recommendations outlined in the previous section of this report.

If you have additional questions or choose to join as a member, you can contact UNA at 801-596-1800.

Stay Current

CMU's primary responsibility is to meet the needs of its direct service population, but it is important to remember that all nonprofit organizations, by virtue of their tax-exempt status, belong to the public in general. As Mordecai Lee argues, "...nonprofit agencies are not truly private, if only due to the substantial tax benefits they receive" (2004, p. 169) and explains that, "...viewing the public as a nonprofit stakeholder is not solely a negative burden. It can have positive benefits to a nonprofit organization" (2004, p. 173). It is therefore important to remain informed

about policy developments on a national, state, and local level so that you can serve the public in a responsive and informed manner. Additionally, as old policies change or new policies develop, staying informed can help you protect the interests of your direct service population. Remaining informed about policy also assists in your ability to collaborate effectively, because sometimes partnerships are formed precisely as a necessary response to policy change (Ott and Dixie, 2016, p. 244).

There are several strategies CMU can employ to remain educated about policy. First, signing up for news delivery services provides a convenient vehicle for staying informed. You can receive daily updates by subscribing to a local or national print newspaper or receive monthly updates via the National Council of Nonprofits' email newsletter, "Nonprofit Knowledge Matters", which provides insights into national policy developments affecting nonprofit organizations. Public Policy Forum also provides a quarterly newsletter containing heavily-researched and politically impartial news pertaining to national public policies. Second, you can take advantage of in-person and digital legislative updates. The American Society for Public Administration's Utah chapter hosts a legislative preview luncheon each January, and the Utah legislature's website houses a "Legislative Tracker" tool that allows users to opt-in to customized notifications about changes in bills that interest them. Finally, we recommend identifying your local representatives in both the Utah State Legislature and United States Congress. Whenever possible, utilize your network and social capital to form personal connections with these individuals. Additionally, it is worthwhile to learn how to present your organization's success in a succinct and highly influential way, and to advocate effectively for your nonprofit organization's needs.

References

- Alexander, J., & Nank, R. (2009). Public—Nonprofit Partnership: Realizing the New Public Service. *Administration & Society, 41*(3), 364-386. doi:10.1177/0095399709332296
- Austin, J. (2000). *Strategic Collaboration Between Nonprofits and Business* (Vol. 29).
- Austin, J. E., & Seitanidi, M. M. (2012). Collaborative Value Creation: A Review of Partnering Between Nonprofits and Businesses: Part I. Value Creation Spectrum and Collaboration Stages. *Nonprofit and Voluntary Sector Quarterly, 41*(5), 726-758. doi:10.1177/0899764012450777
- Brown, T. L., Potoski, M., & Slyke, D. V. (2015). Managing complex contracts: A theoretical approach. *Journal of Public Administration Research and Theory, 26*(2), 294-308.
- Denny, G. (2015). Role Confusion on Nonprofit Boards: Promoting Board Engagement. *SPNHA Review, 11*(1), 4th ser.
- Eadie, D. (2009). *Extraordinary Board Leadership: The Keys to High Impact Governance*. (2nd ed., pp 90) Sudbury, MA: Jones and Bartlett Publishers.
- Gazley, B. (2010a). Linking Collaborative Capacity to Performance Measurement in Government—Nonprofit Partnerships. *Nonprofit and Voluntary Sector Quarterly, 39*(4), 653-673. doi:10.1177/0899764009360823
- Gazley, B. (2010b). Why Not Partner With Local Government?: Nonprofit Managerial Perceptions of Collaborative Disadvantage. *Nonprofit and Voluntary Sector Quarterly, 39*(1), 51-76. doi:10.1177/0899764008327196
- Guo, C., & Acar, M. (2005). Understanding Collaboration Among Nonprofit Organizations: Combining Resource Dependency, Institutional, and Network Perspectives. *Nonprofit and Voluntary Sector Quarterly, 34*(3), 340-361. doi:10.1177/0899764005275411
- Heller, N., & Reitsema, K. (2010). The use of brand alliances to change perceptions of nonprofit and private organizations. *Journal of Applied Business and Economics, 11*(4), 128-140.
- Herlin, H. (2015). Better Safe Than Sorry: Nonprofit Organizational Legitimacy and Cross-Sector Partnerships. *Business & Society, 54*(6), 822-858. doi:10.1177/0007650312472609
- Ihm, J., & Shumate, M. How does a board of directors influence within- and cross-sector nonprofit collaboration? *Nonprofit Management and Leadership, 0*(0). doi:10.1002/nml.21343
- Jang, H., Valero, J. N., & Jung, K. (2016). *Effective Leadership in Network Collaboration: Lessons Learned from Continuum of Care Homeless Programs* (Rep.). Washington DC: IBM Center for The Business of Government.
- Klijn, E. H., Koppenjan, J., & Warsen, R. (2019). Mix and Match: How Contractual and Relational Conditions Are Combined in Successful Public–Private Partnerships. doi:10.1093/jopart/muy082
- Lawrence, T. B., Hardy, C., & Phillips, N. (2002). Institutional effects of interorganizational

- collaboration: The emergence of proto-institutions. *Academy of Management Journal*, 45(1), 281-290.
- Lee, M. (2004). Public Reporting: A Neglected Aspect of Nonprofit Accountability. *Nonprofit Management & Leadership*, 15(2), pp. 169-185.
- Lee, Y.J. and Wilkins, V.M. (2011). More Similarities or More Differences? Comparing Public and Nonprofit Managers' Job Motivations. *Public Administration Review*, 71(1), pp. 45-56.
- Mendel, S. (2013). Achieving meaningful partnerships with nonprofit organizations: A view from the field.
- Milbourne, L. (2019). A Pawn in Their Game? A Critical Perspective on Collaboration. In A. M. Eikenberry, R. M. Mirabella, & B. Sandberg (Eds.), *Reframing Nonprofit Organizations: Democracy, Inclusion, and Social Change* (pp. 124-135). Irvine, CA: Melvin & Leigh.
- Milward, H. B., & Provan, K. G. (2016). A Manager's Guide to Choosing and Using Collaborative Networks. In J. S. Ott & L. A. Dicke (Eds.), *Understanding Nonprofit Organizations: Governance, Leadership, and Management* (3rd ed., pp. 232-240). Boulder, CO: Westview Press.
- Mirońska, D., & Zaborek, P. (2018). NGO—Business Collaboration: A Comparison of Organizational, Social, and Reputation Value From the NGO Perspective in Poland. *Nonprofit and Voluntary Sector Quarterly*, 0(0), 0899764018797476. doi:10.1177/0899764018797476
- O'Leary, R. et al. (2012). The Skill Set of the Successful Collaborator. *Public Administration Review*, 72(S1), pp. 570-583.
- Osei-Kyei, R., & Chan, A. P. (2015). Review of studies on the Critical Success Factors for Public–Private Partnership (PPP) projects from 1990 to 2013. *International Journal of Project Management*, 33(6), 1335-1346.
- Ott, J.S. and Dicke, L.A. (2016). *Understanding Nonprofit Organizations: Governance, Leadership, and Management*. Boulder, CO: Westview Press.
- Ospina, S.M. and Saz-Carranza, A. (2016). Paradox and Collaboration in Network Management. In J.S. Ott and L.A. Dicke (Eds.), *Understanding Nonprofit Organizations: Governance, Leadership, and Management*. (pp.240-256). Boulder, CO: Westview Press. (Original work published 2010).
- Pettijohn, S. L. (2013). Federal government contracts and grants for nonprofits. *Government-Nonprofit Contracting Relationships Brief*, 1.
- Pettijohn, S. L., Boris, E. T., De Vita, C. J., & Fyffe, S. D. (2013). Nonprofit-government contracts and grants: Findings from the 2013 national survey. *Washington, DC: The Urban Institute*.
- Schiller, R. S., & Almog-Bar, M. (2013). Revisiting Collaborations Between Nonprofits and Businesses: An NPO-Centric View and Typology. *Nonprofit and Voluntary Sector Quarterly*, 42(5), 942-962. doi:10.1177/0899764012471753

- Selden, S. C., Sowa, J. E., & Sandfort, J. (2006). The impact of nonprofit collaboration in early child care and education on management and program outcomes. *Public Administration Review*, *66*(3), 412-425.
- Shumate, M., Hsieh, Y. P., & O'Connor, A. (2018). A Nonprofit Perspective on Business–Nonprofit Partnerships: Extending the Symbiotic Sustainability Model. *Business & Society*, *57*(7), 1337-1373. doi:10.1177/0007650316645051
- Suárez, D. F. (2010). Collaboration and Professionalization: The Contours of Public Sector Funding for Nonprofit Organizations. *Journal of Public Administration Research and Theory*, *21*(2), 307-326. doi:10.1093/jpart/muq049
- Tsarenko, Y., & Simpson, D. (2017). Relationship governance for very different partners: The corporation-nonprofit case. *Industrial Marketing Management*, *63*, 31-41. doi:https://doi.org/10.1016/j.indmarman.2017.01.004
- Tsasis, P. (2009). The social processes of interorganizational collaboration and conflict in nonprofit organizations. *Nonprofit Management and Leadership*, *20*(1), 5-21. doi:10.1002/nml.238
- Waddell, S. (2000). Complementary Resources: the win-win rationale for partnerships with NGOs. *Terms of Endearment. Business, NGOs and Sustainable Development* (Greenleaf Publishing, Sheffield).
- Walden, G. I. (2006). Who's Watching Us Now? The Nonprofit Sector and the New Government by Surveillance. *Nonprofit and Voluntary Sector Quarterly*, *35*(4), 715-720. doi:10.1177/0899764006289767
- Williamson, J. (2019, January 12). A Nonprofit's Board of Directors – What is a Board? Retrieved from <https://www.501ce.org/nonprofits-board-directors/>
- Vernis, A., Iglesias, A., Sanz, M., & Saz-Carranza, B. (2006). *Nonprofit organizations: Challenges and Collaboration*. Place of publication not identified: Palgrave Macmillan.
- Zeng, J., Roehrich, J. K., & Lewis, M. A. (2008). The dynamics of contractual and relational governance: Evidence from long-term public-private procurement arrangement. *Journal of Purchasing & Supply Management*, *14*, 43-54.

Appendices

Appendix A: CMU Collaboration Pamphlet



Mission:

To create a safe space for learning and growth during the pregnancy, birth and early postpartum, to educate mothers and their support network about their options and why they matter and to provide hands-on labor support for families who want that additional support.






 info@cmutah.org

 XXX-XXX-XXXX


 www.cmutah.org

Why Collaborate With CMU?




Expand Reach

Collaboration can provide complimentary services, creating a more comprehensive approach to improving access to care for underserved minority populations



Shared Values

CMU and CHC, Inc. share similar values about helping underserved populations while placing an emphasis on culturally sensitive services



Current Services

CMU can offer the following resources to your community: awareness workshops, support groups, and prenatal courses

Appendix B: Collaboration Email and Mail Template

The following text may be used in either email or mail form. When reaching out to a new organization, it is important to consider the pros and cons of different methods of contact. Email may be quicker and feel less informal, or more approachable, however, a formal letter on letter-head can lend to the legitimacy of the organization. After sending an email or a letter, a follow-up phone call is useful to help your new contact put a voice to the name.

Dear (specific contact name from organization),

My name is Mayra Sanchez Gomez, the founder of Comunidad Materna en Utah. We are an organization which empowers women to strengthen their families and serve their communities by improving their experience during birth. We offer awareness workshops, support groups, and prenatal classes with an emphasis on assisting women whom may have more difficulty with confidence or a lack of knowledge about the birthing process (the focus of this introduction may shift depending on the organization you are reaching out to, in an effort to highlight your similarities).

I was (on your website, reviewing your brochure, etc.) and would love to talk to you more about (our shared values of., our similar programs like., our overlapping clientele., a specific problem they may have insight on, or simply to get to know each other, exchange expertise, or ideas). I would love to grab a coffee and chat when you have the time. I am available (general times/ days) if any of those work for you. I understand how busy our field can be, so I'm definitely willing to plan out in advance or come to you if that's better.

Thank you in advance for your reply. I look forward to getting to know you!

Sincerely,

Mayra Sanchez Gomez
Executive Director
Comunidad Materna en Utah (CMU)
Phone: XXX-XXX-XXXX
Email: CMU@EMAIL.COM

Appendix C: Similar Organizations in Utah

Organizations similar to CMU	Website	Contact Information	Services Provided
Postpartum Support International	https://www.psiutah.org	Not available	Provides, facts, resources, training, recommendations
Utah Department of Health - Maternal & Child Health Bureau	http://health.utah.gov/mch/	There is a form to fill out	This organization hosts a series of programs such as WIC, Newborn Safehaven, and more.
Utah Newborn Safe Haven	http://www.utahsafehaven.org	utahnewbornsafehaven@gmail.com	This organization helps new parents that do not wish to raise their newborn information about anonymous approaches to giving up the custody of their children.
Utah Department of Health - Data Resources Program	http://health.utah.gov/drp/	There is a form to fill out	This program offered from the Department of Health provides data resources, which could provide Mayra and CMU with great information about their population and the need for their services.
Utah Health Policy Project	http://www.healthpolicyproject.org/about-uhpp/	Each person that works for the organization has an individual email address.	This organization appears to do it all in regards to community outreach, education, and advocacy. There is clear opportunity to partner with this organization.
Community Health Centers	https://www.chc-ut.org/services	2621 S. 3270 W. West Valley City, UT 84119 Phone: (801) 412-6920	Unique to Salt Lake County. They provide prenatal and delivery services, as well as post delivery services.
The Birth Center	http://www.utahbirthcenter.com/prenatal-groups	info@utahbirthcenter.com	This organization is run by midwives but they offer several prenatal courses, it did not state if there is a need to have courses in Spanish but it could be an opportunity to talk about their needs and needs of CMU.
University of Utah - Health	https://healthcare.utah.edu/womenshealth/pregnancy-birth/perinatal-education.php	Women's Health Services 801-213-2995	Classes for partents including prenatal info.
Intermountain Healthcare	https://intermountainhealthcare.org/calendar/south/uvrnc/prenatal-seminar/		Offers prenatal courses over 4 week timeframe and offers an different excellerated version as well.
National Perinatal Task Force	https://perinataltaskforce.com/	Requires a person to submit information via a form	A grassroots movement to start and grow thriving Perinatal Safe Spots in every Materno-Toxic Area
Jenny Joseph (Person)	https://www.common sensechildbirth.org/jennie-joseph/	speaker@jenniejoseph.com	Based in Florida
Great Expectations Birth Care	http://www.greatexpectationsbc.com/in-the-community	tiffany@greatexpectationsbc.com	Home births, prenatal classes, breastfeeding support

Appendix D: ICEA Response

Questions	Answers
Does your organization have community partners? If so, who?	Tends to partner with national or international organizations. National Partnerships: ILCA, American College Nurse Midwives, US Breastfeeding committee, Healthy Children Project
How did you identify the partners you currently have?	Discovering like-minded organizations and reaching out to see where collaborations can occur.
How did you establish these partnerships?	A lot of times it's simply a matter of reaching out to similar or like-minded organizations. Tend to be on similar task forces.
Where/how do you spread the word about your services?	Vast majority of spreading the word is through the internet. Largely through google searches.
What partners do you wish you had?	This organization has challenges with international outreach mainly because each country presents their own unique challenges.

Jenny Joseph – works out of Florida. The whole practice is about serving the underserved communities.

National Perinatal Task Force – look into this organization

Maternal Toxic Area – Any area where women who are at high risk of morbidity or mortality based upon prejudice or disparities faced in life. (Rosepark might be considered under this definition).

Locations where collaboration may be possible:

- Prenatal education – Under Women’s and Children’s services
 - o Offers free prenatal once a month at the Oquirrh view clinic
 - o 1st Tuesday of the month
 - o 9:30-11:30 AM
- South Main Clinic
 - o Offers teen moms
 - o Similar to addressing at-risk women
- Intermountain may have some similar services
- Redwood Clinic
 - o Centering program for refugees
 - o Could be a good opportunity for advertising