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# Cross Sector Partnerships (CSPs) for Social Change

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UNIVERSITY OF SAN FRANCISCO

CHANGE THE WORLD FROM HERE

**Cross Sector Partnerships (CSPs) for Social Change**

Unique opportunities and challenges of transformational collaborations

by

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Capstone Research Report Submitted in Partial Fulfillment  
of the Requirements for the  
Master of Nonprofit Administration Degree  
in the School of Management  
directed by Dr. Marco Tavanti

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## **Abstract**

A growing interest in cross-sector partnerships (CSPs) has revealed that nonprofit organizations seek to address complex social issues and achieve greater impact through collaborative efforts. Organizations that engage in CSPs with the three traditional sections (nonprofit, public, private) experience varying opportunities and challenges. In order for nonprofit organizations to craft strategies and participate in CSPs, they must first understand the unique challenges and opportunities of each sector.

Through in-depth literature reviews, interviews with nonprofit experts, and secondary data analysis, this project captures the motivations of each sector and provides nonprofit organizations with multiple perspectives to think about how to engage with each traditional sector. Ultimately, this research encourages additional resources, investment, and support for nonprofit organizations to continue building cross-sector partnerships and related activities. Doing so ensures that there's long-term sustainability towards the efforts to achieve complex social impact goals. Findings will inform recommendations for nonprofit organizations to address unique sector challenges, participate in successful CSPs, and consider lessons learned from within the fourth sector, otherwise known as social enterprises.

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## Section 1. Introduction

Nonprofit organizations have historically engaged in partnership activities in various ways. The more obvious are those partners who provide financial support to sustain an organization's services and programs. This basic yet crucial partnership can be generalized as a transaction if philanthropic foundations or individuals do not consider the long-term impacts of their investment in an organization. This capstone project explores how organizations are creating strategic cross-sector partnerships(CSPs) that lead to social change by discovering the unique opportunities and challenges that nonprofit organizations face.

### Purpose and Need

The purpose of this research is to identify the elements of CSPs that contribute to their success and that produce a synchronous movement towards social change. This research is important because complex issues such as poverty, homelessness, racial inequity and inequality require innovative solutions and the combined contributions of all sectors.

Additionally, nonprofits create strategic plans with alignment to their mission and operate on a daily basis with reflection on how their day-to-day impact meets their mission. However, nonprofits also create vision statements that offer guidance and inspirational on long-term desired change resulting from an organization or program's work. It is a "description of the world as it would exist if the organization were to succeed in achieving its grandest aspirations." (Bridgespan, 2019) This research will support the idea that cross-sector partnerships are extremely beneficial and preventing mission creep while allowing nonprofit organizations to meet their mission.

Lastly, there are not enough capacity building grants supporting cross-sector partnership-building activities, especially those that contribute to systemic change and greater community impact. This research hopes to convince funders to consider the importance of supporting such capacity building activities.

The following is a summarized outline of how this paper is organized.

### Literature Review

This report begins with an in-depth literature review of cross-sector partnerships, collective impact, corporate social responsibility, and simple definitions of what is systems change to ground the research in historical and peer-reviewed analysis.

#### Cross Sector Partnership

According to the Becker and Smith (2018) cross-sector collaboration is "alliances of individuals and organizations from the nonprofit, government, philanthropic, and business sectors that use their diverse perspectives and resources to jointly solve a societal problem and achieve a shared goal."

Research demonstrates that more and more nonprofit organizations are engaging in cross-sector partnership activities in order to achieve greater impact at the local level in addition to addressing large-scale complex social issues.

### **Collective Impact**

According to the Collective Impact Forum (2019), collective impact is a cross-sector partnership framework that “brings people together, in a structured way, to achieve social change.” The five principles of collective impact include starting with a common agenda, establishing shared measurement, fostering mutually reinforcing activities, encouraging continuous communication, and having a strong backbone.

Research on Collective Impact strategies demonstrate that when organizations invest their time and resources (financial and human capital) to implement collective impact strategies, the result includes large-scale social change. (2011, Kania and Kramer)

### **Corporate Social Responsibility**

Corporate Social Responsibility(CSR) is a business practice that incorporates conscious impact on all aspects of society including economic, social, and environmental. CSR is not a new practice but rather one with historical significance as business owners sought out ways to care for their communities. Policies today could include both internal as well as external approaches.

### **Systems Change**

Systems change is broadly defined by Gopal and Kania (2015) as “a fundamental change in policies, processes, relationships, and power structures, as well as deeply held values and norms.” Kania and Kramer (2011) argue that cross-sector partnership frameworks such as collective impact allows organizations to “abandon their individual agendas in favor of a collective approach” and challenges the practice of “isolated impact” which “find[s] and fund[s] solutions embodied within a single organization...with the hope that the most effective organizations will grow or replicate to extend their impact more widely.”

### **Methods and Data Analysis**

Next, the methods and approaches used in this capstone project are described, followed by a presentation of the data collected through tables and charts. An analysis of the data will follow each data presentation. Hypothesis: Nonprofits are facilitating and participating in successful cross-sector partnerships by identifying systems change strategies and finding partners that desire similar goals, offer different expertise and skills, are committed for length of time, and provide support for other partners involved.

### **Recommendations and Conclusion**

The last sections will include a description of the implications resulting from the data findings and a summary of recommendations for the nonprofit sector. Limitations regarding this capstone project will be shared as well as topics for further inquiry into the discussion regarding cross-sector partnerships for social change.

## Section 2: Literature Review

A growing interest in cross-sector partnerships or interactions with a focus on how cross-sector work contribute to systems change has been prevalent in research. Clarke & Crane (2018) found numerous studies demonstrating interest in the subject of “systemic change within cross-sector partnerships” and in addition to recognizing this growing interest, there has been simultaneous advancement on similar and complementarian frameworks such as collective impact and corporate social responsibility. Seitanidi and Crane (2014) begins this dive into cross-sector partnerships by explaining that social partners are defined as “the joining together of organizations from different sectors of society to tackle social problem.” Their definition however is broad and provides the opportunity to dig deeper into what the sectors include, what process join these individuals or groups together and how do we define what is considered a social problem.

Some frameworks will derive from different perspective of specific sectors, but this section will uncover how existing definitions and studies of cross-sector partnerships interact with other frameworks such as those aforementioned. Finally, research on systems change will be added to provide supplemental context to analyze each framework and build a foundation for understanding their importance.

### Cross-Sector Partnership

Research has revealed that while the idea of cross-sector partnership (CSP) is increasingly a topic of interest to researchers and practitioners, there hasn't been a standard and consistent term used across disciplines. However, a common definition used is summarized by Becker and Smith (2018) as “alliances of individuals and organizations from the nonprofit, government, philanthropic, and business sectors that use their diverse perspectives and resources to jointly solve a societal problem and achieve a shared goal.” Almog-Bar and Schmid (2018) recognize that the terms cross-sector “partnership” and “collaboration” are frequently used interchangeably. For this research, “partnership” will be used throughout to maintain integrity and partnerships will be explicitly defined as “a relationship created through a formal contract between organizations from different sectors that join together and share their resources to promote common goals. The governance and responsibility for the partnership actions are shared among the partner organizations.” (Almog-Bar and Schmid, 2018) Therefore, cross-sector partnerships originated from the desire of individuals and organizations to resolve the problem of insufficiency at the organizational level.

While businesses, organizations, and government agencies are working tirelessly to address society's greatest challenges such as global warming, poverty, education, and more, they have also recognized that while their efforts are addressing immediate needs and have great impact, they remain siloed solutions that are “insufficient to address the problems at the scale at which they exist.” (Becker and Smith, 2018) The cause for their insufficiency is due to their lack of capacity to address these issues at a systemic level rather than addressing the immediate needs of the populations they're serving. Additionally, without working together with other individuals or organizations, solutions are often redundancies rather than innovative means of meeting the needs of the community. The role and contribution of each sector in addressing society's issues do not go unrecognized. Many businesses, organizations, government agencies are now

beginning to acknowledge that in order to address society's greatest challenges, they must "develop the capacity to lead collaboratively and to effectively work across sectors" (Becker and Smith, 2018) After several years of practice, researchers of cross-sector partnerships have been able to distill the elements of successful CSPs as well as craft models for communities to replicate the process of forming and maintaining CSPs.

As a theory, CSP has attracted interest and curiosity amongst those who want solutions to massive complex problems faced by communities around the world. However, as a practice, researchers have discovered what motivates organizations and individuals to participate in CSPs. Almog-Bar and Schmid (2018) found that an understanding of shared values is a significant motivator for CSP participants. In their research, members uniformly desired to provide high-quality services and improve their clients' well-being. Shared values contribute to a sense of community and unity as members of the CSPs work together.

Almog-Bar and Schmid (2018) also found that another motivating factor that influenced an organization's participation in CSPs was their perception of the partnership as a strategy "that enables mobilization, pooling, and leveraging of resources that can provide access to decision makers who have the power to lead comprehensive national social and policy changes." Almog and Schmid are not only referring to financial resources but also resources and support for each organization's respective communities and constituents. Additionally, examples of such organizations often have policy agendas that is in alignment with their mission and participate in CSPs that include an advocacy and policy arm allowing for simultaneous impact on the immediate local community and the larger systems that perpetuate the very issues each organization is working to address. The organizations in these CSPs are often willing to share knowledge, information, materials, human resources, and organizational capacity to achieve and support the CSP's outcomes.

Almog-Bar and Schmid's (2018) findings do not indicate whether participation increases an organization's capacity, it only states that CSP participants are allocating internal resources to reach the goals of the CSP. However, they did find that organizations have financial motives which are exacerbated by economic uncertainty and instability. CSP organizations viewed the partnership as an opportunity to increase their own financial resources so that they can improve the quality of their services. Parmigiani and Rivera-Santos (2011) argue that partnerships might give organizations an advantage which applying for institutional funding because funders are increasingly becoming interested in collaborative efforts between nonprofit organizations. Additionally, funders might perceive partnerships as a opportunity to convene experts in the field and to combine organizational capacities to achieve outcomes greater than what an individual organization could attain. While CSPs have great potential to bring unity and cohesion to nonprofit organizations, researchers have also been curious as to what makes them successful.

Nonprofit organizations face tremendous daily challenges as they work tirelessly to address social issues, meet their mission, and juggle satisfying internal and external stakeholders. Despite these challenges, organizations of all sizes and addressing various issues, have participated in CSPs which demonstrate that successful partnerships exist and there are factors that contribute to ensuring a successful, effective, and worthwhile partnership. Hartman and Dhanda (2018) found that successful CSPs define success as having reached partner alignment through "clean and well-informed collaborative goals" and achieving those goals together. Their finding lays

confirms an important element of CSPs which Becker and Smith (2018) identify in their definition of CSPs as individuals and organizations “jointly solv[ing] a societal problem and achiev[ing] a shared goal.” This component is crucial to understanding a foundational CSP framework.

One example of successful CSPs exist in the HealthCare Industry. It is no secret that healthcare entities experience challenging struggles within their system and in their effort to address community-wide health concerns. Recently, healthcare providers have given attention to CSPs because of their desire to resolve these systemic challenges and to look at the issue from a different perspective. One of the known facts in healthcare and summarized by Lockwood and Peterson (2018) is that many providers understand that improving the health of a population not only is influenced by people’s ability to gain access to high-quality healthcare services, but also is influenced by their economic circumstances, living conditions, diet, and psychological well-being. Using this new perspective, healthcare providers found that in order to address health, healthcare providers must embrace a new perspective and strategy that incorporates overall well-being and considers the social, environmental, and behavioral determinants of health. It is then that health care providers and other community based organizations are able to provide holistic care and greater impact.

CSPs have allowed individuals and organizations to address large-scale systemic challenges with different perspectives. Clarke and Crane (2018) also found that cross-sector partnerships have become a central theme in research about the “role and responsibilities of business, the emergence and effectiveness of new forms of private governance, and the shifting practices, performance, and legitimacy of civil society.” In a later section, further research will unravel the relationship and intersections between the role of business, the public sector, and the nonprofit sector in CSPs. Current research on CSPs have reveals several unique findings.

Shumate, Fu, and Cooper (2016) found a relationship between nonprofit organizations who engaged in CSPs. Their research concluded that nonprofit organizations who participate in CSPs do not increase their organization’s internal capacity. However, they also discovered that organizations engaged in CSPs with government agencies that extend beyond a funder-recipient relationships, have greater strategic planning capacity than nonprofits that do not.” Shumate et al (2016) speculate that government agencies are able to contribute to a nonprofit’s strategic planning capacity because they have experience in addressing large-scale social problems through policies and contracts. Organizations in CSPs with government agencies are learning through repetitive relationship building, influencing and contributing to strategic program plans that they are to implement down the road.

Shumate, et al (2016) also found that nonprofits seeking to achieve greater levels of financial management, strategic planning, external communication, board leadership, mission orientation, and staff management capacities, should consider developing adaptive and operational capacity to meet those goals instead of participating in CSPs. Letts, Ryan, and Grossman (1999) refer to adaptive capacity as the way that organizations adapt to changes in their environment. This suggestion addresses internal needs and organizational readiness to participate in CSPs. While CSPs have proven to be very effective, they can also be just as ineffective, if there is misalignment in goals. Shumate, et al (2016) found that organizations with higher levels of operational capacity also have greater levels of the previously mentioned six capacities.” CSPs

have positive contributions to nonprofits who engage in them despite the intense capacity required of the participating organization, however, organizations need to consider their internal adaptive and organizational capacity and the ways in which they'd like to expand their strategic planning capacity before deciding whether to participate.

Almog-Bar and Schmid (2018) discover several challenges to CSPs, the first being that when “government is the main funding source for CSPs, the power relations cause nonprofits to become dependent on the government and their ability to function independently may be impaired. Nonprofits should be aware of these emerging power relations and their impact on the organization’s activity.” There is a trend that local, regional, state, and national government entities are working with nonprofit organizations to address public needs. Nonprofit institutional fundraisers are often in tune with the policy developments that affect their particular area of service. Additionally, nonprofits have begun to channel their board expertise as well as their staff capacity towards advocacy and policy with one of the reasons being that government outsources their services to local nonprofit organizations. (Christens and Inzeo, 2015) Unlike foundations, government is difficult system to challenge and alter, therefore organizations who receive government funding are typically adhering to nonnegotiable grant agreements.

One of the main factors that plays a critical role in achieving the outcomes of CSPs is building trust among the partners (Alexander & Nank, 2009; Provan & Kenis, 2008). Almog-Bar and Schmid (2018) also found that building trust is an important factor of CSPs, however interpersonal relationships which is “based on relationships between specific personalities, has important implications for CSPs...when the operation of CSPs becomes solely dependent on the relationships between certain individuals, a turnover in staff or sudden change in the close relationships between individuals may endanger the operation and sustainability of the partnership.” No matter which sector a nonprofit has partnered with, these relationships remain crucial to the sustainability of the work conducted by a CSP. Partnership activities may be assigned to single staff or team of individuals from every participating member organization, however information must travel back to the organization or the communities that are involved in order to share the responsibility. The relationships and knowledge of what’s happening within a CSP cannot be contained.

Despite these challenges, Almog-Bar and Schmid (2018) did find that CSP member organizations do “believed the partnerships had a substantial social impact. They viewed the partnership as a means of furthering and implementing social change at the national level, which enables mobilization and leverage of resources that facilitates social change.” This is in alignment with previously mentioned research regarding the overall motivations of organizations to participate in CSPs. Furthermore, it confirms that CSP activities is more than just collaboration. CSPs are intentional partnerships and one such model that has been developed and utilized over the years to facilitate the creation and activities of CSPs is known as Collective Impact. In the next section, the collective impact theory and known results will be discussed.

### Collective Impact

Collective impact is described as a successful framework of cross-sector partnership by also recognizing the significance of these partnerships in solving specific yet complex social problems and bringing together diverse actors from various sectors to achieve those goals. Christens and Inzeo (2015) would argue that add that “that large-scale social change comes from

better cross-sector coordination rather than from the isolated intervention of individual organizations” and therefore define Collective Impact as “a framework for achieving systems-level changes in communities through coordinated multi-sector collaborations.” The need for coordinated collaborations stem from the reality that nonprofit organizations tend to work in isolation and become incredibly competitive for funding. These challenges are partly fueled by philanthropy and their funding traditions.

Kania and Kramer (2011) share that as a result of nonprofits creating independent solutions to major social problems, they are “often working at odds with each other and exponentially increasing the perceived resources required to make meaningful progress.” One example of this is seen in the growing interest of venture philanthropy and social entrepreneurship. The nonprofit sector has greatly benefited from the investment into high-performing nonprofit organizations. However, it means that emphasis has been placed on scaling up a few selected organizations rather than supporting a set of organizations that contribute a diverse understanding of the social need as well as innovative solutions that address the complexities of that need. This perspective and funding process fuels the competition within the nonprofit sector and maintains a status quo of “ideal” solutions.

In order to address what is known as “isolated impact,” Kania and Kramer (2011) brings the collective impact model to light through a publication in the Stanford Social Innovation Review. The five important components of a collective impact initiative include a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants. In addition to these five components of a successful collective impact initiative, Kania and Kramer (2011) also emphasize that financial investment is required to drive all these activities and to sustain the ongoing work. Despite the competition for funding amongst nonprofit organizations for funding, Christens and Inzeo (2015) found that “many foundations are emphasizing the importance of cross-sector collaboration among the organizations they support” and thus recognizing that it is a significant activity that contributes to a much larger impact.

After several years of implementation across the country, Collective Impact groups and researchers have begun to question their impact and effectiveness. Brooks (2017) explored the strengths and weaknesses of using collective impact as a model for cross-sector collaboration, arguing that it is more than just a new buzzword in the nonprofit sector. She argues that “Collective impact serves as a model or a guide for creating a structure for cross-sector collaboration.” In her research, she found that there are eight emerging conditions for successful collective impact initiatives.

Eight conditions for successful collective impact emerged through the interview process. (1) All members must understand the definition and structure of collective impact. (2) The backbone organization needs sufficient capacity and resources. (3) Individuals from the nonprofit, for-profit, and government should be represented in the collective impact initiative. Selecting the right partners from the beginning ensures success. (4) Clear lines of communication should be created to share progress to all parties involved. (5) Community members and individuals from the vulnerable populations being served should be involved and given a

- voice. (6) All stakeholders should agree on the vision and goals of the initiative.
- (7) Data and continuous improvement strategies should drive decision-making.
- (8) Advocacy and public relations tactics should be utilized to drive engagement, encourage stakeholder support, and increase organizational capacity.

Karp and Lundy-Wagner (2016) also found challenges that make collective impact difficult to execute despite the overwhelming consensus of its benefits to communities and organizations. Some of the challenges include developing a shared understanding of collective impact work, maintaining organizational competencies in a coordinated system, and using data to support collective impact work. These challenges are similar to Brooks (2017) own findings regarding the challenges of collective impact.

Again, the presence of these challenges does not translate to a belief that collective impact is an ineffective. Rather, because collective impact still remains a fairly new CSP model, there is room for evolution and opportunity to try out new and innovative solutions to these challenges. Karp and Lundy-Wagner(2016) found that some CSPs first discuss the benefits of collective impact before launching a coordination of their services. Zakocs & Edwards (2006) would later add that the “formalization of rules and procedures are important in achieving goals.” These two observations point to the foundational elements of Collective Impact.

Additionally, Collective Impact organizations understood the potential that their participation had in increasing their own internal capacities to serve their communities. Karp and Lundy-Wagner(2016) argue that some “key principles of the collective impact approach, including the use of data and the alignment of organizational goals, conflict with the reality of running and sustaining an organization.” Therefore internal organizational motivations also allowed Collective Impact groups to successfully address their challenges.

Research into Collective Impact has also discovered elements which contribute to their success and sustainability. According to Wolff (2001), “collaborative initiatives are more likely to reach their goals if their reason for existence comes from within the community. Some local initiatives, however, gain legitimacy at the local level through affiliation with larger state, national, or international enterprises.” Community initiated Collective Impact strategies addresses the challenge of rapid nonprofit staff turnover. By involving local residents and securing alignment with other community initiatives, a Collective Impact group has the ability to sustain the work over a long period of time without it being dependent on one specific individual, organization, or collective impact group. Furthermore, Zakocs & Edwards (2006) also affirm that member diversity is a crucial element and provide the opportunity for those most affected by the local address to positively contribute solutions and support.

In order for Collective Impact to be a successful CSP framework, Christens and Inzeo (2015) emphasize that the internal relationships between its members are extremely critical to its success. Brown, Feinberg, & Greenberg (2012) and Foster-Fishman, Berkowitz, Lounsbury, Jacobson, & Allen (2001) would also agree “that positive internal relationships between participants are critical to success.” The significance of interpersonal relationships within a Collective Impact initiative remains a strong indicator of success and allows members to work through difficulties and challenges.

Corporate Social Responsibility

The private sector has also poured tremendous resources and efforts towards cross-sector partnerships but it goes by another name. Corporate Social Responsibility or otherwise known as CSR has been in existence since the 1950s. According to the Sustainability Dictionary (2005), CSR is defined as a “business outlook that acknowledges responsibilities to stakeholders not traditionally accepted, including suppliers, customers, and employees, as well as, local and international communities, in which it operates and the natural environment.” While there are existing definitions for CSR, a widely accepted set of standards and practices are currently lacking. To understand how CSR has developed and transformed, it is important to recognize the significance of the adoption of the Universal Declaration of Human Rights in 1948. It was a monumental document that established “for the first time, fundamental human rights to be universally protected and adopted as a “as a common standard of achievements for all peoples and all nations.” (UDHR, 2019) Although the UDHR is not a legally binding document, it has gone on to challenge the citizens of the world and their responsibility to care for their neighbors and influence the development of laws for many countries along the way.

Although the UDHR has no specific tie to CSR, it’s influence was certainly felt by those who began to craft the framework and ideas that would later become known as CSR. Carrol (1999) writes a historical record of CSR beginning with a book titled the Social Responsibilities of the Businessman by Howard Bowen. Bowen (1953) writes that CSR refers to CSR as “the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society”. This publication goes on to influence CSR beyond the 1950s.

In the 1960s, there was an attempt to develop a more accurate definition of CSR. During this time, Keith Davis (1960) referred to CSR as “businessmen’s decisions and actions taken for reasons at least partially beyond the firm’s direct economic or technical interest... Furthermore, he asserted that some socially responsible business decisions can be justified by a long, complicated process of reasoning as having a good chance of bringing long-run economic gain to the firm, thus paying it back for its socially responsible outlook.” Later, Joseph W. McGuire (1963) state that “the idea of social responsibilities supposes that the corporation has not only economic and legal obligations but also certain responsibilities to society which extend beyond these obligations.” These definitions call out the responsibilities that businesses have beyond their purpose and what they owe to their stakeholders and their consumers. In addition to recognizing this responsibility, Davis calls out a connection to a business’s economic potential when they also invest in being socially responsibility.

In the 1970s, Harold Johnson’s (1971) *Business in Contemporary Society: Framework and Issues*, presents several definitions including one that states that a “socially responsible firm is one whose managerial staff balances a multiplicity of interests. Instead of striving only for larger profits for its stockholders, a responsible enterprise also takes into account employees, suppliers, dealers, local communities, and the nation.” To demonstrate the public’s shifting opinions regarding CSR and the expansion of its definition, Carroll(1999) points to a public opinion survey “conducted by Opinion Research Corporation in 1970 in which two thirds of the respondents believed business had a moral obligation to help other major institutions to achieve social progress, even at the expense of profitability.” This is an important turning point as businesses explore goals beyond their profits.

During the 1980s, discussion regarding CSR slowed down, however interest in CSR theories, models, or themes and how to incorporate them into businesses. In order to achieve this, Thomas M. Jones (1980) defined CSR as “the notion that corporations have an obligation to constituent groups in society other than stockholders and beyond that prescribed by law and union contract.” Jones introduced two new thoughts into the conversation by saying that “obligation is voluntarily adopted and that the obligation is a broad one, extending beyond the traditional duty to shareholders to other societal groups such as customers, employees, suppliers, and neighboring communities.” His major contribution though was the idea that CSR is not a set of outcomes that businesses should try to accomplish but rather a process that is incorporated. There were many authors and researchers during the 80s that continued to influence CSR. However this all comes to a halt during the 1990s.

Carrol (1999) says that during the 1990s, “the CSR concept transitioned significantly to alternative themes such as stakeholder theory, business ethics theory, CSP, and corporate citizenship.” The historical account of CSR has given us a foundational understanding of the motivations behind business decisions that fall under CSR. Williams (2014) would argue that today, that “ more government regulation and more pressure from civil society on business is required to increase CSR participation and there is movement in this direction.” Despite this, Williams(2014) has also identified that businesses are realizing that “the profit maximisation model need not be absolutised for the business system to function effectively.”

Doing good work is not enough to convince the public that a company has committed to solid CSR policies. Hyejoon Rim, Sung-Un Yang, and Jaejin Lee (2016) found that a company’s motivations for CSR must align with their actions in order to have any true impact. Rim, et al (2016) share that “even though a company enjoys a good CSR reputation, the company’s motives for supporting CSR and partnering with a nonprofit should be perceived to be altruistic by the consumer as that stimulates their intention to identify with the company.” Their finding points out that the public now holds incredible influence over company success based on their socially conscious commitments. However, to be able to make these conscious decisions, the public must be educated on how to engage and influence company decisions and companies must be transparent about their motivations and decisions.

While CSR research has not focused on its overall contributions towards social change, particularly those related to sustainability or benefitting the wider social, there is undeniable support for businesses to incorporate genuine CSR policies into company strategy.

### Systems Change

Systems change can be broadly defined as “a fundamental change in policies, processes, relationships, and power structures, as well as deeply held values and norms.” (Gopal and Kania, 2018) It is important to situate the concept of cross-sector partnerships within a systems change framework because its core vision is to achieve large social impact. Again, Kania and Kramer (2011) argue that cross-sector partnership frameworks such as collective impact allows organizations to “abandon their individual agendas in favor of a collective approach” and challenges the practice of “isolated impact” which “find[s] and fund[s] solutions embodied within a single organization...with the hope that the most effective organizations will grow or replicate to extend their impact more widely.”

Through cross-sector partnerships, organizations and companies from the three traditional economic structures (nonprofit, private, and public), can work towards changing policies, processes, relationships and power structures. Their combined skills, expertise, resources, and valuable connections to the community places them in a unique position to address complex social issues over a long period of time.

### **Section 3: Methods and Approaches**

The purpose of this research is to identify the elements of CSPs that contribute to their success and that produce a synchronous movement towards social change. This research is important because complex social issues such as poverty, homelessness, racial inequity and inequality require innovative solutions and the combined contributions of all sectors. This section describes the methods and procedures utilized in the research project.

First, an in-depth literature review on cross-sector partnership, collective impact, and corporate social responsibility. Utilizing Google Scholar and the database of the University of San Francisco Gleeson Library, peer reviewed research was conducted over the course of several weeks to gather appropriate papers. Initially, a search was limited to each single topic subject in order to retrieve a wide and general understand of each topic alone and after gathering sufficient information, a search was conducted for each topic along with the terms “systems change” or “social change.” The reason for this additional search was to explore the connection between CSPs and the ultimate goal of addressing and achieving large scale change on complex social issues.

While the literature review was conducted, an interview protocol was formed for data collection. Several drafts of the protocol were created and reviewed by Dr. Richard Waters and Dr. Marco Tavanti before being approved for usage. The final protocol included a summary of the purpose of this capstone project, and initial outreach plan to potential interviews through email, a list of questions to be asked during the interview, and a consent to participate form which informed all participants of their rights. The interview questions were created and chosen to elicit information regarding their experience, attitudes, and understanding of CSPs either in their current or former professional career (see Appendix B). All interviewees were chosen based on their partnership building experience. Interviews were scheduled for either over the phone or in person. While in-person interviews were preferred, preference was given to meet participants at their convenience.

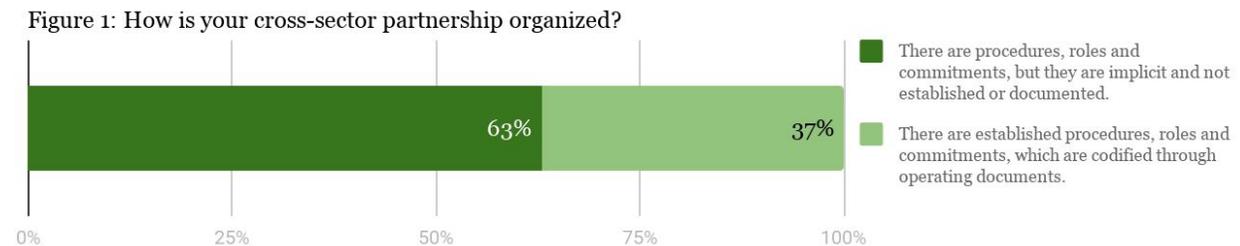
This research project originally included a survey method to collect data for analysis. Based on time constraints and the researcher’s unexpected personal health needs, the research project shifted from collecting survey data to finding a secondary data set on cross-sector partnerships. This research was limited to the analysis of one set of data provided by Living Cities. Living Cities (2019) is a nonprofit organization that seeks to “harnesses the collective power of philanthropy and financial institutions to improve the lives of low-income people and the cities where they live.” In 2016, Living Cities conducted a survey of 604 nonprofit organizations across the United States utilizing their Living Cities' Cross-Sector Partnership Assessment.

Additionally, the assessment was originally created to help those organizations engaged in CSPs to understand how to work with various stakeholders in order to achieve greater impact. The assessment questions were reviewed prior to selecting this data for further analysis since the purpose of this research project differs slightly from the intentions of Living Cities.

## Section 4. Data Analysis

Living Cities' Cross-sector partnership assessment in 2016 found common trends in the nonprofit sector's cross-sector partnerships across the United States from 604 survey participants. The following section summarizes trends regarding CSP organizational structure, length of CSPs operation, community alignment, CSP partnership evaluation, shared vision or goals, CSP funding, and CSP partnership approach.

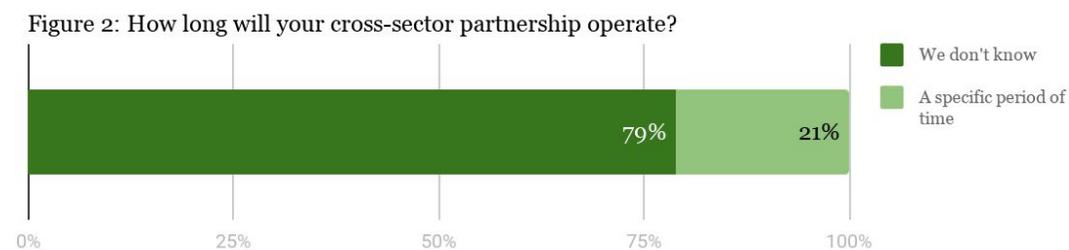
**Figure 1: CSP Organization**



Source: Data from Living Cities (2016) "Lessons from 500+ Cross-Sector Partnerships"

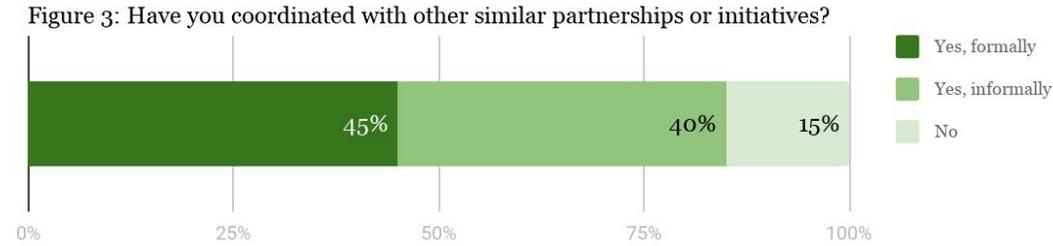
63% report that their CSPs are informally organized without established or documented procedures, roles, or commitments. Researchers find that CSPs with formal structure tend to demonstrate better goal achievement. CSPs with operating documents allow partners to focus on activities that progress their collaborative goals, streamline their strategies for efficiency and effectiveness, and avoid reactive decision making. To explain the high percentage of CSPs without formal structures, Living Cities found that younger CSPs who participated in this survey may intend to create formal organizational structures, but are still in the process of creating them. Additionally, formal structures require an administrator and partners to identify a lead organization to guide and revisit the processes.

**Figure 2: Length of CSP**



Source: Data from Living Cities (2016) "Lessons from 500+ Cross-Sector Partnerships"

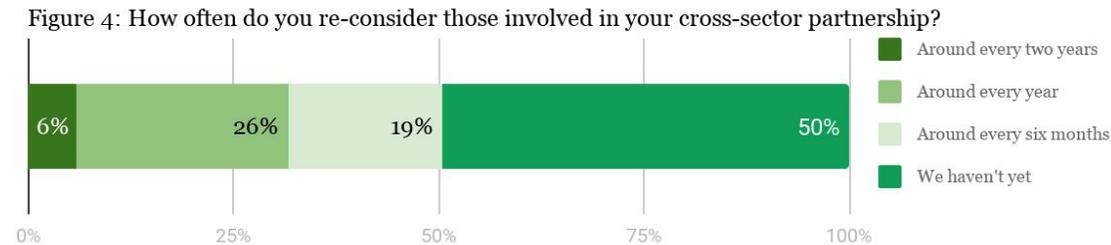
79% of CSPs report that their partnerships are not time bound. This data aligns with the trend that the majority of CSPs do not operate with a formal organizational structure or may be a younger CSP who has not established the length of operation. CSPs who do not identify a length of operation poses the risk of creating strategies and initiating social change movement that is dependent on the CSP. Including a length of operation into the CSP structures will allow partners the opportunity to regularly evaluate the relevancy of their work and determine the need for strategic shifts.

**Figure 3: Community Alignment**

Source: Data from Living Cities (2016) “Lessons from 500+ Cross-Sector Partnerships”

Data from Living Cities demonstrate that only 45% of organizations have formally aligned and coordinated their efforts with other community initiatives to produce greater impact. Another 40% are engaged in informal community partnerships. A singular CSP alone requires a massive lift to administer and maintain, so it is not surprising that the data shows a smaller number of CSPs engaging in additional partnerships or initiatives.

However, similar to formalized organization structures, if a CSP chooses to align themselves with other community efforts, it is recommended that they formalize the relationship. A formal structure will set expectations for both initiatives, recognize the commonalities between both groups, and identify ways in which to provide realistic support for each other.

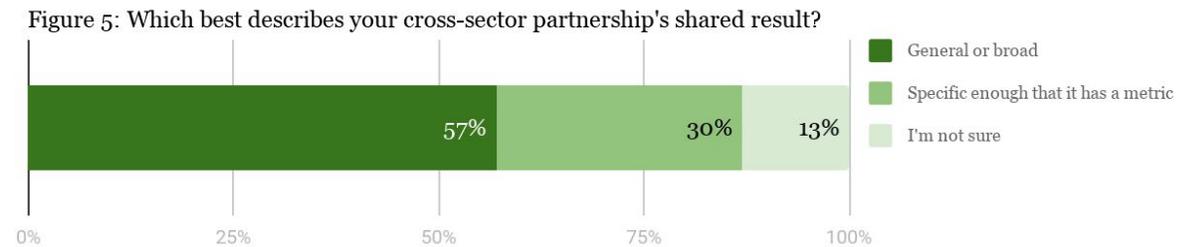
**Figure 4: Partnership Evaluation**

Source: Data from Living Cities (2016) “Lessons from 500+ Cross-Sector Partnerships”

50% of organizations in CSPs do not reevaluate their participation. Evaluation frequency is completely determined by the partners within the collaborative and there is no right or wrong frequency. However, not engaging in partnership evaluations ignores the fact that the work is inherently complex and will evolve over time. In order to achieve social change, CSPs need to be flexible and consistently reevaluating their work while continuously learning about how the issue is changing in their local, regional, and larger global context. CSPs evaluating partnerships are investing time into identifying how each organization contributes to the overall goals and vision of the CSP in addition to systemic social change. Partners who engage in this process also maintain their organization's core competency, avoid duplicating services or efforts, and celebrate the diversity of experts in the field.

It is also a natural process to sunset partnerships and bring in new partners as various goals are met and new goals are created.

**Figure 5: Shared Vision/Goals**

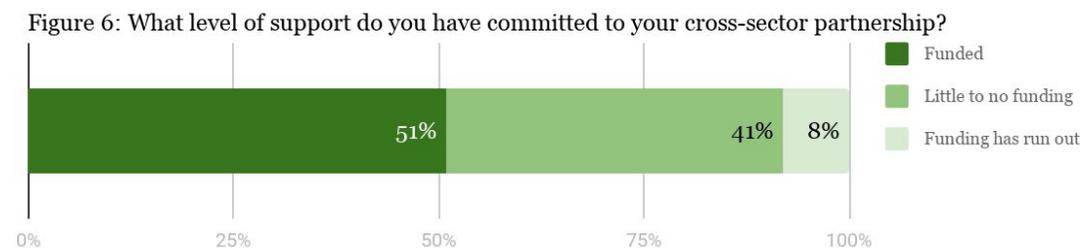


Source: Data from Living Cities (2016) “Lessons from 500+ Cross-Sector Partnerships”

57% of surveyed participants report that they their CSP have general or broad goals. 30% have specific goals with metrics and the remaining 13% are not sure about their CSPs goals. From these results, we can conclude that the majority of CSPs are guided by some identified goal which defines activities and sets the course of movement. However, without specific and measurable goals, CSPs won’t know if they’ve reached success or whether their activities will lead to their anticipated results.

CSPs that have general or broad goals are only scratching the surface of the social impact produced by their work. In addition, the resulted impact may also be artificial in nature because intentional data collection and evaluation of the CSPs activities were not included. Again, this is in alignment with the lack of formalized structures. Priority must be given to create procedures that periodically assess the progress of CSP activities.

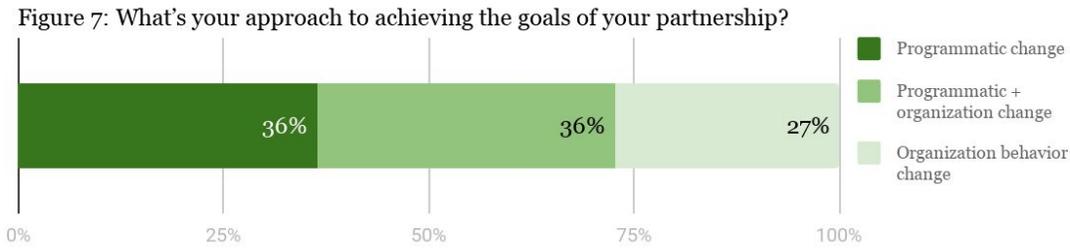
**Figure 6: Funding**



Source: Data from Living Cities (2016) “Lessons from 500+ Cross-Sector Partnerships”

51% of organizations report that their CSP activities are financially supported compared to 41% reporting little or no funding. Although this data does not break down the source of funding or what activities are being specifically funded, organizations recognize that in order to have a successful CSP, financial support is a necessary component to sustain the work of CSPs. Living Cities acknowledges that CSP funding can be a challenge because it is often a localized issue and varies dependent on the organizational structures of the CSP. 8% of organizations report that funding has run out, however organizations participating in CSPs have the opportunity to apply for funding as a collaborative rather than as a singular organization, demonstrating the strength of the CSP and allowing funders to make a greater investment into their local communities.

**Figure 7: Partnership Approach**

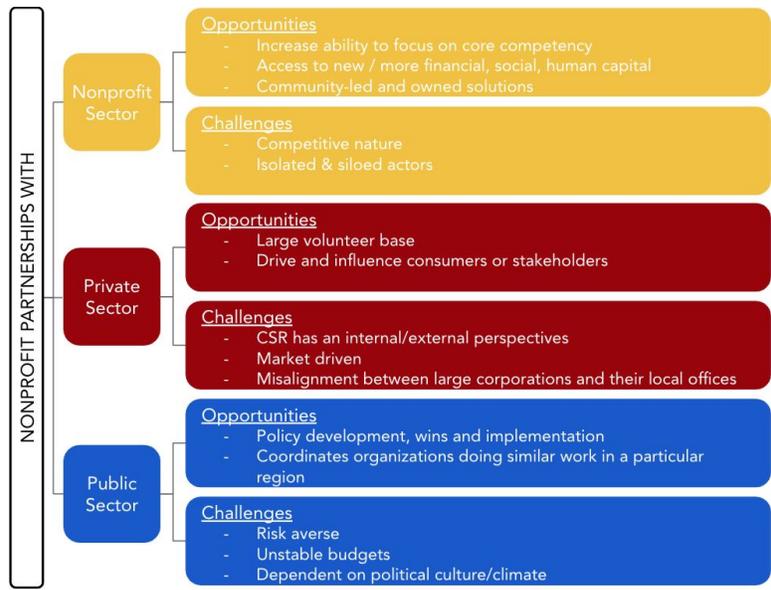


Source: Data from Living Cities (2016) “Lessons from 500+ Cross-Sector Partnerships”

36% of organizations are achieving their CSP shared goals by focusing on both program and service delivery and organizational behavior change (policies) while the rest focus on one or the other. To be successful, both approaches are necessary because immediate services are still required to address real-time needs while organizational behavior change addresses the perpetual challenges of complex social issues at a systemic level.

**Expert Interviews Summary**

In addition to the survey data above, expert interviews (see appendix b) provided additional context into cross-sector partnerships today. After the interviews, the notes were reviewed and key themes were taken regarding the opportunities and challenges of CSP participation. The themes from each interview were compiled into one chart. The chart below documents key trends regarding challenges and opportunities within nonprofit’s relationship with other nonprofit organizations, the public sector, and private corporations.



Source: Data from Living Cities and Expert Interviews: Francis Chan, OWED Senior Project Manager; Lindsey Coonan, Juma Director of National Partnerships; Soo Kim, Swords to Plowshares Development Specialist (2019)

The opportunities for nonprofit organizations are overwhelmingly convincing for the case to participate in cross-sector partnerships. In order to participation in CSPs, organizations need to first identify whether they have the internal capacity to participate. Participation also depends on

what the goals and vision of the CSP and what each organization is willing to contribute. Despite this heavy lift, nonprofit organizations do find that CSP participation is worth the investment of their staff time, talent, and organizational finances.

## **Section 5: Implications and Recommendations**

Our findings reveal that the conversation about cross-sector partnerships currently rely on the traditional sector analysis which includes the nonprofit, public, and private sectors. While the opportunities exist and there is enough rationale for nonprofit organizations to participate and engage in partnership building activity, organizations are also simultaneously experiencing challenges which make it difficult to achieve their goals and understand how their work contributes to a much larger social impact.

Successful CSPs are motivated by the opportunities that each sector presents and guided by a strategy with a larger vision for social change. Their understanding of what each sector contributes allows them to be intentional during the partnership recruitment process. After a CSP has identified their shared vision or goals, the chart helps CSPs identify and craft strategies that utilize the full potential of their partners. Nonprofit organizations will also be able to anticipate challenges and prepare themselves in order to remain focused on goal achievement. Coupled with tools such as Living Cities(2016) Cross-Sector Partnership Assessment, organizations can receive “tailored feedback, tools and resources to help partners get better results, faster.”

In addition, nonprofit organizations view challenges as important opportunities to address systemic gaps especially as it relates to social change. Based on these findings and a literature review on cross-sector partnerships, collective impact, and corporate social responsibility, the following is a list of recommendations for further consideration and research.

### Encourage Philanthropy

Philanthropy has participated in CSPs by providing funding for CSP related activities and support partnership building efforts. In addition, there is an opportunity to reframe their engagement with nonprofit organizations, play a larger role in sharing their social and human capital, and organize/facilitate cohorts of grantees to encourage a culture of partnership and sharing. Their philanthropic priorities shape what issues are brought to light and highlight innovative efforts of local organizations.

### Explore Social Enterprise Models of Partnership

Looking beyond the traditional nonprofit, public, and private sectors, there has also been a growing interest and redefinition of the sectors that make up our economy. Global exploration and innovation has evolved organizations that don't fit into the traditional nonprofit, public, or private sectors into a forth sector.(cite) Examples of these organizations are B Corporations or social enterprises. My research has found that there needs to be additional analysis and research into how social enterprises or those organizations that exist in the forth sector participate in cross-sector partnerships and what contributions can they make to the existing models such as CSR and Collective Impact while adding new and innovative methods of success.

### Contextualize the Organization

It is important for nonprofit organizations to understand their work and impact within the local, regional, state, national, and international/global context. Doing so, allows organizations challenge the occasional competitiveness and to adopt a complementarian relationship with their CSP partners. Organizations should consider embedding their work throughout the community for long-term sustainability and potential for even greater impact beyond their local regions.

### Create and Utilize Metrics

There is no denying that data informs critical decision making but more importantly it allows for an evaluation of what is working, how is happening, and why change is happening (or not happening). CSPs need data and metrics to benchmark success and measure whether their efforts and activities are leading organizations in the right direction. One way to start this is by including formalizing specific, measurable, achievable, relevant and time-bound goals into the CSP structures as it is being formed. CSP goals can be evaluated and adjusted as data is collected and reviewed.

### Review CSP Participation on a Timely Basis

CSP members should review their involvement on a regular cadence. The work of nonprofits is inherently complex and will evolve over time. It is a natural process to sunset partnerships and bring in new partners since change is inevitable. CSP member organizations need to be able to identify their ability to make adjustments to strategic CSP shifts and their limitations. As an organization ends their engagement or shifts their engagement with a CSP, it does not mean that they are less valued, rather they have are recognizing the context of their work and retaining mission integrity.

### Create Specific Roles for Partnership Activity

Larger organizations are often able to dedicate partnership building responsibilities to one or two staff members or even a team. However, most organizations embed partnership activities within other roles. However organizations choose to designate these responsibilities, they must be transparent and clear about what the individual is responsible for. Furthermore, organizations should coach or seek additional professional development on how to participate in CSPs. There are various ways to be involved depending on the organization's capacity so it is up to the organization to define what it needs from a CSP as well as what it can contribute.

## Section 6: Conclusions

This capstone project sought to understand the unique challenges and opportunities of transformational cross-sector collaborations. Cross sector partnerships or CSPs is an important topic because nonprofit organizations address complex social issues that require innovative solutions and the combined contributions of all sectors. Successful partnerships do not only benefit those that are involved, but rather they have a lasting and greater impact on the individuals, families, and community that they serve.

Through literature review, expert interviews, and secondary data analysis, there is consensus that CSPs are lacking formalized structures such as documented procedures and process. This weakness resulted in CSPs experiencing additional challenges along the way such as not aligning their work with other community initiatives, creating specific and measurable metrics, considering both programmatic and policy changes, and not forming time sensitive partnerships that review how the contributions of each organizations remain relevant to the work of the CSP as a whole.

Secondary data was collected in 2016 and since then, newer models of CSP have been developed. Additional research into these methods are required to provide a more up to date analysis on how successful CSPs are today. The original methods included a custom survey for distribution to San Francisco nonprofit organizations, however due to the time limitations, the survey did not gather enough responses for analysis.

The culminating chart details CSP opportunities and challenges and summarize key trends from across the country. Although it is not an exhaustive list of opportunities and challenges, it does allow CSPs to think strategically about who they'd like to select as a partner and how they could contribute to their group's overarching goals. Additionally, it allows organizations to proactively prepare or anticipate challenges that might surface during the process of building a new CSP or throughout the work of a CSP.

Recommendations for CSPs include encouraging philanthropy to shift their engagement, exploring social enterprise models of partnerships, contextualizing the work of CSP member organizations, creating and utilizing metrics to evaluate success, reviewing CSP participation on a regular basis, and creating explicit roles for employees engaged in CSP activities.

Additionally, further research into social enterprise partnerships need to be explore to expand this discourse beyond the traditional economic sectors included in this capstone project. Around the world, the “forth sector” is developing and garnering huge interest. Nonprofit organizations in the United States would benefit from a critical analysis of social enterprises around the world.

This research does benefit the nonprofit sector as this research supports the idea that cross-sector partnerships are extremely effective in achieving greater impact and preventing mission creep while allowing nonprofit organizations to meet their mission. Secondly, organizations seeking capacity building grants to support cross-sector partnership-building activities, especially those that contribute to systemic change and greater community impact, now have evidence why this is beneficial to communities. They also have the opportunity to ask funders to participate in ways beyond their financial investment. This research hopes to convince funders to consider the importance of supporting such capacity building activities.

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## Appendixes

### Appendix A: Expert Interview Questions

1. Organization
  - a. Name of Org/Corporation/Government Department
  - b. What is the mission/focus of the organization?
  - c. What is your role within the organization?
2. When you hear cross-sector partnerships, what do you think of? How would you describe it?
3. For the purposes of this Capstone project, a cross-sector partnership is defined as “alliances of individuals and organizations from the nonprofit, government, philanthropic, and business sectors that use their diverse perspectives and resources to jointly solve a societal problem and achieve a shared goal.” (Becker, J. & Smith, D.B. 2018) Considering this definition, have you or your organization engaged in cross-sector partnerships?
  - a. If so, can you describe a few examples of them?
  - b. What kind of organizations/companies/government entities were they?
  - c. What percentage of your organization’s partnerships would you say are within the social/public/or private sector?
4. What made them successful partnerships?
5. How were these partnerships formed?
  - a. What processes did you engage in to formalize the partnership?
6. In order to participate, what kind of commitment is required of each partner?
  - a. Are there stages of commitment?
  - b. How do you or your organization maintain these partnerships?
7. Throughout the partnership, have you experienced or observed the partnership change?
  - a. If so, in what ways and what were the causes to those changes?
  - b. How long do these partnerships typically last?
8. Who within your organization is primarily responsible for building and maintaining these partnerships? (could also be a team of people)
  - a. If not, what would your organization consider assigning these responsibilities to an individual/team?
9. What challenges have you faced or witnessed in building partnerships?
10. What kind of support would you or your organization need to build successful partnerships?
  - a. to resolve some of the challenges that you’ve mentioned beforehand?
11. Thank you for your time and thoughtful responses, one final question that I’d like to ask is what kind of impact has resulted from your organization’s participation in cross-sector partnerships? (ie impact for the community, region, individuals, families, etc)

## **Appendix B: Summary of Expert Interviews**

### Successful Partnerships

Francis Chan, OWED Senior Project Manager

The Office of Economic and Workforce Development (OEWD) supports San Francisco's ongoing economic vitality by strengthening its neighborhoods, businesses, commercial corridors and workforce. The department thinks about the needs of the city as a whole versus each individual sector. However, they work with community partners (CBOs), merchants, residents, and community networks to establish programs/projects that address the needs of the community.

OEWD establishes successful partnerships by establishing SMART goals and milestones (empowering people with skills that they can use whether or not they choose to start a business - sharing their knowledge with others in the community) with all its partners, understanding the changing economy, and thinking about long-term outcomes.

Soo Kim, Swords to Plowshares Development Specialist

Swords to Plowshares heals wounds of war, restores dignity, hope, and self-sufficiency, and prevents and ends homelessness and poverty among all veterans in need. They have a \$20 million annual budget with 65% deriving from public sources and 25% from individual donors/events. Swords to Plowshares offers corporate and community members opportunities to volunteer and get to know the community they serve. Successful partnerships result in building relationships with the individuals or corporations so that they understand the mission of the organization, move from being only to a volunteer to a donor, are a repeat volunteer, connect with veteran issues (beyond Swords to Plowshares), and become advocates for the cause not just the organization.

Lindsey Coonan, Juma Director of National Partnerships

Juma Ventures (Juma) strives to break the cycle of poverty by paving the way to work, financial capacity, and education for youth across America. Partnerships are critical to the achievement of their mission including the building of employer pipelines to support youth into their Post-Juma job, relationships with local community colleges to increase access to post-secondary education and career technical programs for youth, and funding opportunities. Because Juma is a national organization, one of the things that make successful partnerships is considering what is available at each site and what resources are lacking to ensure that Juma runs a successful program without duplicating local services.

### Challenges of Partnerships

Francis Chan, OWED Senior Project Manager

OEWD has no control over the changing economy and it takes time to understand new and upcoming trends. The department's programs also works within specific time frames that sometimes coincide with the current political environments and is therefore a restrictive challenge for the partners involved.

Soo Kim, Swords to Plowshares Development Specialist

Some of the challenges experienced by Swords to Plowshares include the internal decision to end partnerships or corporate engagement due to the lack of capacity to fulfill volunteer asks or the asks not fulfilling the organization's needs. The organization has also experienced the misalignment of local corporate groups with their national corporate philanthropic strategies, leading to the lack of opportunity to deepen partnerships or funding support.

Lindsey Coonan, Juma Director of National Partnerships

Some of the challenges that Juma has come across is that each sector is kind of doing their own thing. Government has their own pipelines and the private sector are also creating solutions to resolve workforce development deficits. Bringing everyone to the table requires some coordination and patience. Corporations are also creating their own models which might often conflict with the value that we bring to the community and there isn't always an opportunity for Juma to sit at the table and contribute our expertise/knowledge. With that being said there are regional partnerships or collaboratives that are attempting to bridge the sectors and create greater impact.

### Impact of Partnerships

Francis Chan, OWED Senior Project Manager

OEWD's partnerships are creating initiatives that have lasting impact for the community. They are an investing body as well as a supporting body. Through the work that they do with the community, they are in a position to facilitate leadership development, particularly to those who are interested in utilizing business to address the needs of the community. OEWD also influences the city budget by driving financial resources to support their programs and efforts which include a lot of partnership work.

Soo Kim, Swords to Plowshares Development Specialist

The impact of partnerships for Swords to Plowshares include receiving unrestricted funding from their partners to do the work and increasing their trust in the organization. Additionally, volunteers are meeting a very specific need for the organization. Veterans are often lonely, isolated, low-income and homeless but when volunteers visit, they get really excited and feel valued and a sense of appreciation for their years of service. On the flip side, volunteers also get to know veterans and understand the challenges that veterans experience.

Lindsey Coonan, Juma Director of National Partnerships

Juma's partnerships have also allowed us to scan the sector for existing resources so that we are not duplicating services. For example, Starbucks has created their own training so instead of writing our own, we can adopt and utilize industry standards and just modify it for our youth population. As a national and reputable youth employer, we are also sharing our curriculum which makes us a successful youth workforce development program. Lastly, what Juma is doing is slowly influencing systems change on the hiring processes of companies particularly on their HR practices, inclusion policies and retention goals. As Juma prepares the next generation for work, companies must also understand their barriers, needs and potential.

**Appendix C: Living Cities' Cross-Sector Partnership Assessment**

Tell us a little more about your cross-sector partnership

1. Name of your organization
2. Name of your cross-sector partnership
3. Job title

Please select one of the following that best represents the geographic scope of your partnership.

1. Neighborhoods
2. Multiple Neighborhoods
3. City
4. Multiple cities
5. County
6. Multiple counties
7. State
8. Other
9. Not Sure

Please select one of the following that best represents the population of the geographic scope of your partnership.

1. Less than 50,000
2. 50,000 - 100,000
3. 100,000 - 500,000
4. 500,000 - 1 million
5. 1 million - 5 million
6. 5 million +
7. Not sure

Which of the following best describes the primary focus area of your cross-sector partnership?

1. K-12 Education
2. Post-Secondary Education
3. Workforce Development
4. Transit-oriented Development
5. Transit Planning
6. Job Creation
7. Health and Well-being
8. Arts and Culture
9. International Development or other International Work
10. Other

Which of the following best describes how your cross-sector partnership is organized/

1. There are procedures, roles and commitments, but they are implicit and not established or documented.
2. There are established procedures, roles and commitments, which are codified through operating documents.

How long will your partnership operate?

1. We don't know

## 2. A specific period of time

Has your cross-sector partnership worked with other partnerships or initiatives focused on the same issues and/or in the same geography?

1. No
2. Yes, through informal meetings and opportunities to share information.
3. Yes, to coordinate activities and create alignment around purpose and/or approaches to achieving results.

Which of the following describes how your cross-sector partnership is structured?

*Choose all that apply.*

1. We have a leadership table focused on overall strategy for the partnership.
2. We have work groups focused on programmatic delivery for the partnership.
3. Our leadership tables have representation from across sectors, including community groups.
4. Our work groups have representation from across sectors, including community groups
5. Our leadership table and/or work groups have representation from across sectors, but one sector is more represented or engaged than others.
6. Our leadership table and/or work groups have representatives that fill different types of roles in their organizations. (i.e. CEOs, middle managers and front-line staff)

How often do you reconsider the individuals and organizations involved in your cross-sector partnership?

1. Around every two years
2. Around every year
3. Around every six months
4. We haven't yet

Which of the following best describes your cross-sector partnerships shared result?

*Note: Living Cities uses the term "shared result" to describe the specific purpose of a cross sector partnership, such as a decrease in regional unemployment rate. In most cases, shared result can be synonymous with goal or outcome.*

1. General or broad. *Example: Our cross-sector partnership will work together to make sure babies are born healthy and ready to thrive.*
2. Specific enough that it has a metric attached to it. *Example: Our shared result is that 90% of the labor force will be employed by the year 2020.*
3. I'm not sure.

Which paragraph best describes the types of support and/or resources committed to your cross-sector partnership?

1. The members of our partnership are regularly coming to meetings and interested in supporting the purpose of the partnership. However, little or no financial resources have been committed to the partnership.
2. Our partnership has established a level of financial support that can sustain its work in the short term. This funding comes from the partners themselves or outside sources.
3. The funding for our partnership has run out or is about to run out; or the members of our cross-sector table have become fatigued in their involvement with the partnership; or the partnership has been around for many years and has gone through several iterations of members and/or focus area.

Which option best describes your approach to achieving the shared result of your cross-sector partnership?

1. Our partnership has primarily worked with organizations that provide services directly to individuals, such as an afterschool program, a workforce training initiative, or a community health center. The partnership has some interaction with organizations that make or influence policy, but is primarily concerned with directly impacting the lives of individual people.
2. Our partnership has primarily worked with senior leadership in government agencies, nonprofit organizations, and/or businesses to change their behavior as it relates to the cross-sector partnership purpose. Along with this desired behavior change, the partnership has influenced or attempted to influence several local/state policy changes that support its shared result. It has done some work to support organizations that directly serve individuals, but its primary focus is policy and/or organizational behavior.
3. Our partnership has focused on providing services to individuals and influencing behavior changes in organizations or local/state policy change. At different times in the partnership's lifecycle, it may have focused on a few components over others, but its stated purpose is to both serve individuals and change organizational behavior and policies.

Which paragraph best describes the stage in which your cross-sector partnership is currently operating? *If more than one option seems applicable, pick the one that most closely matches your partnership.*

1. Our cross-sector partnership has formed, which included a kick-off meeting and/or a session where participants talked about what they hope to achieve and shared information about their work.
2. The participants of our cross-sector partnership have communicated fundamental differences of opinion; addressed how to work with partners they may not know or trust; and are working to figure out objectives, roles and leadership for the partnership.
3. The participants of our cross-sector partnership have clarified objectives and rules of engagement; developed a shared understanding of their work and purpose; and are beginning to focus more of their energy and efforts on the programs they are trying to solve.
4. The participants of our cross-sector partnership are in full agreement about the work that needs to be done and are actively working together to achieve the partnership's shared result.

How has your cross-sector partnership attempted to define the problem(s) it is trying to solve?

1. We have considered how direct beneficiaries experience the problem(s) in their day-to-day lives.
2. We analyze local data
3. We analyze national/international data
4. We disaggregate data based on race and/or ethnicity
5. We explicitly define the problem the partnership is trying to address and sought feedback.
6. None of the above.
7. Don't know.

Which of the following has your cross-sector partnership used to plan for your work together?

1. We incorporate new ideas into thinking.

2. We let go of out-of-date or discredited ideas.
3. We develop multiple hunches about what is causing the problem,
4. We articulate a plausible understanding of the world in which to test solutions.
5. None of the above.
6. Don't know.

Which of the following approaches has your cross-sector partnership used to find potential solutions to problems? *Choose all that apply.*

1. We develop a vision for the future.
2. We identified lots of potential solutions.
3. We developed new organizational practices, programs and/or policies to test possible solutions.
4. We implement new organizational practices, programs and policies to test possible solutions.
5. None of the above.
6. Don't know.

Which of the following approaches has your cross-sector partnership used to figure out if your approach to achieving your shared result is working? *Choose all that apply.*

1. We measured the impact of the work done to achieve our shared result.
2. We have reflected on the impact of our work by comparing what was expected to what actually occurred.
3. We identified what the partnership needs to learn to improve future solutions and outcomes
4. We generated new hypotheses based on what we learned.
5. None of the above.
6. Don't know.

### **Author's Bio**

Wendy Lee, Development Manager of Juma Ventures(Juma), grew up in the city of San Francisco where her experiences influenced her passion for youth, commitment to serve them through her professional career, and desire to engage with her local community.

Wendy holds a B.A. in Sociology and Asian American Studies from the University of California Santa Barbara. Upon graduation, built her professional nonprofit career in local and national youth development organizations, starting with Public Allies, a national AmeriCorps program. She served as a member at the Palo Alto Family YMCA as their Communications Assistant for nine months and during her service, she learned how to serve others through active participation, built confidence in her leadership style and committed to her values of continuous learning, dignity and respect, and courage.

Shortly after, Wendy joined the Community Youth Center of San Francisco(CYC) as their Senior Program Coordinator of Bayview Youth Advocates (BYA), a youth leadership development program for high school age youth in historically low-income communities. During her five years at the agency as a direct service provider, Wendy trained a diverse cohort of youth in San Francisco's Bayview Hunter's Point neighborhood as community leaders utilizing a unique curriculum focused on culture, identity, and history of the local community.

In 2017, Wendy transitioned from her direct service position to start a Masters program at the University of San Francisco(USF). While pursuing her Masters of Nonprofit Administration (MNA), Wendy became the Development Manager for the national nonprofit social enterprise, Juma Ventures.

As the Development Manager, Wendy's daily responsibilities include proposal development, editing, funder reports, grant budgets, and funder stewardship. Her work at Juma allows her to incorporate her youth development passions along with her professional development goals. Her ultimate goal is to ensure that Juma's funders understand their mission to break the cycle of poverty by paving the way to work, education, and financial capability for youth across America.

Wendy is anticipated to graduate in May 2019 and is excited to continue serving the San Francisco Bay Area through her work.