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CHANGE THE WORLD FROM HERE

To Partner or Not to Partner:
Creating Successful Partnerships Between For-profit and
Nonprofit Organizations in the Legal Field

by

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Abstract

This project aims to explore current partnership building models and create a model specific to the partnership building between for-profit and nonprofit organizations in the legal field. The research for this project is based off expert interviews with legal professionals experienced in the field of pro bono work and partnership building, as well as existing partnership studies. The legal field has existing components (law firms requiring their attorneys to volunteer, pro bono programs, etc.) that make partnership building different from other fields. While these components encourage these collaborations, they also affect how these partnerships are implemented and function.

Keywords: collaboration, partnership building, strategic partnerships, value creation

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Abbreviations and Acronyms

CSDP(s) – cross-sector development partnerships

NFP(s) – not-for-profit organizations

NGO(s) – non-governmental organizations

NPOs – nonprofit organizations

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Section 1. Introduction

Partnership building is essential for nonprofit organizations. Partnerships provide financial, programmatic, and strategic resources that are necessary for nonprofit organizations to operate. With nonprofits facing a growing need for resources, many are partnering with the for-profit sector – a sector seen as a potential ally with boundless financial means. It is in the best interest of the nonprofit sector to ensure these partnerships are sustainable and successful. Unlike the more legally binding structure of mergers and acquisitions, partnerships are flexible and allow both for-profit and nonprofit organizations to modify or change the nature of the partnership. Partnerships are less permanent but still require a high amount of collaboration.

Nonprofit legal service organizations can partner with the for-profit sector in various ways. A legal service organization can partner with a for-profit law firm, a legal service corporation (court reporters, mediation services, legal technology providers, etc.), and corporations with in-house counsel teams looking to support the nonprofit sector.

This project grew out of the idea that partnership building is particularly important to legal service organizations. Legal service nonprofits often provide legal assistance to vulnerable populations and require trained and barred attorneys – a requirement specific to the legal field. In addition to the need for specialized volunteers, legal service organizations create partnerships to gain financial support and programmatic guidance.

There are also many ways to provide legal services. In this project, the nonprofit partnerships are based off providing legal services, not full legal representation.

This project seeks to utilize expert interview data and secondary data on partnerships to create a partnership building model for legal service organizations. The ideal model is clear, concise, and easily adaptable due the limited resources of many legal service organizations. Throughout this paper, I will explore the two following questions:

1. How do nonprofits in the legal field create sustainable and successful partnerships with for-profit companies?
2. What are important and necessary components to partnership building in the legal field?

Section 2: Literature Review

Defining partnership building

It is important to define partnership building, as the term's meaning has changed over the years. Sagawa and Segal thoroughly described these changes in "Common Interest, Common Good: Creating Value through Business and Social Sector Partnerships". Sagawa and Segal outlined the growth of partnerships from alliances to cross-sector partnerships. They wrote: "In both sectors, partnerships have been a way to expand capabilities beyond what the organization's own resource base permits. Alliances allow organizations greater flexibility and the opportunity to leverage competencies, improve customer service, and create a wider geographic reach" (Sagawa & Segal 2000). As the business and social sector began to realize the benefits of these alliances, the concept of partnerships emerged. The definition used to describe exchanges is the same definition used to define partnerships in this report. Sagawa and Segal described, "an exchange occurs when a business and social sector organization recognize that their needs can be met by the other" (Sagawa & Segal 2000). "Partnership building" in this report refers to the actions surrounding and leading up to the creation of a partnership. Another reason for using the term "partnership" is described by Palakshappa, Bulmer, Eweje, and Kitchen as "we adopt the term 'partnerships' thus allowing consideration of a wider assortment of relational types including the spectrum from formal social alliances to informal collaboration between

corporates and not-for-profit organisations” (Palakshappa et al 2010). This definition is further supported by the term “social partnership” (Lyles, Palakshappa, & Bulmer 2016). Social partnership “has been commonly used to define relationships that emphasise the strategic, highly collaborative, long-term focus of corporate and NFP collaboration” (Lyles, Palakshappa, & Bulmer 2016). Kindornay, Tissot, and Sheiban in “The Value of Cross-Sector Development Partnerships” wrote another encompassing definition: “cross-sector development partnerships (CSDPs) are commitments between and among public, private, and non-profit institutions (any combination), in which individuals from partner organizations commit various resources and agree to work cooperatively toward common development goals (Kindornay Tissot, & Sheiban 2014).

Importance of partnerships and partnership building

Cross-sector partnerships between the for-profit and nonprofit sector are increasing. According to Austin and Seitanidi in their piece “Collaborative Value Creation: A Review of Partnering Between Nonprofits and Businesses: Part 1”, “cross-sector partnering, and in particular collaboration between NPOs and businesses, has increased significantly and is viewed by academics and practitioners as an inescapable and powerful vehicle for implementing corporate social responsibility (CSR) and for achieving social and economic missions” (Austin & Seitanidi, Part 1, 2012). Their first piece commented on the framework of collaborative efforts. Austin and Seitanidi continued, writing that “a global survey of 766 CEOs in 100 countries revealed that

'seventy-eight percent believe companies should engage in industry collaborations and multi-stakeholder partnerships to address development goals" (Austin & Seitanidi, Part 1, 2012). These findings support the idea that partnership building, also referenced as cross-sector partnering, is viewed as highly important from the for-profit perspective. From the same survey, Austin and Seitanidi wrote "87% of NGOs and 96% of businesses consider partnerships with each other important. Most are engaged in 11 to 50 or more partnerships. Collaboration creation will continue to accelerate and likely become the organizational modality of choice in this century." (Austin & Seitanidi, Part 1, 2012). This importance is furthered by Lyles, Palakshappa, and Bulmer in "Cause-related events: fulfilling the objectives of social partnerships" when they wrote "From a strategic perspective, social partnerships have proven to be an effective, versatile, and highly beneficial means for organisations (corporates and NFPs) to strengthen their resource profile" (Lyles, Palakshappa, & Bulmer 2016). Kindornay, Tissot, and Sheiban summarized this importance and wrote:

"Non-governmental organizations (NGOs) are also engaging with the private sector to meet their developmental objectives. They participate in multi-stakeholder initiatives that include private sector and government actors, work jointly with private sector partners on specific projects, receive donations, and engage in policy dialogues to improve corporate practices and set industry standards. At the same time, the private sector is engaging in development in its own right through philanthropic activities, corporate social responsibility initiatives,

and efforts to establish innovative core business practices that not only ensure the long-term sustainability and profitability of business but have positive social and environmental outcomes” (Kindornay, Tissot, & Sheiban 2014).

Possible problems or resistance with partnerships

While there is literature to describe the importance of partnerships in the for-profit and nonprofit sectors, there is also literature to describe the problems between the two. Specific to partnerships between small business and nonprofit organizations, Hettche and Walker described cause for concern “from identifying clear-cut incentives that for-profit businesses may need to have to extend the time and resources necessary to a particular nonprofit’s mission to the possible conflicts of interest that some nonprofits may enter into when sharing publically subsidized resources” (Hettche & Walker 2010). Related to these concerns is the issue that these partnerships make nonprofit organizations more business-like. Sanzo-Perez, Rey-Garcia, and Álvarez-González wrote:

From a comprehensive bibliometric analysis of 599 relevant sources, the ‘nonprofit business-like organization’ is established as one of the main research topics in this field, and NPO managerialism is defined as the belief that organizations can and should be built on corporate management knowledge and practices. The analysis allows to identify five key concepts related to this research topic: (1) corporatization, that

focuses on changes in the NPO's governance structure; (2) becoming more entrepreneurial, that focuses on entrepreneurial behaviors of NPOs; (3) venture philanthropy, that applies venture capitalist methods to philanthropic funding; (4) professionalization, whose consequences range from raising volunteers' qualification levels to employing more paid staff; and (5) marketization, that refers to NPO's increasingly maintaining market-type relationships with stakeholders. The last two strategies are subject to substantial criticism within the nonprofit sector. From the perspective of institutional theory, increased professionalization and number of professionals (who bring their own values and standards) can generate undesirable consequences in terms of goal displacement, involving a change in the priorities and standards of the NPO, encouraging a stronger 'managerial identity' and bureaucratization" (Sanzo-Perez, Rey-Garcia, & Álvarez-González 2017).

Cotterlaz-Rannard, Bocquet, and Ferrary commented on these concerns further by writing "[nonprofit organizations] take the risk of losing their soul by partnering with for-profit organizations" (Cotterlaz-Rannard, Bocquet, & Ferrary 2017).

Section 3: Methods and Approaches

This capstone includes two methods of data collection. My primary data source is four expert interviews. My secondary data source is an analysis of current partnership building structures.

To collect primary data, I conducted (4) expert interviews. The interview analysis can be found in Appendix A. The goal of the questions asked during the interviews was to gauge the current important components of partnership building and identify potential drawbacks of partnerships. My interviewees include:

- Hilarie Atkisson, the Senior Director of Corporate Social Responsibility and Pro Bono Counsel at Fenwick & West, LLP, a Silicon Valley law firm involved in pro bono work and partnerships,
- Tiela Chalmers, the Chief Executive Officer and General Counsel of the Alameda County Bar Association and Volunteer Legal Services Corporation, two separate nonprofit organizations: a membership organization and a legal services organization,
- Jennifer DaSilva, the Founder and Executive Director of Start Small Think Big, a nonprofit organization that provides free legal counsel and marketing to low-middle income entrepreneurs starting small businesses, and

- Kimberly Irish, the Director of Healthy Nonprofits Program at OneJustice, a nonprofit organization that advocates for more funding towards legal aid and services in California.

Each interview was conducted by telephone. Notes were created based off of each interview and approved by the interviewee.

To collect secondary data, I analyzed current partnership data I found through my literature review. Several partnership models have been created – although not specific to a particular field – and I have included them and analyzed their application to the partnerships formed in the legal field.

Section 4. Data Analysis

I began my report by collecting secondary data. This data was collected through a deeper exploration into my literature review. I started with Austin's *Strategic Alliances: Managing the Collaboration Portfolio*. In this piece, Austin develops three different stages in which relationships can evolve over time (Austin 2003). These three stages are the philanthropic stage, the transactional stage, and the integrative stage. The Philanthropic stage is described as "the most common and traditional type of relationship. In simplified terms, it can be characterized as a supplicant-benefactor relationship" (Austin 2003). The next stage is the Transaction stage. The Transactional stage "is more of a two-way value exchange, with each side providing clear benefits to the other. The collaboration is focused around a particular, well-defined activity and the resources deployed often go beyond money alone" (Austin 2003). The last stage is the Integrative stage. This stage occurs "when the collaboration evolves into a strategic alliance". At this time, "it becomes central to each organization's mission and integral to their strategies. Both deploy and combine their core competencies, join activities proliferate, personnel and institutional relationships multiply, and trust deepens" (Austin 2003). A deeper exploration of the partnership characteristics of these stages can be found in Figure 1. Using this data, I determined that the partnerships I am researching are beyond the Philanthropic stage. The Philanthropic stage better described grant partnerships, which my research does not include. I identified the partnerships referred

to in my research were transactional or integrative. “In transactional relationships the directionality of the resource flow shifts from unilateral to bilateral. There is an explicit exchange of resources and reciprocal value creation” (Austin & Seitanidi, Part 2, 2012).

Figure 1: Partnership Characteristics

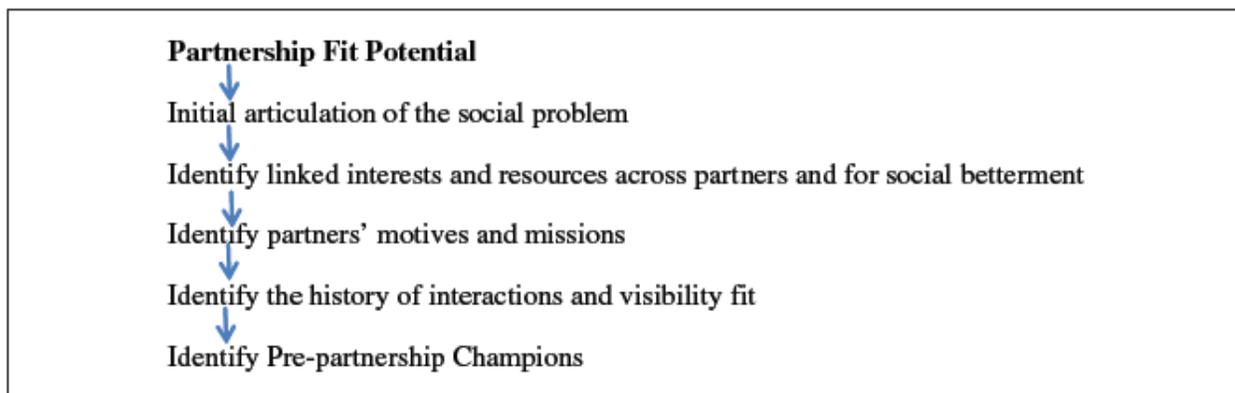
PARTNERSHIP CHARACTERISTICS			
	Philanthropic	Transactional	Integrative
Collaboration mind-set	Gratefulness and charity syndromes; Minimal collaboration in defining activities; Separateness	Partnering mind-set; Increased understanding and trust	We mentality in place of us versus them
Strategic alignment	Minimal fit required beyond a shared interest in a particular issue area	Overlap in mission and values; Shared visioning at top of organization	Broad scope of activities of strategic significance; Relationship as strategic tool; High mission mesh; Shared values
Collaboration value	Generic resource transfer; Unequal exchange of resources	Core competency exchange; More equal exchange of resources; Projects of limited scope and risk that demonstrate success	Projects identified and developed at all levels in the organization, with leadership support; Joint benefit creation; Need for value renewal; Shared-equity investments for mutual “return”
Relationship management	Corporate contact person usually in community affairs or foundation; nonprofit contact person usually in development; Corporate personnel have minimal personal connection to cause; Project progress typically communicated via written status report; Minimal performance expectations	Expanded personal relationships throughout the organizations; Strong personal connection at leadership level; Emerging infrastructure, including relationship managers and communication channels; Explicit performance expectations; Informal learning	Expanded opportunities for direct employee involvement in relationship; Deep personal relationships across organizations; Culture of each organization influenced by the other; Partner relationship managers; Organizational integration in execution, including shared resources; Incentive systems to encourage partnerships; Active learning process

Data from “Strategic Alliances: Managing the Collaboration Portfolio” by J. Austin, 2003, *Stanford Social Innovation Review*, p. 54.

After identifying the partnerships focused on for this report, the next secondary data source provided a method on how to find potential partners.

Potential partners can be difficult to find. Transactional and integrative partnerships must account for the “compatibilities and differences across the partners [that] allow for diverse combinations of tangible and intangible resources into unique resource amalgamations that can benefit not only the partners in new ways but also externalize the socioeconomic innovation value produced for society” (Austin & Seitanidi, Part 2, 2012). Austin and Seitanidi organized this process into the Partnership Formation: Organization Fit model found in Figure 2.

Figure 2: Partnership Formation: Organizational Fit



*Data from “Collaborative Value Creation: A Review of Partnering Between Nonprofits and Businesses. Part 2: Partnership Process and Outcomes” by J. Austin & M. Seitanidi, 2012, *Nonprofit and Voluntary Sector Quarterly*, p. 934.*

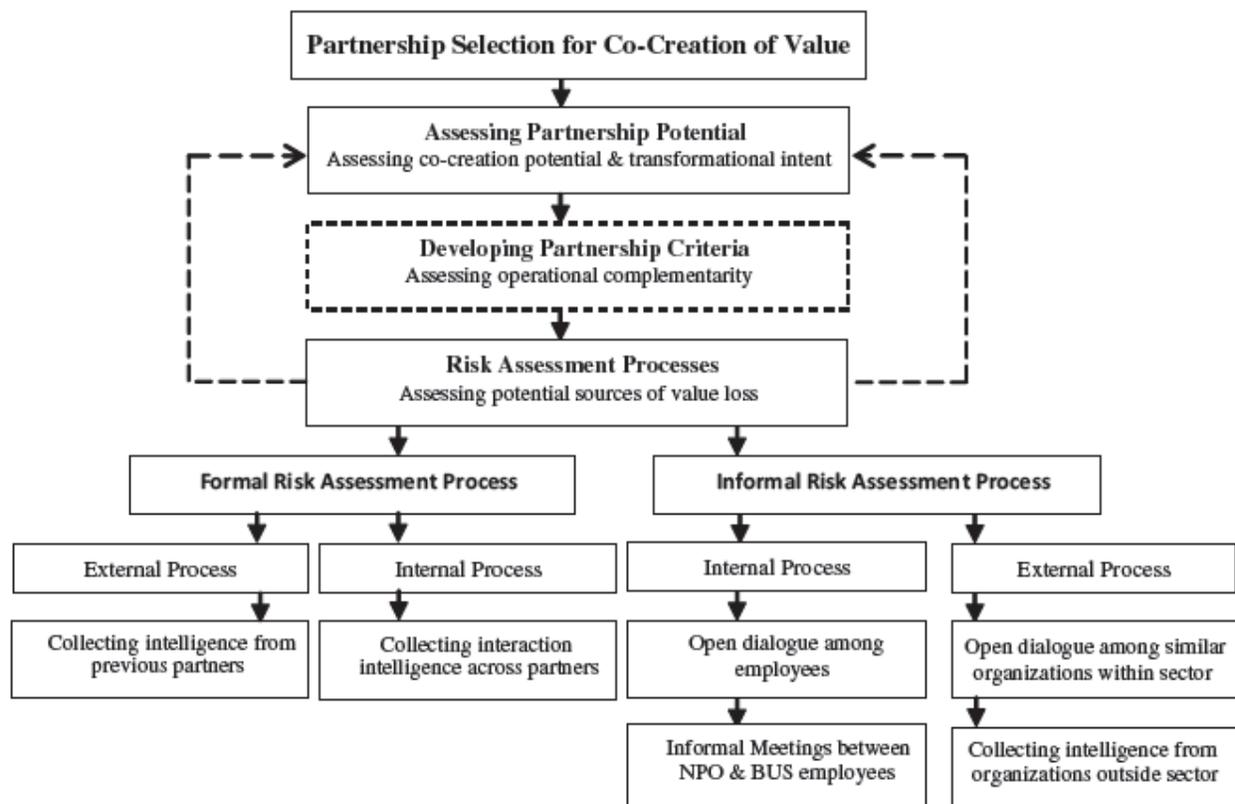
Austin and Seitanidi continued to create a process for the selection of partners. “The processes of selecting a partner build on and extend the previous assessment of

partner fit potential carried out in the formation phase...Selecting the most appropriate partner is a decision that, to a large extent, determines the value creation potential of the partnership” (Austen & Seitanidi, Part 2, 2012). There are various criteria used to facilitate the process of assessing potential partners. Austin and Seitanidi list the various criteria, among which include:

- Industry of interest
- Scope of operations
- Cost-effectiveness (investment required vs. generation of potential value)
- Time sales of operation
- Personal affiliations
- Availability
- Type of resources

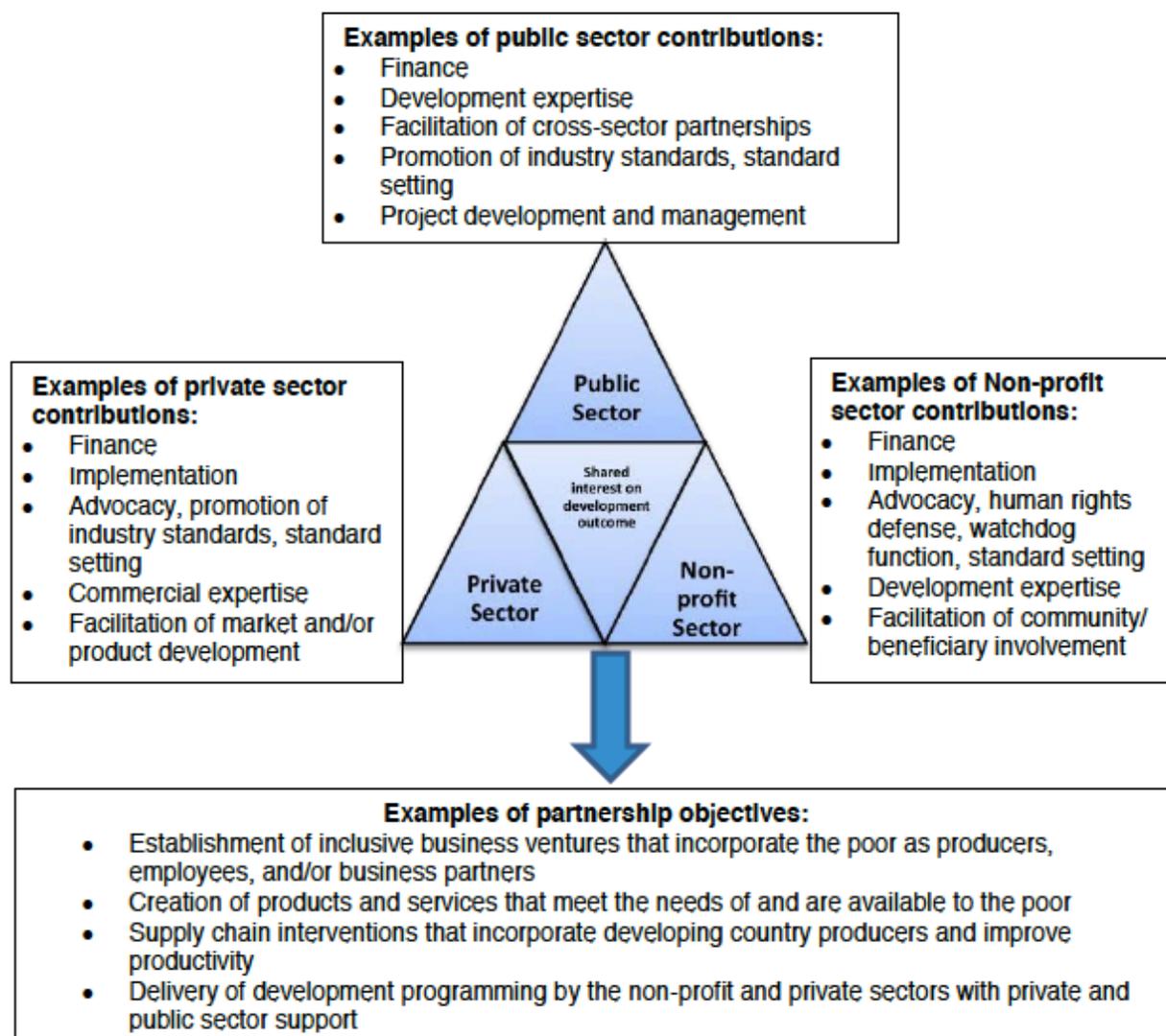
The process for partnership selection is explained in Figure 3. They incorporated a detailed risk assessment process, which I will comment on later in this paper.

Figure 3: Partnership Selection for Co-creation of Value



After the Selection process is the Implementation process. I found several implementation models. To begin, I viewed the Model of CSDPs created by Kindornay, Tissot, and Sheiban. A visualization of this model can be found in Figure 4. This visualization assisted me with understanding the shared interest, or value, invested in the development outcome. Based off of this model, I determined the need for a cyclical execution and evaluation stage.

Figure 4: Model of CSDPs



Data from “The Value of Cross-Sector Development Partnerships” by S. Kindornay, S. Tissot, & N. Sheiban, 2014, *The North-South Institute*, p. 5

After I analyzed current partnership models and literature, I conducted four expert interviews. I asked seven interview questions. The seven questions were:

1. Please provide a brief introduction
2. Please tell me a little about your role and how it relates to partnership building
3. What are importance components to building a successful partnership?
4. What are, if any, drawbacks to partnership building?
5. How is partnership building different in the legal field?
6. What are some ways the legal field can improve on partnership building?
7. Have you ever had a partnership end badly and what can you share about that?

From the data collected from my interviews, several themes and consistencies emerged. These themes and consistencies helped me create a collection of themes and keywords, which I organized into overarching concepts. The themes and keywords can be found in Appendix A. From my interviews, I was able to identify strengths, challenges, opportunities, and threats associated with partnership building in the legal field. These findings are organized in a SCOT analysis, found in Figure 4.

Figure 5: SCOT Analysis

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Large law firms or corporations have dedicated pro bono coordinator or staff • Expectation of volunteering or pro bono work established in the legal field 	<p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> • Partnership building requires a lot of resources (time, staff investment, etc.) • Capacity to track partnership metrics • Staff turnover (on nonprofit side) • Lack of communication or transparency
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Foundation of pro bono work/ expectation already exists in the legal field • Legal field is close-knit community; easy to connect 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Staff turnover (on for-profit side) • Lack of communication or transparency • Not always a lot of opportunities for partnerships in smaller cities/communities

Source: Author's creation. Derived from Katrielle Veslenio, 2018.

The data from the expert interviews showed two strengths: the existing staff on the for-profit side (pro bono coordinators) and the expectation of volunteering or pro

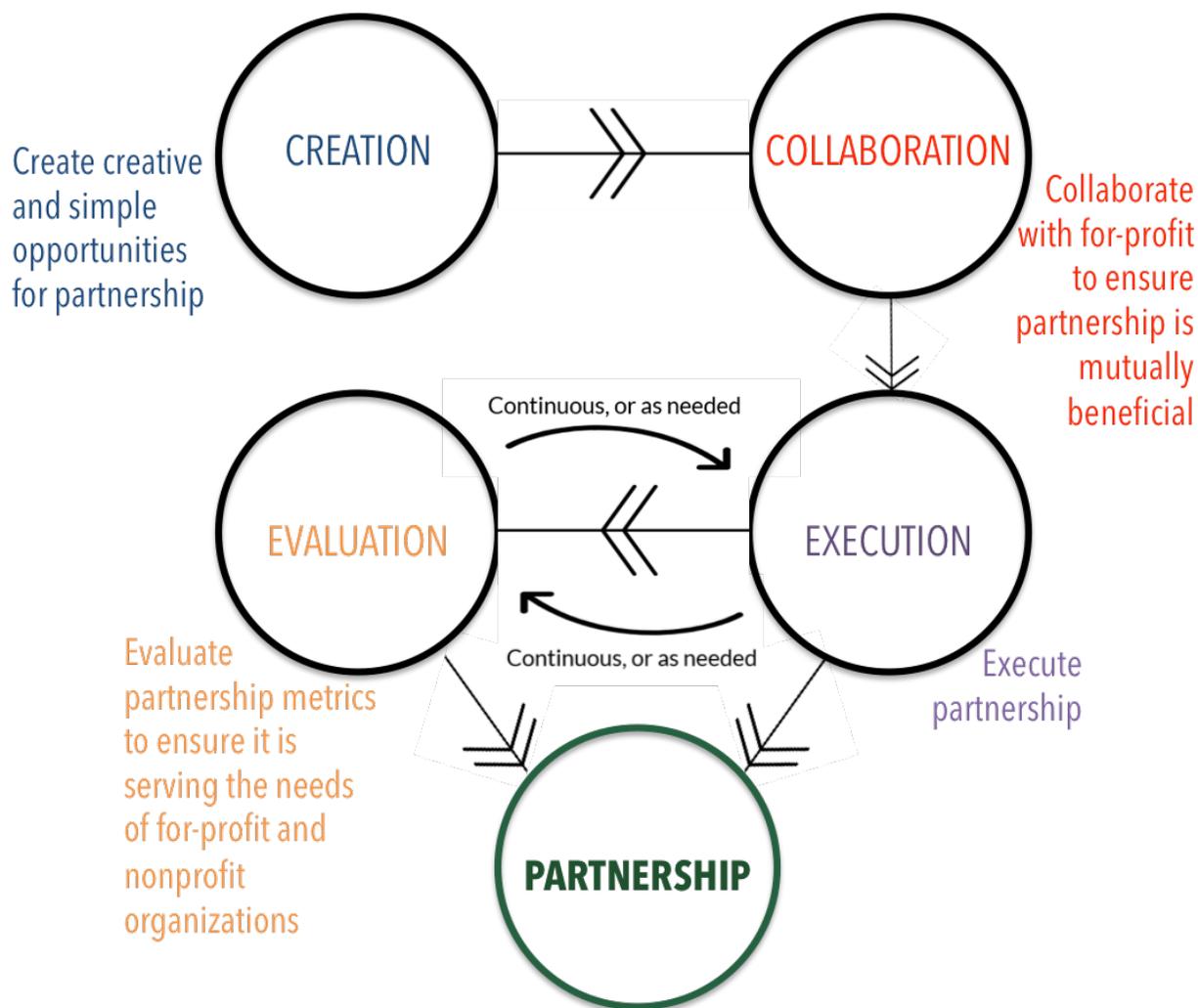
bono work established in the legal field. These strengths produce opportunities. There is a foundation to build upon for partnerships, and a close-knit community in the legal field makes it easy to connect and make partnerships. However, partnership building in the legal field has its challenges and threats. The internal challenge is the lack of resources – particularly time – that nonprofits can dedicate to partnership building. Nonprofits also struggle to have the capacity to track partnership metrics, a relatable challenge to being under-resourced. There is high turnover in the nonprofit sector. The nonprofit sector also faces internal challenges of communication and transparency. Threats include staff turnover on the for-profit side, which can derail partnership efforts, lack of communication or transparency, and not having a lot of opportunities for partnership in smaller cities or communities.

From this primary and secondary data, I created a new partnership model for partnerships in the legal field. This model is condensed and simplistic, and aims to serve the needs and limitations specific to the legal field. The Partnership Model for Legal Field can be found in Figure 6. The model begins with Creation. This part is structured for the nonprofit to create creative and simple opportunities for partnership. Based off of my research, I found that simple opportunities is desired on both sides of for-profit and nonprofit partnerships, as it aims to create an easy environment to work together. After Creation, the model directs to Collaboration. It is at this stage that the for-profit and nonprofit collaborate to ensure partnership is mutually beneficial. Particular to the legal field, partnerships are sought to be mutually beneficial. These partnerships are

similar to transactional relationships, described by Austin and Seitanidi. From Collaboration, the model moves to Execution. Although is in face value, this is step is crucial and part of a two-part cyclical relationship. After executing a partnership, the nonprofit and for-profit organization must step into the Evaluation stage. This cycle is repeated and continuous, as needed. The Evaluation stage is where both partners evaluate the partnership metrics to ensure it's serving both their needs. If it is not serving their needs, the cyclical process is able to re-execute the partnership – with noted changes – and then requires a re-evaluation. The combined process of execution and evaluation, however, creates a partnership.

The four areas (creation, collaboration, execution, and evaluation) were also derived from the SCOT analysis. The concept of the creation was derived from answers provided by experts regarding the roles the experts had and the improvements needed in the field. Collaboration, the next concept, was derived from the current collaborative structure used by for-profit and nonprofits in the legal field. Execution and evaluation were common themes when experts asked about the important components and areas of improvement needed in partnership building.

Figure 6: Partnership Model for Legal Field



Source: Author's creation. Derived from Katrielle Veslenio, 2018.

Section 5: Recommendations

From this report, I made four recommendations on partnership building in the legal field.

1. **FIRST RECOMMENDATION:** Strategically create programs or opportunities for partnership building. Be mindful about the difficulty of integrating the program for all involved partners.

This recommendation directly relates to the Creation stage of the Partnership Model for Legal Field. Supported by the data from expert interviews, I recommend that for-profit and nonprofit organizations be strategic and purposeful about creating partnership opportunities. This step is foundational to the success of the partnership. Partners should be mindful about how programs will be integrated on both sides.

2. **SECOND RECOMMENDATION:** Be transparent about the desired outcomes of the partnership.

This recommendation relates to the collaboration stage. An essential component of collaboration is honesty and transparency. To ensure a successful partnership, all partners must be transparent about their desired outcomes of the partnership. This process can be difficult, as desired outcomes may diverge or conflict.

3. **THIRD RECOMMENDATION:** Make sure involved partners have the capacity and tools to execute and evaluate partnerships.

An overarching recommendation is to ensure partners involved have the capacity and tools to execute and evaluation the partnership. These tools can include a client relationship manager (CRM), an intake process, a reporting process, and an evaluation process (surveys, metrics, etc.)

4. **FOURTH RECOMMENDATION:** Invest the time into building the relationships.

The time invested in building and developing partnerships is crucial to the success of a partnership. Partnerships are relationships; relationships require nurturing and consistent engagement. For-profit and nonprofit organizations should anticipate and plan for the time invested needed to build a successful partnership. If a partner does not invest the necessary time, the partnership is more likely to fail.

Section 6: Conclusions

This report found that the legal field is aware of and incorporates key partnership building components when possible. The legal field faces similar challenges noted by current partnership models, like being under-resourced and a lack of communication. However, the challenges are not specific to the field and occur in partnership building in other areas.

The main goal of this project was to produce a partnership model for creating partnerships between for-profit and nonprofit organizations in the legal field. After conducting expert interviews and collecting secondary data from existing partnership building models, this project created the Partnership Model for the Legal Field. This model has four main parts – a purposeful construction due to the needed ease of creating collaborative partnership opportunities.

For further research, I suggest sending a survey out to for-profit and nonprofit professionals, inquiring about partnership building. This survey would provide quantitative data on frequency of partnerships, number of partnerships, and how many organizations participate in partnerships. Interviewing additional professionals with a specific focus on the for-profit sector could further the research data. If possible, further researchers could also interview authors of other partnership models, including James Austin, Maria May Seitanidi, and Nitha Palakshappa. These fellow authors could provide

deeper insight into partnerships and partnership building, as well as comment on the created models.

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Appendix A: Interview Analysis

Question	Keywords/Themes	Quotes	Quotes (continued)
Brief introduction	Senior Director, CEO, Director, Founder, Executive Director	<ul style="list-style-type: none"> • Has 20 years of history working in pro bono • Charitable Giving Program, Community Service Program, and Pro Bono Program • Has 10 years experience of being an attorney • Provides legal, financial, and marketing services for low-income and middle-income entrepreneurs • Strengthening capacity of legal aid organizations in California • "Nonprofits are all the spokes in our wheel" • Very rarely create program without a nonprofit organization • For-profit may approach nonprofit for partnership 	
Please tell me a little about your role and how it relates to partnership building.	Collaboration, Creation	<ul style="list-style-type: none"> • Important to evaluate partnerships - on the legal component and employee engagement component • Be mindful about what you are looking for in the partnership • Making sure nonprofits are vetting clients • Being able to rely on nonprofit organizations to bring clients (# of clients match # of volunteers) • Look for organizations that make participation easy ("Clinic in a box") • Sometimes support is needed from nonprofit (training and translators) • It is really important to find a partnership that works for both sides • Nonprofits need to come up with ways to meet their needs (needs of for-profits - team bonding experience, volunteer hours, PR saying they do good work, want their attorneys to get specific experience) • Nonprofits need to come up with roster of benefits for for-profits • Struggle is to find partnerships that benefit nonprofits • Often takes a couple of years to build partnership, can be a long and drawn out process 	
What are important components to building a successful partnership?	Evaluate, easy to participate, build strong program partnership		<ul style="list-style-type: none"> • Most important component has been to start from a programming place - "try to build a strong programming partnership first" • Partnered with law firms (to provide pro bono legal services) -- built those relationships for 3-4 years • It is critical that the people who gives us money are invested programmatically • Better the programs, the more firms are engaged and more involved their employees are • We firmly believe at OneJustice that partnership building is an incredibly important aspect to the work. People from all walks of life and all sectors are needed and wanted in this work. And we couldn't do it without the partnership of corporations" • Make partnership as clear and easy to participate as possible (be clear in ask, be consistent, be persistent) • Need to have a good system for organizing the information you have (CRM)

Question	Keywords/Themes	Quotes	Quotes (continued)
What are the drawbacks, if any, to partnership building?	Time, negotiation, under-resourced	<ul style="list-style-type: none"> • For-profit side: no drawbacks • "Partnerships are imperative and crucial for the for-profit sector" • For-profits try to compensate nonprofits as much as possible • A lot is required from under-resourced organizations • Biggest drawback: you turn yourself into a pretzel for the partnership but do not receive many benefits out of it • You can form a partnership and it may backfire • Can be difficult when your funders are your program partners • There is a constant negotiation on how nonprofit provides services • Time is one of the most significant factors/barriers • Smaller cities are under-resourced and don't have as much access to large partnering law firms/corporations 	
How is partnership building different in the legal field?	Credibility, "Pay-to-play", Organization	<ul style="list-style-type: none"> • There is a capacity for event partnership/building • In the legal field, there are some "pay-to-play" expectations • Legal field values credibility • Legal community is exceptionally well organized • Field is geared towards volunteering • There is a different level of interest in supporting legal services than in supporting other nonprofit areas (youth, health, etc.) 	

Question	Keywords/Themes	Quotes	Quotes (continued)
<p>What are some ways the legal field can improve in partnership building?</p>	<p>Value creation, Data organization, Execution, Evaluation</p>	<ul style="list-style-type: none"> • In the legal field, the work/improvements are on the for-profit side • Law firms need to take more on • Legal services organizations are capped; law firms looking inward for improvements • Legal field could do better in crafting programs that encourage partnerships rather than digging into programs that already exist • Takes creative thinking and persistence to build partnerships • Be open to the possibility that you will start a new program if partner is looking for an opportunity your organization does not currently offer • Issues with timeliness, supervision, ability to collect data • Needs more transparency on what happens in individual matters (quality control, how timely matters are picked up, what happens after placement of services) • Getting different data from client and volunteer • Some organizations don't feel it's a good way to spend their time • Having nonprofits see corporations as a good resource and vice versa 	
<p>Have you ever had a partnership end badly and what can you share about that?</p>	<p>Transparency, Communication, Partnership goals</p>	<ul style="list-style-type: none"> • Partnerships can end because of personality conflicts • Can also be caused by lack of coordination skills, event planning skills • Can be caused by lack of awareness to what partners may be looking for • Partnerships can die of their own weight (unsure of who to reach out to at big companies, partnership building needs a lot of follow up) • Go into every partnership believing there is something in in for both partners • Be up-front with your partners • The key is be honest and transparent • Partnerships end badly due to a breakdown of communication • Keeping the conversation open about partnership status and goals 	

Author's Bio



Katrielle Veslenio is currently a candidate in the Masters of Nonprofit Administration program in the School of Management at the University of San Francisco. She works for the Alameda County Bar Association in Oakland, California as an Events and Development Coordinator. She has held positions with the the Alameda County Office of Education as a Program Coordinator for their Department of Integrated Learning, and as a consultant for various Bay Area and South Bay nonprofit organizations. She received B.A.s in American Studies and Political Science from the University of Hawai'i, Mānoa and a certificate in Ethnic Studies in 2012. Katrielle also serves on the Gala Committee for Girls on the Run Bay Area and the Membership and Diversity Committee for the Golden Gate Chapter of the Association for Fundraising Professionals. When she's not working or volunteering, she can be found spending quality time with family and friends, or attempting to cook a Blue Apron meal.