

Building Strategic Partnerships in Your Library



TEXAS LIBRARY ASSOCIATION
CONTINUING EDUCATION WEBINAR
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Biography



- ❖ 10 years corporate marketing, public relations, advertising (psychiatric hospitals, DFW Tourism, cinnamon rolls)
- ❖ **Carter BloodCare, Marketing Director**
- ❖ **Dallas Zoo, Graphics Specialist**
- ❖ **Dallas Public Library, Volunteer Coordinator**
- ❖ **Volunteer Center of North Texas – Agency Relations Director**
- ❖ **Austin Public Library Foundation – Executive Director**
- ❖ **TANO – Community Outreach Director**
- ❖ **San Antonio Area Foundation – Curriculum Development Director**
- ❖ **501c³ - Taking Nonprofits to the Third Power – President**
- ❖ **Leadership Texas Class of 2015**



501c³ – Taking Nonprofits to the Third Power

CONNECTING - COLLABORATING - CONSULTING



A Few of Our Clients...

- ❖ Texas CASA
- ❖ US Tennis Association (USTA)
- ❖ Meals on Wheels of America
- ❖ Texas Association of Museums
- ❖ Habitat for Humanity Texas
- ❖ Florida Festivals & Events Association
- ❖ Keep Texas Beautiful
- ❖ Literacy Texas
- ❖ Texas Library Association
- ❖ Arkansas Literacy Council
- ❖ American Library Association

Objectives For Today



- ❖ To understand why partnerships are necessary to solve complex community problems.
- ❖ To identify different types of community partners who can form an effective partnership.
- ❖ To become familiar with organizing an effective community partnership.

Guiding Questions



- ❖ Who do we need to help us find solutions to community problems?
- ❖ How can we minimize the risks and maximize the rewards that come with partnerships?
- ❖ How can we organize an effective partnership?

Poll:

Did you attend the previous webinar:
*Identifying the Community Assets Your
Library Needs*
June 10, 2015?





RECAP OF WHAT WE HAVE ALREADY LEARNED

Assets vs. Deficits



- ❖ The “have’s” are our **assets**. Consider some that were surprising in this group.
- ❖ The “need’s” are our **deficits**. Consider some that were surprising in his group.
- ❖ If you are surprised by the wealth of assets within this group, keep in mind this is a small sample of what is available in your greater community!
- ❖ Even small rural communities have assets available!

Identify Possible Partnerships



- ❖ Consider the three most important issues facing your library.
- ❖ Break large group into smaller groups and distribute one issue to each group to discuss.
- ❖ Have each group create list of potential partners who can help solve the issue.



Why Form Partnerships?



- ❖ Powerful connections are made when...
 - ❖ *Partners bring their own different skills and perspectives to a partnership*
 - ❖ *Partners bring their own self-interests and engage in a process that is mutually beneficial.*
- ❖ Leveraging occurs when powerful connections are made.

You Are Not Alone!



- ❖ Conflict is inevitable in group work.
- ❖ Understanding group dynamics and conflict management can enable problem solving.
- ❖ Partnerships take time, skill, patience but the payoff is you get more done.



Usual and Unusual Partnerships



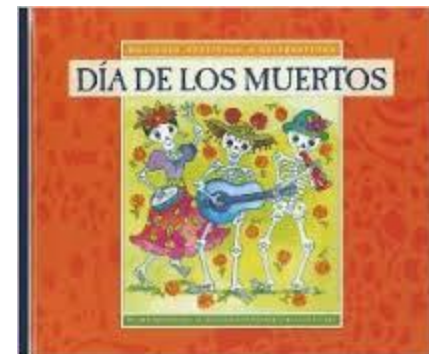
Partnerships that by definition of the problem or issue being addressed have a natural affinity and are what we think about first.

Libraries + Schools



Relationships among organizations that usually do not share a common purpose require more creativity but often lead to greater results.

Libraries + Homeless Shelters



Building Strategic Partnerships in Your Library

- ❖ ORGANIZING A COMMUNITY PARTNERSHIP
 - ❖ MANAGING RISKS OF COMMUNITY PARTNERSHIPS





ORGANIZING A COMMUNITY PARTNERSHIP

Recognizing YOUR Strategic Self-interests



- ❖ To learn from another group's expertise about your issue
- ❖ To expand your services to new areas
- ❖ To attract more patrons/clients/readers
- ❖ To access additional resources
- ❖ To inform more people about your mission
- ❖ To address problems more effectively

Organizing Partnerships



- ❖ There are techniques to ensure effective partnerships
- ❖ At minimum, the issue should be addressed and responsibilities defined.
- ❖ Three phases of organizing a collaboration
 - ❖ The problem-setting phase
 - ❖ The direction-setting phase
 - ❖ The implementation phase

Problem-Setting Phase



- ❖ **Goal:** Bring stakeholders together so that face-to-face dialogue can begin.
- ❖ Stakeholder representation and support of the process is essential to ensuring that an environment in which negotiation can take place is created - “prenegotiation”¹
- ❖ If an agreement on the elements of Phase 1 cannot be reached, it is highly unlikely that collaboration will ensue.

1 - Gray, Barbara. Collaborating: Finding Common Ground for Multiparty Problems. Oxford: JosseyBass Publishers, 1991:57.

Direction-Setting Phase



- ❖ Allow each stakeholder to inform others what brought them 'to the table' to collaborate.
- ❖ Negotiations begin in this phase to ensure that each party's interests are recognized as part of the collaboration.
- ❖ Similarities and differences between stakeholders are defined and potential compromises begin to take shape.

Direction-Setting Phase



- ❖ **Goal:** Develop a ‘co orientation’ among stakeholders through which each side can begin to understand the views of the other parties in a realistic fashion. Once ‘co orientation’ is obtained, the process of assessing mutually beneficial solutions can ensue.²

2 - Gray, Barbara. Collaborating: Finding Common Ground for Multiparty Problems. Oxford: JosseyBass Publishers, 1991:74-75.

Implementation Phase



- ❖ Processes that take place during this stage must be discussed and agreed upon before it begins.
- ❖ Lack of preparation for Phase 3 can lead to diminished trust among stakeholder as well as loss of time and money.
- ❖ All factors considered, if proper planning does not occur the collaboration is most vulnerable and susceptible to collapse during this part of the process.³

3 - Gray, Barbara. Collaborating: Finding Common Ground for Multiparty Problems. Oxford: JosseyBass Publishers, 1991:92-93.

Three Phases and One Convener



- ❖ All three phases are not exclusive occurrences
- ❖ Linear with each step taking place in the order.
- ❖ Central to the process as a whole, and without which efforts would certainly fail; *“The identity and role of the convener are [a] critical component”*.
- ❖ ‘Convener’ is the nucleus from which successful collaboration stems. ⁴

4 - Gray, Barbara. Collaborating: Finding Common Ground for Multiparty Problems. Oxford: JosseyBass Publishers, 199170.



MANAGING RISKS OF COMMUNITY PARTNERSHIPS

Building Community Partnership



- ❖ Given what you know now, with whom do you need to form a partnership and why?
- ❖ What may be differing views or self-interests and what can you do about these?
- ❖ How will you build a partnership to address the problem?

Managing Risks In Partnerships



- ❖ Forming a community partnership is an active, continuous process
- ❖ Relationships form
- ❖ Mutual sharing of responsibility and risk
- ❖ The longer and more intensively a partnership functions, the more commitment and trust is required.
- ❖ One of the failures of community partnerships are “turf wars”.

Marriage of Two Nonprofit Partners



- ❖ “I think they like me”
- ❖ Dating
- ❖ Going steady
- ❖ Engagement
- ❖ Prenuptial Agreement (MOU/MOA)
- ❖ Marriage

5 Causes of Divorce + 1 Prevention



- ❖ Demands on time
- ❖ Making decisions without enough information
- ❖ Not succeeding in the effort
- ❖ Losing momentum
- ❖ **Premarital Counseling:** Discuss these and potential issues with stakeholders and develop strategies to counter these risks BEFORE they occur.

Activity: Create an MOA/MOU!



- ❖ WIIFT – Identify What’s In It For Them?
- ❖ Responsibilities – Identify responsibilities of each partner
- ❖ Cost - Financial responsibility of each partner
- ❖ Time – Length of tenure of partnership or when will you evaluate
- ❖ Goals – What does success look like?
- ❖ Deal Breaker – Identify what actions would cancel the partnerships
- ❖ Exit Strategy – When will you “bless and release”

MOU and MOA Resources



- ❖ MOUs versus Contracts
<http://charitylawyerblog.com/2012/07/02/mous-versus-contracts/>
- ❖ Drafting a Memorandum of Understanding:
<https://www.nonprofitrisk.org/library/enews/2007/enews052307.htm>
- ❖ What is a Memorandum of Understanding?:
<http://www.wisegeek.org/what-is-a-memorandum-of-understanding.htm>
<http://people.howstuffworks.com/memorandum-of-understanding1.htm>
- ❖ Learn more about Memorandum of Understanding:
<https://www.rocketlawyer.com/form/memorandum-of-understanding.rl>

Recap



- ❖ Partnerships are necessary to solve issues that cannot be solved alone
- ❖ Strategic partners contribute skills and resources
- ❖ Trust is essential to minimize risk and thereby share rewards
- ❖ Organizing partnerships requires distinct building blocks
 - ❖ Define the problem
 - ❖ Set the direction
 - ❖ Develop the procedures

Chat About...

Have you had an ineffective Community Partnership?

How could using these
tools have possibly made
that partnership better?



Resources



Favorite Websites



- ❖ GrantStation – www.grantstation.com
- ❖ Chronicle of Philanthropy - www.philanthropy.com
- ❖ Nonprofit Quarterly - www.nonprofitquarterly.org
- ❖ Blue Avocado – www.blueavocado.org
- ❖ BoardSource - www.boardsource.org
- ❖ Idealware – www.idealware.org
- ❖ TechSoup – www.techsoup.org
- ❖ Nonprofit Risk Management Center – www.nonprofitrisk.org
- ❖ Independent Sector – www.independentsector.org
- ❖ C-Forward – www.cforward.org
- ❖ Texas C-Bar – www.texasbar.org



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- ❖ Volunteer Management Services
- ❖ LeadershipPlenty Modules
- ❖ Nonprofit Management Courses
- ❖ Strategic Planning
- ❖ Succession Planning
- ❖ Change Management
- ❖ Advocacy
- ❖ Understanding the Nonprofit Sector
- ❖ Social Media & Marketing Courses

Our services start with a *free* conversation to assess your situation; together we then determine what elements of support you may need and provide you with an individualized proposal based on those needs and budget. Through our skilled diagnosis, we ensure that you receive the level of support you need at a price your agency can afford.

***Our mission is to Unleash the Power of the Nonprofit Community
by generating Confidence, Competence and Collaborations!***



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- ❖ Programs for Conferences and Resource Centers
- ❖ Customized Programs for Individual Nonprofits
- ❖ Strategic Initiative Retreats for Nonprofit Boards
- ❖ Nonprofit Interventions for Staff, Boards and Volunteers
- ❖ Certified ToPs (Technology of Participation) Facilitations
- ❖ Qualified LeadershipPlenty Courses
- ❖ Constant Contact - Authorized Local Expert
- ❖ Certified CCAT (Core Capacity Assessment Tool) Evaluations
- ❖ Association Management Consulting Targeting Membership Growth Dynamics
- ❖ Volunteer Program Assessments

Free Nonprofit Career Counseling for Universities as well as Individuals

Free Nonprofit Referrals and Resources



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Free Advice and Counsel

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For further information



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