SOCIAL CHANGE: THE INFLUENCE OF ECOSYSTEM CHANGE AND
THE BUSINESS SECTOR

BY

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DISSERTATION

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ABSTRACT

The Social Work Grand Challenges have drawn attention to the fact that problems facing people across the world are typically complex and need collaborative practices to be addressed. Cross-sector social partnerships are being used across the globe to engage multiple sectors to improve communities. The field of social work needs to be innovative in the ways that it equips students and those in the practice to work with multiple sectors and community efforts to see social change. In particular, the business sector has an increasing presence in social change efforts. As businesses have not been traditional partners, social workers need to have a better understanding of the potential value and downsides of working with the business sector.

This research brings together three different studies to understand how social work leaders perceive potential partnership with the business sector, explore ways that emerging ecosystem change models can be helpful in creating social change, and investigate how nonprofit leaders of ecosystem change partnerships want to collaborate with businesses. Findings of the studies are presented in three manuscripts to be submitted to identified target scholarly journals. References are accumulated at the end of this document, and conclusions are drawn across both studies.

The importance of interdisciplinary work and cross-sector partnerships is also seen throughout the two studies and three articles. Together, the research has implications for those addressing social change through collaboration. All three articles identify leadership needs within the social service sector and a potential for cross-sector partnership frameworks, particularly collective impact, to drive large-scale social change. Further, a case could be made that articles one and three tie together a specific need for social work to be not only engaged, but leaders within community collaborations.

Keywords: Cross-sector Collaboration, Collective Impact, Social Work Grand Challenges,

Corporate Social Responsibility

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As I look back over the last five years and the many challenges and accomplishments that have been included, there are so many supports that I have encountered. I have told prospective students that entering a Ph.D. program is not for the faint of heart as it takes some perseverance and thick skin to succeed. I sadly have heard stories from scholars in other disciplines and programs who tell me about going through unsupportive programs and feeling completely worn down when they finished. I feel blessed to have had a positive experience. Not only have I had a supportive committee but also others in the field of social work have reached out to provide insight and support for my work.

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CHAPTER 1 – INTRODUCTION

Shrinking government funding has forced the nonprofit sector to be more strategic and rely on a variety of new resources. At the same time the business environment has shifted, encouraging more external philanthropy and less traditional welfare capitalism, leading to an expanding business presence in the social sector. As all three sectors (government, business, and civil society) strive to hold legitimacy for their ability to address social problems, approaches that address the entire ecosystem have risen as a promising investment with returns of social impact.

Public resources continue to shrink and a single funding source typically does not have enough resources to address all aspects of any given problem (Hanleybrown, Kania, & Kramer, 2012). Within the field of social welfare there is a decrease in governmental funding. For example, data shows that the Temporary Assistance to Needy Families (TANF) has consistently declined since its inception in 1996, and its role as a safety net program has greatly diminished (Floyd, Pavetti, & Schott, 2015). Core institutions like schools have also consistently seen funding cuts since before the 2008 recession (Leachman, Albares, Masterson, & Wallace, 2016).

The field of social work has labeled some of these complex societal challenges as the Social Work Grand Challenges. The label has been used to try to align the field, recruit resources, and create urgency around the challenges (Uehara, et al., 2013). To solve these challenges, though, the field of social work will be required to innovatively prepare future social works and collaborate with other professions (Nandan, & Scott, 2013; Nurius, Coffey, Fong, Korr, & McRoy, 2017; Uehara et al., 2013).

Collaboration has been used throughout history in a variety of ways to tackle social problems. Research on collaboration can even be found in a variety of fields including social

work, community organizing, urban planning, business and beyond. However, as some of the more traditional methods of collaboration have not consistently proven successful, the need for innovative thinking and a change in approaches has become apparent (Christens & Inzeo, 2015; Walzer, Weaver, & McGuire, 2016). Collaborations, particularly those involving multiple sectors have grown in popularity (Bryson, Crosby, & Stone, 2006; Mizrahi, Rosenthal, & Ivery, 2013; Selsky & Parker, 2005; Wymer & Samu, 2003). As public demand for impact continues to grow, while governments and nonprofits are required to provide more services with the same or fewer resources (Eikenberry & Kluver, 2004). Ecosystem change approaches or cross-sector approaches of collaboration have attracted increased attention and popularity (Hanleybrown et al., 2012; Kania & Kramer, 2011; Kramer & Pfitzer, 2016).

Multi-sector collaborations now frequently include partners from the business sector. As a part of their commitment to corporate social responsibility (CSR), businesses are making more commitments to social causes (Carroll, 2015). While social work has a long history of leading responses to social problems, some have expressed concerns that social service entities are not adequately performing (Kania & Kramer, 2011). In addition, given privatization of some aspects of welfare provision, social workers have been cautious about partnering with the business sector. Social workers need to be aware of these change models, understand the value of working with other sectors, learn how to harness a variety of resources, and become champions of community change efforts.

Through the exploration of the field of social work's ability to partner with the business sector and use emerging ecosystem change models, this research sought to bring contextual factors to light. Findings can be used by practitioners, researchers, and educators to advance outcomes towards positive social change.

BROAD RESEARCH QUESTIONS

This dissertation aimed to address the following broad research questions:

- Article 1: How do social work leaders perceive future partnership with the business sector for addressing Social Work Grand Challenges?

- Article 2: What role do nonprofits want businesses to play in cross sector social partnerships?

- Article 3: What changes occur when a community collaboration decides to utilize the collective impact framework?

LITERATURE REVIEW AND THEORETICAL FOUNDATION

Two primary bodies of literature are utilized for this research. The first set of literature describes the corporate social responsibility (CSR) movement and its impact on society. The second focuses on social ecosystem change with a focus on cross-sector social partnerships and collective impact frameworks to influence social ecosystem change. Social ecosystem change centers on collaborative approaches that include multiple sectors, focused on improving large-scale social outcomes, and use a defined framework to address all aspects of the ecosystem the issue exists in. Given different target audiences for each of the articles, the description of ecosystem changes is slightly different in each article.

As collective impact is the most commonly referenced social ecosystem framework, it is more directly referenced in articles one and three. However, in order to align with the identified target journal's previous publications, article two presents a broader scope of literature more focused on cross-sector social partnerships. In article two collective impact is then presented as the framework being used in the case study. Literature regarding social ecosystem change, as

well as some initial research regarding business's role within these ecosystems is presented within each of the completed articles (chapters 2, 3, & 4).

Although there is evidence that collaborations are expanding, there are still questions of why partners would work together rather than separately. Why would businesses choose to participate when their typical activities are not social service oriented? As described later through the article literature reviews, a variety of contextual factors may influence participation, but the theoretical understanding of what drives participation is less clear. Throughout this research exchange theory is presented as a hypothetical explanation of why organizations decide to partner with each other. There is an underlying assumption that an organization will perform a cost-benefit analysis before investing any resources into partnership (Mizrahi, Rosenthal, & Ivery, 2013). Harris (2012) theorized that the creation of many cross-sector partnerships is driven by the exchange of resources between participating entities. This research applied exchange theory to both business and nonprofit organizations.

Under the umbrella of exchange theory, other theories can be found within this research – legitimacy and signaling theories as well as shared value creation. While sometimes presented separately, these additional theories all present some type of resource being exchanged through an interaction (i.e. legitimacy or shared value). In study one (and the resulting article one), legitimacy theory and closely tied signally theory are utilized to explore why businesses are participating in social ecosystem initiatives and how this perspective helps us understand the signals they give to customers, stakeholders, and partners. When considering the many different activities businesses might conduct or the roles they may play, these things are typically signaled externally in some way - businesses are acting to influence their surroundings and legitimize themselves.

Suchman (1995) defined legitimacy as "a generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions" (p. 574). These interactions and actions could also be called signals and are related to signal theory. The fundamentals of signaling theory revolve around the exchange of information between two parties. This exchange is mostly focused on asymmetry between these parties and parties acting in ways to present a specific image (Connelly, Certo, Ireland, & Reutzel, 2011). This means that an organization acts in a way that they believe will lead those receiving their signal to think more positively about them. In this case a business might participate in CSR activities that they can publicize to present themselves as doing good and in return gain customers. Further, Kramer and Pfizer (2016) in their study of ecosystems change efforts found that one of the main reasons that businesses are sometimes left out of potential ecosystem change efforts is a lack of legitimacy. In other words, they have not acted or signaled in ways that have established enough trust with the other partners.

Analyzing the signals and interactions between partners can provide information not only about how networks function (Austin & Seitanidi, 2012a), but also about some of the intentions and outcomes from those interactions. Studies two and three utilized the collaborative value creation spectrum to provide insight into how different stakeholders may contribute to partnerships and values they may be seeking in exchange for their participation.

OVERALL RESEARCH APPROACH AND METHODOLOGY

This dissertation included three research studies and three correlated articles. The first study used qualitative methods to analyze interviews with leaders within the social work field about their perspectives on partnering with the business sector. This study's findings are shared in article one.

The second and third studies used a case study approach (Yin, 2018). While having the same data collection, separate research questions were identified for the studies. Ten ecosystem partnerships were surveyed, and interviews were conducted with partnership and business leaders. Within studies two and three, both qualitative and quantitative data were analyzed for different components of the case study. The proposed methods for these studies focused on a mixed-methods approach; however, as initial data collected differed from what was anticipated, additional methods were reviewed. Yin's (2018) case study approach allowed collected data to be analyzed and correlated to revised research questions. Use of both qualitative and quantitative date for triangulation is still found within the case study method. A detailed presentation of methodology including sample, procedure, data collection, and analysis is included within each article.

SIGNIFICANCE OF THE STUDY

As social workers focus on addressing the Social Work Grand Challenges, they must find innovative approaches to prepare future social workers and the field as a profession to collaborate with other sectors (Nandan, & Scott, 2013; Nurius, Coffey, Fong, Korr, & McRoy, 2017; Uehara et al., 2013). This research begins to fill a gap in the research about ways that social work may use ecosystem change approaches to address grand challenges. Other research has also focused on ways that business benefits from strategic corporate philanthropy but less is known about what nonprofits and social service providers are gaining from use of ecosystem change and collaborating with business. Study one aims to reduce the gap in the social work literature related to partnership with business and emphasize the needs of current community practitioners and future students.

The emerging use of ecosystem change also draws a need for more research on its use towards the grand challenges. Article two, builds upon Grossman and Lombard's (2015) report about business roles and participation within collective impact efforts, to provide insight into the nonprofit leaders' views of business participation. Within cross-sector efforts, fields outside of social work have studied relationships between government and nonprofit organizations but, as Harris (2012) notes, much less is known about the relationship between nonprofits and business. If a focus of collective impact is that mutually beneficial activities occur for all stakeholders, more research is needed to understand relationships between business and the social service sector. Given the many differences that occur when implementing collective impact within communities, article three sheds light on some of the contextual factors within communities. As communities focus on large-scale social change, they need to understand the many influences on successfully creating change.

DISSEMINATION

To share the research findings, each article is written towards a targeted journal. Targeted journals were selected based on the research's alignment with their goals. Each article is therefore written to align with the selected journal requirements – including formatting and page length.

Findings from Article 1: *Social Work Grand Challenges: Leaders' Perceptions of the Potential for Partnering with Business* were presented as a poster at the 2017 Annual Society of Social Work Research Conference. With approval from the dissertation committee, the article was also submitted and accepted in *Social Work*.

Findings from Article 2: *Cross-Sector Partnerships: Nonprofits' Desire for Business Involvement* will be submitted to the *Nonprofit and Voluntary Sector Quarterly* (NVSQ). It will be submitted as a paper or poster at the 2018 ARNOVA Conference.

Findings from Article 3: *Observations of Changes Occurring in Communities Implementing a Collective Impact Framework* will be submitted to *Community Development*. Findings may also be compiled into a shorter summary and submitted to the Collective Impact Forum Blog.

CHAPTER 2 – ARTICLE 1: SOCIAL WORK GRAND CHALLENGES: LEADERS' PERCEPTIONS OF THE POTENTIAL FOR PARTNERING WITH BUSINESS

Citation: Long, A. (forthcoming, 2018). Social Work Grand Challenges: Leaders' Perceptions of the Potential for Partnering with Business. *Social Work*.

Abstract

Social work's ability to address complex societal problems such as those identified in the American Academy of Social Work and Social Welfare's Grand Challenges for Social Work is reliant on being innovative in how we prepare social workers and how we collaborate with others, including business. This research seeks to understand how leaders of major social work organizations perceive potential partnership with the business sector—including both possible threats and opportunities. Interviews were conducted with those serving on the Counsel of Social Work Education's Leadership Roundtable. The research explores how emerging partnership models can be helpful and ways in which the profession can prepare practitioners for better partnering with the business sector. Qualitative findings identify four key strategies to address grand challenges and enhance partnerships: (1) more interdisciplinary work is needed, (2) social work students need to be adequately equipped for collaborative work, (3) a cohesive message is needed from the field, and (4) the potential benefit for partnering with business outweighs the risk.

Keywords: Cross-sector Collaboration, Grand Challenges for Social Work, Corporate Social Responsibility, Social Work Education

As the American Academy of Social Work and Social Welfare's Grand Challenges for

Social Work suggest, current social problems are increasingly complex, urgent, and not solvable by a single entity (Uehara et al., 2013). Public resources continue to shrink, and a single funding source typically cannot address all aspects of a given problem (Hanleybrown, Kania, & Kramer, 2012). Government funding is not assured. For example, funding for Temporary Assistance to Needy Families has consistently declined since its inception in 1996, and its role as a safety net program has greatly diminished (Floyd, Pavetti, & Schott, 2015). Shrinking government funding has forced the social service sector to be more strategic and rely on new resources. At the same time business priorities are shifting, creating an environment of more external philanthropy, and an expanded business presence is seen both in philanthropic efforts and on social justice issues (Carroll, 2015). It is notable that businesses have recently taken public stances on some of President Trump's statements on social issues (Cain, 2017).

Social work's ability to address complex societal problems is reliant on the field being innovative in how it prepares social workers and how the profession can collaborate with other sectors (Nandan & Scott, 2013; Nurius, Coffey, Fong, Korr, & McRoy, 2017; Uehara et al., 2013). This research seeks to understand how leaders of major social work organizations perceive potential partnership with the business sector to address social work's grand challenges—possible threats as well as opportunities. The research explores how emerging partnership models can help make social impacts and looks for ways in which the profession can prepare practitioners for improving partnerships with the business sector.

An Expanding Presence of Business in the Social Sector

Beginning in the early 20th century, businesses primarily acted in a role of welfare capitalism, taking a limited role of providing safety, health, and other welfare benefits for employees. These actions frequently are described as a political tactic by the sector to ward off

governmental intervention and regulation (Klein, 2005). However, some early business leaders recognized that not only was welfare capitalism good for limiting regulations, it was also a corporation's "social responsibility" to care for their employees. With the Great Depression, both government and business were challenged to create different interventions to meet social needs. However, during this same time period a variety of other factors have influenced businesses to contribute to social welfare in other ways (Aguinis & Glavas, 2012; Matten & Moon, 2008).

    Increasing Social Contributions. Several articles have been written about the history and evolution of the corporate social responsibility (CSR) movement (see, for example, Aguinis & Glavas, 2012; Carroll, 2015; Cochran, 2007). The consensus is that corporate giving is an integral part of being a responsible corporate citizen (Carroll, 2015; Matten & Crane, 2005). U.S. companies reported $21.1 million in cash contributions in 2015, and nearly half (47 percent) of participating companies increased their total giving between 2013 and 2015 (Committee Encouraging Corporate Philanthropy, 2016). Cochran (2007) found that many corporations were giving in alignment with their company mission and requiring more accountability from recipients, a noticeable shift toward strategic philanthropy.

Figure 2.1: US CSR Timeline
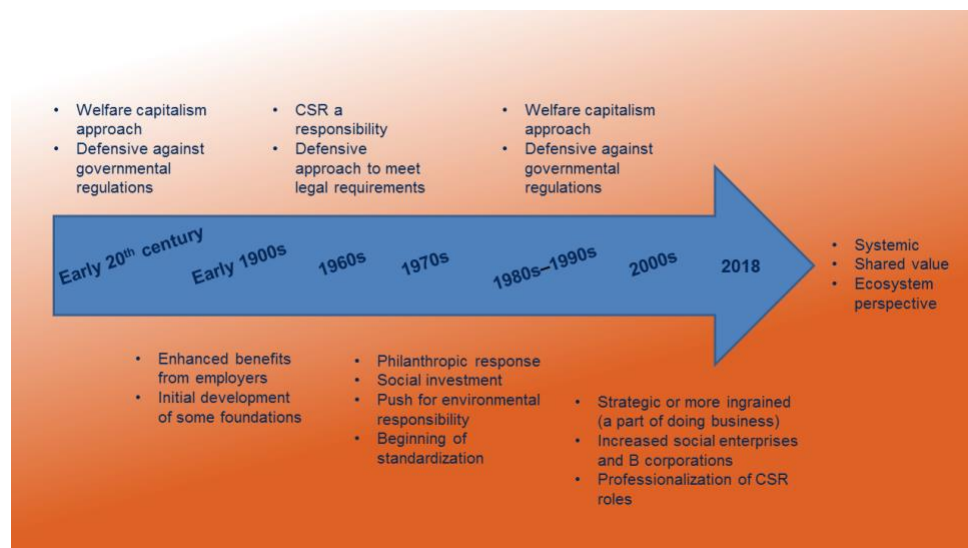
Strategic Philanthropy. As businesses become more strategic about philanthropy, many see ecosystem change as a promising strategy for larger-scale social impact (Kramer & Pfitzer, 2016). *Ecosystem change* refers to cross-sector efforts focused on improving large-scale social outcomes, with an underlying understanding that all aspects of the social ecosystem must change for there to be long-term impact. This approach requires participation from a variety of stakeholders within the ecosystem working toward a common goal. Throughout this article, multiple stakeholders coming together is referred to as "partnership." Other literature broadly refers to similar concepts as collaborations or coalitions (Mizrahi, Rosenthal, & Ivery, 2013). Some of these partnerships have intense participation from a multitude of sectors and well-thought-out frameworks for creating change; others have less established partnerships but similar values for instituting change. The range of implementation has been described in a variety of ways (Austin, 2000; Austin & Seitanidi, 2012a; Koschmann, Kuhn, & Pfarrer, 2012), but it is clear that cross-sector partnerships can be an effective tool for community change. One formal approach of ecosystem change is collective impact (Hanleybrown et al., 2012; Kania & Kramer, 2011). Kania and Kramer (2011) provided five specific strategies for a cross-sector group of community stakeholders to come together around a common agenda and create social change. Building on traditional grassroots organizing theories (Christens & Inzeo, 2015), collective impact has gained attention as a targeted framework for collective action for creating social change (Karp & Lundy-Wagner, 2016). Like many other traditional forms of ecosystem change, collective impact is designed to address the complex and uncoordinated nature of our social services landscape.

Investment in ecosystem change fits well into CSR models of value creation (Austin & Seitanidi, 2012a) and has the potential for long-term value to be seen by both business and

society. Kramer and Pfitzer (2016) made the case that businesses thrive when the communities they operate in are healthy, and that when businesses partner with critical ecosystem efforts, community health improves. Kramer and Pfitzer (2016) provided examples of many ways that businesses are even initiating ecosystem change efforts across the globe. For example, in communities like Cincinnati, Ohio, and Columbus, Indiana, the business sector provided initial leadership and support for the creation of cross-sector partnerships to address poor educational outcomes (for example, Strive Together; Community Educational Coalition).

Continued investment from business into strategic approaches like ecosystem change is projected (Carroll, 2015), yet the impact that business is having on the social sector is unclear. Given this projected growth in business sector investment in strategic philanthropy and ecosystem change, it is important to understand the potential role of business in social change and explore ways in which social work and business can align their efforts.

Why Choose to Partner?

There is evidence that the number of cross-sector partnerships is growing, but questions remain about why partners would work together rather than separately. Why would businesses choose to partner when their typical activities are not social services oriented? And why would social services providers enter into these partnerships beyond financial resource interest? A variety of contextual factors may influence participation in partnerships, but the theoretical understanding of what drives participation is less clear. For guidance, this research draws on multiple theories—legitimacy and signaling theories as well as exchange theory.

Legitimacy theory and closely related signaling theory provided guidance in exploring why businesses are participating in ecosystem change initiatives. These theories point us to examining signals that businesses give customers, stakeholders, and partners by engaging in

social sector partnerships. Suchman (1995) defined *legitimacy* as "a generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions" (p. 574). Organizations act in a way that will lead those receiving their signal to think more positively about them. In this case, a business might partner in CSR or ecosystem change activities that they can publicize to present themselves as doing good and in return gain customers.

When considering partnerships, legitimacy theory is applicable to any type of participating organization. Thumler (2011) relied on legitimacy theory in his study of school improvement partnerships in Germany and the United States. He used case examples to show how private foundations (some of which are corporate foundations) acted to gain legitimacy in the public school environment. Kramer and Pfitzer (2016) in their study of ecosystems change efforts found that one of the main reasons that businesses are sometimes left out of potential ecosystem change efforts is a lack of legitimacy. In other words, they have not acted or signaled in ways that have established enough trust with the existing partners. Essentially, an organization acts in a way that it believes will lead those receiving its signal to think more positively. Signaling can be performed in a variety of ways, but simply being a part of a partnership has been seen as a way to legitimize an entity's presence (Suchman, 1995).

Exchange theory may also explain what benefits a partnership may bring (including legitimacy). This theory leads us to hypothesize that organizations conduct a cost–benefit analysis before investing in a partnership to understand the benefit that any parties will gain from participation (Mizrahi et al., 2013). Anticipated benefits might include resources, innovation, knowledge, efficiencies, and increased outcomes, but the partnership could also cost the organization resources, time, damage to their reputation, or a loss of autonomy (Marx, 1998;

Mizrahi et al., 2013). As business has not always been the most traditional partner for social work, my research explores social work leaders' current perceptions of partnering with business, especially in addressing social work's grand challenges.

Evidence of business engaging in social change efforts is growing, and ecosystem frameworks are emerging across the country, yet much of the literature about these social change approaches is outside of social work. This research seeks to strengthen the role of and significance for social work in this change process by identifying perspectives and strategies for advancing the role of social work in partnerships that involve the business sector.

METHODS AND DATA COLLECTION

Individuals serving on the Council on Social Work Education (CSWE) Leadership Roundtable were targeted for this research. The Leadership Roundtable was established in 2010 and was originally tasked with devising a national social work workforce study encompassing all levels and fields of practice. Today the roundtable meets regularly to discuss national social work legislative advocacy, workforce needs, and the future of social work. It comprises representatives (typically the president or CEO) from nine different social work organizations: American Academy of Social Work and Social Welfare, Association of Baccalaureate Social Work Program Directors, Association of Social Work Boards, CSWE, Group for the Advancement of Doctoral Education in Social Work, National Association of Social Workers, National Association of Deans and Directors of Schools of Social Work, Society for Social Work and Research, and Saint Louis Group.

Eleven leaders were invited to participate in a 30- to 60-minute structured interview either over the phone or, when available, in person. These eleven included a leader from each of the nine represented organizations—two of the organizations had both a president and a CEO.

Eight (73 percent) of those invited participated in an interview. Of those not participating one person declined and two did not respond. Seven of the nine (78 percent) organizations from the Leadership Roundtable are represented in the sample. All interviews were conducted between January and March of 2017. Each participant provided consent and interviews were recorded. A research assistant then transcribed each of the recorded interviews. Mixed-methods software Dedoose (version 7.5.19) was used to organize, code, and generate initial analysis.

The primary researcher and a research assistant used DeCuir-Gunby, Marshall, and McCulloch's (2011) coding methodology to individually review the transcripts and apply thematic codes across them. A review was then conducted to identify agreement between applied codes. This process was conducted twice, the second time allowing for more detailed secondary thematic codes to be applied within parent codes. Based on the interview structure, general themes were categorized into three primary areas. Eleven different primary codes emerged within these areas, and from them more than 50 secondary codes.

FINDINGS

Based on the interview structure, general themes were categorized into three primary areas: (1) social work partnerships with business, (2) the use of the collective impact framework, and (3) preparing students for the future.

Social Work Partnerships with Business

For social work to truly address the social work grand challenges, finding the right partnerships with business (and other sectors) was identified as critical. All leaders expressed a need for more than social work coming together to address the grand challenges.

"We can call them social work's grand challenges, and we might be better if we call them "society's grand challenges that social work is involved in." And it's going to take all

sectors of the community, business sector, legal sector, any sector, public, private, social,

to address these things." (Leader 7)

"Well, to be honest, I think that to address those grand social challenges it takes all hands

on deck. . . . I don't think that just one field could do it. I think that's been somewhat a

challenge of the profession to think that we can solve these sorts of major social issues

without the partnership with business. . .. Solving social work grand challenges requires

resources . . . generated beyond just the public sector." (Leader 10)

Four different respondents highlighted the fact that several aspects of social work

intersect with business and that these often go unrecognized or place social work and business at

opposite ends of the spectrum.

"I think any entity that we operate in service to the human good has elements of a

business. So, you get into the whole dialogue of socially conscious businesses, social

work entrepreneurialism, things of that nature, and I think it's not an either–or, but many

of us have been trained in that perspective." (Leader 8)

Considering this, it is not surprising that all eight leaders stated that partnering with

business can strengthen business practices of social services providers. Three of the leaders went

further to state that this was really needed as many social workers lack business training, which

is a disservice to the organizations and clients they are leading. Several other potential benefits

from partnering were.

Table 2.1: What's to be gained by partnering with business?

What's to be gained by partnering with business? (# respondents)
Access to business principles/practices (8)
Monetary/financial resources (8)
Access to technology (4)
Power and influence with external stakeholders (4)
Diversification of views and approaches to social change (2)
Employment or other benefits for clients (2)
Legitimacy with younger generations calling for efficiencies and partnerships (1)

Leaders were specifically asked if they thought that there was a general aversion to social work partnering with business. Two leaders talked seriously about there being an aversion based on the misuse of power by business in the past. A few others lightly laughed at the question, with Leader 6 stating, "No more than government!" However, all recognized that sometimes social workers approach social change with a belief that business has different motivations for partnering and a different ideology for why social change should happen.

"Well, I think a lot has to do with the general sense, which is probably not correct, but the general sense that business and what we think about business doesn't hold the same level of values and ethics that the profession does around equality and social justice. And also, the sense that businesses don't always act ethically and that business is more likely to exploit the population that we advocate for, more than anything else." (Leader 10)

This perspective of misaligned motivations between social work and business carried over into potential threats of partnering (referenced by six leaders). Three leaders also felt that there was a potential for a loss of identity or to veer from an organization's vision. Two leaders discussed the potential for power imbalances, as business sometimes comes to the partnership with resources. Two other leaders noted that business leaders' lack of social work expertise can create weakness within partnerships, especially when businesses have expected outcomes in

exchange for resources.

A few leaders noted that although there were potential problems to be wary of, it really was more about finding the right fit with business partners. Both sides have to be open to the partnership.

"Identifying the right people, creating Memorandums of Understanding through legal systems that protect you and yet also free you. They are very difficult to create. Finding the right leadership, I would say is an issue on both sides—the business side but also on the NGO [nongovernmental organization] side." (Leader 9)

All leaders stated in some way that the potential benefits outweighed the presented risks. This was underscored by the need for social work to be open to partnering with business (and other sectors), prepared to identify potential threats, and have the skills to build positive relationships.

Many social workers enter partnerships with apprehensions about the motivations of business, which can create a barrier to establishing relationships. Four of the leaders noted that social work needs to consider the approach it takes as we are not the only ones in the field that care about social justice and can sometimes be exclusive about it.

"We don't have a monopoly on social good and doing good. Any business partner that we partnered with, their willingness to do good would be just as equal to ours. (Leader 7) When you draw a line with social justice, you automatically put other professions at the aspect of "Well, we care about people and you don't," and that's not the case." (Leader 10)

Last, a few leaders noted the importance for social work to be able to help businesses identify and recognize benefit from the partnership. For everyone involved to be a true

participant, they need to see benefit from the effort. Fifty percent of the leaders noted that businesses themselves can gain credibility with external stakeholders and access to community networks. Two leaders also noted that businesses can gain legitimacy with consumers.

> "People are not willing to partner unless they see advantages and that [the] relationship provides them with something to help them move forward on their agenda as well. So, I think we do need to find, if we're going to do those sorts of things, how [to] develop a partnership so that there is a benefit and people see that there is a stake in it that really sort of benefits them as well." (Leader 10)

Use of the Collective Impact Framework

When considering whether or not social work should be embracing the collective impact framework to address the grand challenges, only one participant thought that he or she did not have enough knowledge to answer any questions about the framework. Three other participants were not familiar enough with the model that they chose to not answer more in-depth questions about the framework. Despite a lack of in-depth knowledge in some instances, seven (86 percent) participants thought that the framework had the potential to mobilize stakeholders to create change. Three leaders also thought that the framework's attention and focus on data were strengths. When considering the ability for the framework to help groups tackle the social work grand challenges, four leaders indicated that although the framework might not be an answer, it certainly could be a tool for creating change.

> "I think it's a tool that people should be made aware of and I don't know that the one tool of collective impact is going to resolve the grand challenges, but it is a resource that people should have readily available to them to do their work." (Leader 8)

> "I think that the collective impact model really is a very strong model for thinking about

grand challenges, each of the grand challenges has a network, each of the networks can

be seen as in need of organizational structure and could certainly move through the stages

that create a collective impact, creating effective collective impact." (Leader 1)

Understanding that collective impact efforts are frequently being driven by sectors other

than social work, a question was presented asking if there were any threats to social work being

excluded from collective impact efforts happening across the country. All leaders recognized the

critical importance of social work having a voice in creating social change. Two specifically

noted the risk of not being a part of the development of new knowledge. Separately emerging out

of threats to not participating in collective impact efforts, three leaders highlighted a need for the

profession to come together and better advocate for the profession as a whole rather than the

fragmented systems that are currently in place.

"It is critical that social work be at the table. A huge drawback for possibly not having as

much of a presence is the fragmentation of the field." (Leader 6)

"The social ecology with these sorts of things is that the more choices we have, the less

likely we are to make a choice. Versus being lean and focused on something that we can

do as a profession—then we can have an impact on that and then expand the next go

around." (Leader 10)

Preparing Students for the Future

As all the leaders were associated with social work education in some way, I asked

questions about preparing future social workers for cross-sector partnerships and partnerships

with business specifically. No specific differences were found between general cross-sector

partnerships and those just with business; as result, findings are included together.

Three leaders noted that they did not think students were being adequately equipped for cross-sector partnerships or with enough business skills to run nonprofits. All three complemented their statements with the concern that they have seen businesspeople taking over high-level positions within social work organizations.

> "I think that's what schools need to be doing and helping students to digest that material whatever level they're coming in, baccalaureate, master's, or doctoral, post credential as an ongoing learning cycle because we do a very poor job as a profession in terms of keeping our social workers up to date on practice modalities." (Leader 8)

All eight leaders agreed that students should be equipped for cross-sector partnerships. Social work education has traditionally used community organizing methods to prepare students, leaders provided many different innovative strategies outside of traditional methods. Five key areas (shown in Table 2.2) were highlighted as ways to better prepare students.

> "I think that we really need to make sure that we are preparing social work practitioners to be players and leaders in these models. . .. I think that we really need to make sure we give students an opportunity to practice being in these kinds of collaborative spaces and actually challenge the spaces and . . . the curriculum as well." (Leader 4)

Table 2.2: Social Work Education areas that could be improved

Areas that could be improved (# respondents)
Changes to the curriculum or coursework (8)
Continuing Education (7)
Experiences in the field (practice experience) (3)
More interdisciplinary training (4)
Changes to faculty training and culture (3)

The leaders saw the importance of engaging business partners. They also saw the potential for using the collective impact framework or other interdisciplinary approaches for

addressing the grand challenges. Furthermore, for social work to be a leader in creating these social changes, leaders identified the importance of preparing students for such work.

DISCUSSION

Social workers should consider partnering with businesses for many reasons. Legitimacy is both directly and indirectly mentioned in the findings. Legitimacy that can come from connections with business has been shown to create credibility and influence with external stakeholders. Complementing existing literature (Carroll, 2015), respondents noted the growing expectation that businesses give back to social causes in some way. CSR actions can create legitimacy with consumers and stakeholders while strengthening their brand (Kramer & Pfitzer, 2016). Businesses' reactions to some of President Trump's recent political stances (Cain, 2017) and interview responses show that some businesses are participating in social justice causes. In addition, findings of ecosystem and collective impact efforts mirror the literature (Kramer & Pfitzer, 2016) showing partnerships have the potential to mobilize stakeholders and create change—that relying on a formalized model can bring legitimacy to partnerships in general and attract additional resources.

Successful partnerships include an exchange of resources and are mutually beneficial. Leaders identified numerous benefits associated with partnering with businesses. Although exchange theory is not typically applied within the corporate business setting, the need for benefits to be reciprocal within the partnership was mentioned in the findings. Corporations may be partnering to increase their legitimacy, and several leaders felt that social work organizations and community partnerships need to be proactive at helping businesses see what benefits they might receive from participation. The need for partnerships to be mutually beneficial to all stakeholders aligns with exchange theory (Mizrahi et al., 2013) and with one of the primary

components of the collective impact framework (Hanleybrown et al., 2012). These principles should be used to strengthen relationships.

The identified benefits that both social work and business can obtain from participating in partnerships aligns with Austin and Seitanidi's (2012b) identified values. Understanding that many business principles are needed to successfully operate a nonprofit, leveraging business expertise was identified as a benefit to social work organizations. As noted earlier, legitimacy, credibility, and even power within stakeholder networks are important benefits that social workers should be leveraging from partnerships with business. In exchange, businesses may encounter a variety of benefits as well. Aligning with Marx's (1998) work, leaders specifically noted potential for gained legitimacy with consumers and supporters, employee recruitment, and an overall improvement in quality of life in the communities they work in.

Tackling the Social Work Grand Challenges. If the future of social work is to truly tackle the identified social work grand challenges, my findings suggest four primary steps of action.

Step 1. The field of social work needs to be more interdisciplinary. A culture of interdisciplinary change should be present in both educational and training programs and also in the field. Leaders recognized that social work cannot tackle these challenges alone. Those in the field need to embrace a collaborative approach to solving large-scale issues and more readily reach out to other disciplines to leverage expertise. CSWE (n.d.) cited 17 graduate programs that offer a dual degree with business administration. These partnerships, as well as those with other professions, are an ideal starting point for this culture shift.

Step 2. Social work needs to be adequately equipping students for both administrative skills and collaborative approaches. Leaders have seen other professions (including business)

taking high-level positions within social work organizations. In alignment with Nandan and Scott's (2013) findings that show the need for transdisciplinary education, if social work is to remain relevant, it is critical that students enter the field with the skills needed to lead organizations and partnerships. Understanding that many students may not naturally elect to take macro or more business-oriented courses, social work education programs should consider ways to infuse some concepts into programs—for example, alternative assignments, a more interdisciplinary culture, and continued learning programs.

Step 3. The profession needs to consider ways to become more cohesive around the grand challenges and how to tackle them. CSWE's Leadership Roundtable appears to be attempting to align some of the many efforts taking place, but there are many social work organizations, which makes having a unified voice difficult. As other disciplines also work toward tackling major social issues, it is imperative for social work to have a voice at the table in creating change.

Step 4. Although threats may exist in partnering with the business sector, leaders agreed that potential benefits far outweigh the risks. Social workers need to more regularly think about how to partner with the business sector and leverage the resources they have. In seeking out partnerships, they also need to learn how to show benefit to entice partners. All entities involved should be able to articulate the value of their participation, but sometimes the business sector might need help seeing what their contribution and shared value creation might be.

CONCLUSION

Findings reveal the need to look outward for innovative ways to solve the social work grand challenges. If social workers can identify the right partners and overcome potential barriers, there are many benefits to be gained from partnering with the business sector. The collective impact framework is not the only means for addressing grand challenges, but it does

appear to have potential for bringing together multiple sectors to create change. Most critical of these findings is the need to ensure that social work students and practitioners are prepared for working with other sectors and at the table as communities identify strategies for improving social outcomes.

CHAPTER 3 – ARTICLE 2: CROSS-SECTOR SOCIAL PARTNERSHIPS: NONPROFITS' DESIRE FOR BUSINESS INVOLVEMENT

Target Journal: *Nonprofit Volunteer Sector Quarterly*

Abstract

Cross-sector social partnerships are being used across the globe to engage multiple sectors to improve communities. Little is known about what role the business sector plays within these models nor what role nonprofits leading the efforts believe business should play. A case study was conducted with ten neighborhood cross-sector social partnerships. Network stakeholders were surveyed, and network and business leaders were interviewed to explore what value nonprofits felt business could bring to their efforts and barriers to business engagement. Findings indicate nonprofit leaders tended to identify more traditional roles for business participation – such as the transfer of resources. Nonprofit leaders lacked the skill set needed to recruit businesses, missing awareness of the potential shared value from business participation, and in some cases identified a shortage of businesses to participate. However, strategies for business involvement surfaced and the potential of gained value for both businesses and cross-sector social change efforts is significant.

Keywords: Cross-Sector Social Partnerships, Cross-sector Collaboration, Corporate Social Responsibility, Shared Value

To create social change the nonprofit sector has to be nimble and creative in finding sustainable solutions. Traditional forms of funding are not as reliable as government funds shrink (Floyd, Pavetti, & Schott, 2015). Further, a single entity rarely has the capacity to tackle all

aspects of complex social problems (Hanleybrown, Kania, & Kramer, 2012). As resources for social change are limited, capitalizing on corporate philanthropic interests will continue to be critical for creating large-scale change. Formal cross-sector partnerships focused on social change include not only traditional government and nonprofit organizations but also business sector partners. However, little is known about what role the business sector plays within these models. Understanding who is influencing change and how to most effectively engage each partner is critical. As Kramer and Pfizer (2016) stated, the business sector plays a critical role in social change efforts.

The purpose of this research is to better understand what value nonprofit leaders of cross-sector social partnerships would like to get from business participation and what barriers exist for business engagement. To recruit and engage quality stakeholders into partnerships, leaders of social change efforts need to be equipped with an understanding of the potential value of partnership as well as risks for partnering with different sectors. Although there are initial findings about some of the benefits that businesses are seeing from participation in cross-sector social partnerships (Grossman & Lombard, 2015; Kramer & Pfizer, 2016), less is known about the value nonprofits are gaining from the business sector's participation. Findings from this research build upon previous research identifying benefits that businesses have found from participation in cross-sector social partnerships.

Ten different neighborhood cross-sector social partnerships were surveyed, and network and business leaders were interviewed to explore what value nonprofits felt business could bring to their efforts and barriers to business engagement. This article provides an overview of the increased use of cross-sector social partnerships and strategic corporate social responsibility. It also provides an introduction of other research on the value exchange that occurs from

partnership. A case study approach was used to present thematic findings. Findings elaborate on existing research and contextual discoveries from the presented case study.

Cross-Sector Governed Social Partnerships

Large-scale social problems are increasingly complex, and both agencies and clients must turn to multiple organizations to meet needs. A single organization typically does not have enough resources to address all aspects of any given problem (Hanleybrown, et al., 2012). Collaborations, in particular those involving multiple sectors (i.e. nonprofits, government, and for-profit businesses), have grown in popularity (Bryson, Crosby, & Stone, 2006; Mizrahi, Rosenthal, Ivery, 2013; Provan & Milward, 2001; Selsky & Parker, 2005). At the same time public demand for impact continues to grow, and governments and nonprofits are required to provide more services with the same or fewer resources (Eikenberry & Kluver, 2004). This research defines cross-sector social partnerships as partnerships bringing together multiple sectors to govern efforts focused on improving large-scale social outcomes in a community.

Cross-sector social partnerships exist across the country, but participation from multiple sectors varies. Some have intense participation from a multitude of sectors and well-thought-out frameworks for creating change; others have less established partnerships but similar values for instituting change. The partnership spectrum has been described in a variety of ways with some evidence that cross-sector partnerships can be an effective tool for community change (Austin & Seitanidi, 2012a; Austin, 2000; Husted, 2003; Koschmann, Kuhn, Pfarrer, 2012).

Increased Strategic Corporate Social Responsibility

At the same time that cross-sector partnerships have gained traction, businesses have shifted their philanthropic efforts to be more strategic (Carroll, 2015). An increase in social enterprises, additional giving in-line with companies' missions and more accountability on grants

are all expressions of strategic philanthropy (Cochran, 2007). The increased attention on cross-sector social partnerships has also drawn increased involvement from businesses in community partnerships. Recent literature has drawn conclusions about the benefits of businesses choosing to invest in cross-sector social partnerships (Grossman & Lombard, 2015; Kramer & Pfizer, 2016). While there is initial evidence that businesses are playing a role these efforts, more research is needed about the relationship between business and nonprofit sector partners (Harris, 2012; Long, forthcoming 2018).

Kramer and Pfizer (2016) made the case that businesses thrive when communities they operate in are healthy, and that their participation in social change efforts is critical to making communities healthy. They provided examples of many ways that businesses are even driving cross-sector social partnerships across the globe. In another example, Grossman and Lombard (2015), building on a series of reports from the Harvard Business School's U.S. Competitiveness Projects (2014a, 2014b), argue for the business sector to invest in efforts to create better educational outcomes for the communities they work in. Grossman and Lombard (2015) took investing in education one-step farther, identifying cross-sector social partnerships as the most promising approach for achieving large-scale educational improvements.

Shared Value and Influences on Partnership

Why businesses and other partners are coming to these partnerships is not always entirely clear. In the competitive environment that organizations operate in, it is assumed that organizations behave in ways that they believe improve or sustain them. This assumption aligns with exchange theory and the concept that before investing in a partnership an organization presumably conducts some form of a cost-benefit analysis to understand the benefits they may gain and any potential risks of participation (Mizrahi, et al., 2013). Exchange theory posits that

the establishment of many cross-sector partnerships is driven and reliant upon the exchange of resources (Harris, 2012).

Nonprofit participation in cross-sector partnerships may lead to gained knowledge, resources, and improvement on identified outcomes, but the partnership could also cost the organization time, resources, and potentially damage to their reputation because of the association (Marx, 1998; Mizrahi et al., 2013). When considering partnerships specifically with business, Herlin (2015) found nonprofits to be at risk of losing as well as the potential of gaining legitimacy.

Although exchange theory is not typically applied to business philanthropic efforts, the collective impact framework's identification of a need for mutually beneficial activities points to an application of exchange theory (Long, forthcoming 2018). Businesses have been more likely to frame their participation with collaborative efforts in terms of resources and the influence or power they bring to the partnership may revolve around the exchange of resources (e.g. focus on funding mechanisms, outcomes, and distribution of information) (Purdy, 2012). Research shows some financial gains from business' participation in corporate social responsibility efforts (Barnett, 2007; Day, 2014; Hillman & Kim, 2001), yet less is known about other returns they are seeing from engaging in cross-sector partnerships (Carroll, 2015). There also is some evidence that one of the primary desired values from participation is legitimacy; meaning that businesses will act in a specific way, in this case through partnerships, to gain a positive image with their stakeholders (Connelly, Certo, Ireland, & Reutzel, 2011; Lys, Naughton, & Wang, 2015; Suchman, 1995). Although many times businesses may contribute more resources to the partnership than they receive, Harris (2012) noted that some businesses have found access to expertise, insights about their customer base, and brand recognition.

Austin and Seitanidi (2012a) developed a value creation spectrum to categorize the ways that partnerships develop. The spectrum provides insight into how different stakeholders are contributing to the partnership. Additionally, Austin and Seitanidi (2012b) provided four categories of value that both nonprofits and business partners seek out from partnerships. (1) *Associational* value is the simple benefit that both stakeholders accrue from being partners – the partnership produces credibility. (2) *Transferred* value is derived from the exchange of resources between partners. (3) *Interaction* value is the result of the process of partners working together. For example, this value might be seen through greater access to technical expertise or improved community/government relations. (4) *Synergistic* value is generated are partnerships accomplish more together than they could have separately. Understanding these types of value from both the nonprofit and business perspective enables stakeholders to better work towards co-creating value. We know little about what value stakeholders are receiving from participation in cross-sector social partnerships, and if that value correlates with their expectations of what value they would gain.

The Austin and Seitanidi (2012b) framework allows for information from both nonprofit and business partners to be compared. It also can provide some insight as to why partners decide to participate. Understanding how and why partners choose to participate is critical in ensuring the right partners are at the table to make social change. Further, having specific information about the value business brings can help leaders in the field better engage and partner with businesses.

Grossman and Lombard's (2015) report included findings from interviews with 70 business leaders, taking a deeper dive into ways that businesses were engaging in cross-sector social partnerships. They found that while there are some drawbacks for businesses engaging in

cross-sector social partnerships (e.g. it is usually a longer-term commitment and stakeholders have to share the credit for accomplishments, there are also benefits that businesses are seeing). Business leaders cited satisfaction being involved in partnerships that were treating root causes of problems and gratification with their contributions towards identified social outcomes.

Recent research presents the case that many times businesses are finding the value they hope to obtain in participating with cross-sector social partnerships (Grossman & Lombard, 2015; Kramer & Pfizer, 2016). However, this evidence is presented from the views of the business sector and less is known about how nonprofits leading community initiatives see businesses influence on social change. This research seeks to answer questions of what role nonprofit cross-sector social partnership leaders would like for business to play. It sheds light on some of the value that nonprofits hope to obtain from partnering with businesses and identifies barriers for engaging business. To do this the following research questions are asked:

- *What value do nonprofits desire from businesses involvement in cross-sector social partnerships?*

- *What are the barriers that keep businesses from getting involved?*

DATA AND METHODS

This research uses what Yin (2018) described as a case study approach, it "investigates a contemporary phenomenon (the "case") in depth and within its real-world context" with an assumption that "such an understanding is likely to involve important contextual conditions pertinent to your case" (p. 15). The principal investigator surveyed partners from ten cross-sector social partnerships initiated and supported by a regional United Way and interviewed leaders of these networks and contributing business leaders to obtain in-depth information about each case. Individual and network levels of data are drawn upon for analysis. Data were aggregated to

create cross-case themes and derive conclusions (Yin, 2018). Qualitative analysis of interviews identified key themes. Themes were then triangulated with both quantitative and qualitative data from the surveys and interviews to understand what value nonprofits would like to see from business participation in cross-sector social partnerships.

Sample

In 2014, United Way of Metro Chicago (UWMC) started the Neighborhood Network Initiative, partnering with neighborhoods to help solve their most pressing problems. The ten communities studied in this research, specifically used one approach to cross-sector social partnerships called collective impact (Kania & Kramer, 2011; Hanleybrown, et al., 2012). Collective impact has gained particular attention as a formal framework for collective action to create social change (Karp & Lundy-Wagner, 2016). Like many other traditional forms of cross-sector social change, collective impact is designed to address the isolated and complex nature of the current social service landscape (Kania & Kramer, 2011). Partnerships addressing a wide range of social and environmental challenges in the United States and internationally have implemented the collective impact model. Primary partners include representation from a variety of types of organizations: foundations, nonprofits, businesses, and government.

Kania and Kramer (2011) outlined five conditions of collective impact. (1) Common agenda: all partners have a common understanding and agreed upon approach to the identified problem. (2) Shared measurement systems: partners have identified and agreed upon desired outcomes and how to measure them, allowing for shared data collection and accountability. (3) Mutually reinforcing activities: partners contribute to a common agenda and developed action plan. (4) Continuous communication: to build trust and accountability between partners. (5)

Backbone support: the initiative needs a designated organization or organizations to perform essentially duties of coordinating activities and executing the developed action plan.

UWMC used selection criteria for participation in their initiative based on the community's level of need and the network's potential capacity to improve the lives of residents. Using the collective impact framework, stakeholders in each community are identifying, or have already identified a common goal that they are working towards over the next several years. To facilitate the work, UWMC selected a lead agency serving as the backbone in each community. Some communities have had collaborative efforts in place for many years (although not always using the collective impact framework), while others are just starting to implement a collaborative framework. Each community has different needs and resources available, given the diversity of the communities; lead agencies for each community also vary but most are nonprofit organizations. Mirroring the landscape of collective impact efforts nationally, some lead agencies are stand-alone organizations, while others are nested within an organization or even across multiple organizations. Individual networks ranged in number of partners from 57 to 11. The demographics of communities being served varied across ethnicities and income-levels. While many of the networks are working on educational outcomes for youth, other selected outcomes include a focus on reducing poverty, healthy youth, food security, and equity.

In addition to capacity building resources and collective impact expertise, each community received some form of financial resources from UWMC. Many communities had revenue from a variety of other sources too. To be able to focus on sustainable results, UWMC has made multi-year commitments with communities. Networks were expected to work towards aligning stakeholders, processes, and resources in their communities. Their set goals reflected the

betterment of lives of individuals and families in their communities (United Way of Metropolitan Chicago, n.d.).

Data Collection

UWMC provided support for this research by encouraging networks to participate, but participation was voluntary. Lead agencies of the networks provided a list of their community partners and identified each partner's sector of work (e.g. business, government, nonprofit), length of involvement, and a rating for the partner's level of engagement with the network. Lead agencies rated each partner's level of engagement on a scale of 0-4, ranging from not involved to a driving partner of the efforts. As most questions asked required intricate knowledge of the networks efforts, only partners rated as somewhat involved, very involved or as a driving partner were included in the sample of partners to receive a survey - this removed those not involved and minimally involved.

All ten neighborhood networks participated in the research. While all ten of the networks provided a list of partner information (319 partners were included), only nine of them distributed the survey itself. Fifty-five partners were removed from the initial sample as they were rated as either not involved or only minimally involved. Once partner lists were narrowed, 201 partners were asked to participate, and 102 surveys were collected (a response rate of 51%). Seven of the networks had response rates ranging from 48-85%, with most around 53%. Two networks had response rates of 15% and 22%. As findings for the general research do not include any individualized network information, the aggregated 51% response rate was utilized for this research. Almost 50% of respondents were social services providers. The K-12 education sector (13%) was the second highest represented and healthcare (11%) third.

The overall number of businesses identified within the provided community partner lists was significantly lower than anticipated. Based on initial conversations with UWMC, a larger percentage of businesses were considered as partners with the Neighborhood Networks. However, only one percent of overall network partners were classified as businesses, and these businesses were affiliated with only two of the ten networks. Of the nine interviewed networks, two of them had smaller, local businesses participating, but none of them had larger corporations serving as a local community partner.

Table 3.1: Sample Descriptors

What type of organization is this? (Survey) *14 'Other' identifications were assigned appropriate categories	Respondent Identified Sector	%	Total Network Partners	%
Business	2	2%	4	1%
Education-Primary/Secondary	13	13%	38	13%
Education-Higher Education	7	7%	20	7%
Faith-based Organization	2	2%	11	4%
Foundation	3	3%	3	1%
Government	6	6%	43	15%
Healthcare	11	11%	30	10%
Individual Volunteer/Community Resident	1	1%	1	0%
Neighborhood Association/Community Group	0	0%	7	2%
Social services/direct service provider	50	49%	126	43%
Other	3	3%	8	3%
Other: Early Childhood	4	4%	1	0%
Total	**102**	**100%**	**292**	**100%**

Nine of the ten network's lead agencies also participated in interviews. Due to leadership changes, one lead agency was unable to participate in an interview - this agency was different from the network that chose not to distribute the survey. All nine interviewed participants were the lead staff person for the network.

Eight different business leaders participated in interviews. Throughout the research, a business was defined simply as a for-profit entity, regardless of the size of its profits - i.e. large and smaller revenue businesses were classified the same. Business leaders were affiliated with six different networks. As provided partner lists did not include a significant number of businesses, only four of the interviewed businesses actually identified as partners with the network and served on a leadership team of some form. The other four interviewed businesses had significant partnerships with the lead agency on projects that aligned with the network's efforts but were not specifically identified as a network partner. Given their existing relationships and involvement within the communities, these businesses would be good candidates for participating with the networks. Of the four networks that were not represented, one of the business partners was non-responsive and the other three were not able to identify any businesses to participate. Titles of participating business leaders widely varied but all were identified as the preferred contact from a network. Six out of the eight participating businesses also have either a Corporate Social Responsibility (CSR) team or at least one employee responsible for CSR activities.

Procedure

The principal investigator developed a survey to answer questions about partners' engagement with the change initiative. UWMC reviewed the survey to ensure that questions utilized language familiar to the networks and was within the scope of work happening within the networks. To help define variables and structure questions, many of the survey questions built upon the exchange of value (Mizrahi, et al., 2013) and Austin and Seitanidi's (2012a) collaborative continuum. Although the survey was the same across all ten networks, each network had an individualized survey that identified partners from their own network. Qualtrics

was used to implement the survey, allowing each network's lead agency to send out the link to all their partners. Most network leaders sent out the survey link two times, encouraging partners to participate. Four of the networks also provided partner emails allowing the primary investigator to send an additional prompt to partners asking for participation.

Specific survey questions included in findings and discussion were related to text-based responses about benefits the survey respondent had seen from the business sector supporting the network's efforts. Survey respondents were also asked to rate how critical they felt business involvement was for the future success of the network.

The principal investigator conducted interviews to gather data about how relationships have changed over time, underlying influences of partner involvement, and more in-depth knowledge about gained value. Both lead agencies and key business partners were asked to participate in interviews. Separate interview protocols were developed for participants from lead agencies and businesses. Interviews with lead agencies lasted 45-60 minutes, and most were in-person at the lead agency's offices. Interviews with key business leaders lasted 30-40 minutes and were conducted over the phone. All interviews were recorded and transcribed.

Data Analysis and Coding

This study used a qualitative approach to analyze both interviews and text survey responses. For this analysis, mixed methods software Dedoose (version 7.6.22) was used to organize, code, and generate initial analysis. An inductive coding process was used to establish initial descriptive codes. The principal investigator and a research assistant used DeCuir-Gunby, Marshal, and McCulloch's (2011) coding methodology to individually review the transcripts and apply descriptive, thematic codes across them. This process was conducted twice, the second time allowing more detailed secondary descriptive codes to be applied within parent codes. To

ensure reliability between multiple code entries, the principal investigator reviewed initial

descriptive codes to identify agreement between applied codes.

Figure 3.1: Codebook Development

Codebook Development
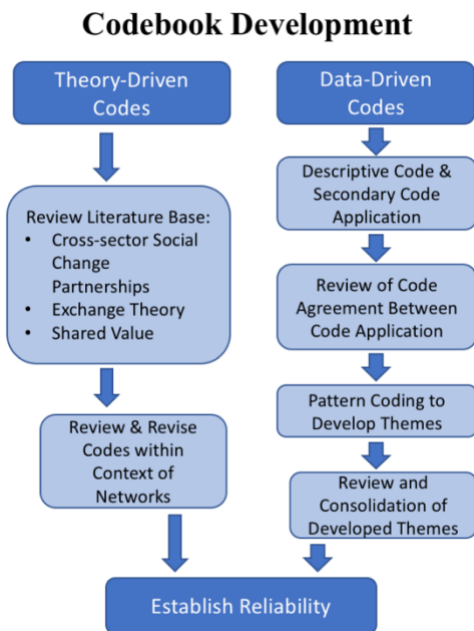
Using a pattern-matching logic, these codes were then reviewed to look across

participants for comparison and congruence (Yin, 2018). This process also allowed for the

consolidation of codes into developed themes. The matching process primarily reviewed existing

research regarding appropriate roles for business within cross-sector partnerships, barriers to

business participation (Grossman & Lombard, 2015; Kramer & Pfizer, 2016) and Austin and

Seitanidi's (2012a) propositions about the potential value for partnerships between business and

nonprofits. Lastly, the principal investigator determined associations between initial theoretical

propositions and the developed themes (DeCuir-Gunby, et al., 2011).

FINDINGS AND DISCUSSION

The qualitative analysis revealed four overarching themes that informed findings: *potential roles of business involvement, lack of business involvement, strategies for engaging businesses, value created for cross-sector social partnership stakeholders*.

This section builds upon earlier presented literature to highlight identified theoretical propositions. Then case study responses are presented in relation to each of the research questions. Within each section implications of findings in relation to previous literature is considered.

Desired Value from Business Involvement

Existing Research: The case has been made that the business sector should have an active role in cross-sector social partnerships. Business expertise is one of the necessary perspectives needed to create large-scale social change – the supports businesses can contribute to creating a case for the cause, recruiting partners and developing strategies for change (Kramer & Pfizer, 2016). Grossman and Lombard (2015), found businesses to believe that they were contributing to guiding vision, building public support, providing management expertise, advocating for policies, providing funding, and supporting data analysis (p. 10). These identified roles correlate to Austin and Seitanidi's (2012a) identified benefits that businesses can provide to partnerships. The potential value back to nonprofits from previously identified business roles can be seen across three of the four types of value they presented – minus the most involved synergistic value.

While Kramer and Pfizer (2016) acknowledged that business involvement might be met with some resistance (discussed as barriers below), Grossman and Lombard (2015) assumed that business leaders had the ability to jump in at all stages in the collective impact framework's

implementation and encourage business to embrace the framework, devoting funding, time, and leadership to efforts. Business leaders could do this by being an early champion for starting efforts, joining already existing efforts, or at a minimum ensuring that individual programs that they support are aligned with other collective impact efforts in their community.

Neighborhood Network Findings: Even with limited involvement, there were still different ways business participation was found to potentially be beneficial to network efforts. Sixty percent of survey respondents felt that business involvement was very important or critical to the future work of the network. When providing examples of business benefit, 14 or 34% of survey respondents stated that they felt business could be helpful, but that they were unsure how or did not provide any actual examples. Three simply stated that they did not know how the business sector could contribute.

The most common area that survey respondents thought business could help in was providing additional resources. While financial supports were the most commonly noted, donated goods and volunteers were also mentioned. The second most highlighted benefit was the role that business could play in workforce development efforts (e.g. employment opportunities and exposure to career options, especially for young people).

Both survey respondents and interviewed leaders identified that the business sector would bring a different perspective and valuable leadership. Closely linked to the contribution of the business sector's perspective, survey respondents felt that the business sector had specific skills that could be beneficial to the networks goals. Less frequently noted but important to network's goals, business' ability to bring awareness to identified causes, attract other partners and businesses to efforts and their unique connection with the collective impact framework were all noted.

Table 3.2: Desired Value from Partnership

Value Type (Austin & Seitanidi, 2012b)	Found Examples for Nonprofits/ Collaborations	Supporting Quotes
Associational	• Increased public awareness to the cause • Credibility to the partnership *9% of Survey Respondents, 22% of Network Leaders, & 50% of Business Leaders*	• "Now we can talk even more about what we are doing in the neighborhood. And we can try to kind of establish relationships in the neighborhood that maybe could be funded even if we went away" • "Businesses paying closer attention to the communications regarding our collective impact work"
Transferred	• Financial supports • Donated goods • Volunteer support • Employment opportunities *38% of Survey Respondents, 100% of Network Leaders, & 88% of Business Leaders*	• "Financial supports, volunteer hours at the community pantry, apprenticeship, employment opportunities, scholarships" • "Then at the local level, like you know, many of the small businesses that are here along the main road will donate whatever to neighborhood events and so they'll donate raffle items whatever they can, free haircuts to raffle off. They'll donate food for an event or things like that"
Interaction	• Leadership and different community perspective • Access to technical expertise • Connections to other businesses *16% of Survey Respondents, 45% of Network Leaders, & 75% of Business Leaders*	• "I mean like (a business leader) throwing out the social impact bonds. Something so outside my world of thinking I would never have thought of that in a million years. I think they bring a perspective that the players we have involved just don't have…they really do think about things in a different way" • "Greater awareness within the business sector; more buy-in"
Synergistic	• Employment pipeline *12% of Network Leaders*	• "There's a gap there, they don't have skills that the manufactures or others need. And those manufactures are in business to continue to make whatever it is that they are making and to grow their businesses. And so, they are willing to make an investment, right? Into a pipeline and produce people that can ultimately have the skills to work at their company or in their industry"

Implications: The intersection between previous research and what networks identified as potential roles for business participation, aligns with more traditional roles corporate philanthropy – financial support and donated items were found to be the most commonly desired area for benefit. However, skills and expertise were also identified as value that businesses could contribute to the networks. As previous research has found businesses having a desire to align their philanthropic efforts with their business focus and some even looking to provide skills-based volunteer services, nonprofits would benefit from considering businesses as viable resources for performing different needed backbone functions (Hanleybrown, et al., 2012).

This research would indicate that initiatives with limited business engagement are potentially missing out on un-tapped expertise, resources, and political influence. As one of the network leaders did identify, the business sector is one of the many, diverse community perspectives that should be included in cross-sector partnerships. As a whole though, networks were unsure of the benefits they might see from business involvement, and therefore gave lower priority to the engagement of businesses.

Barriers to Business Engagement

Existing Research: Grossman & Lombard (2015) reported that "Although 96% of initiative leaders felt business involvement was critical, 20% have not successfully engaged members of the business community" (p. 12). They do not go into depth about reasons for the lack of engagement other than noting insufficient local businesses and misgivings about what corporate culture can contribute. They also do not report specific barriers but share some concerns of businesses prior to joining a collective impact initiative including concerns that the social challenge was too big, the pace of change would be too slow and time-consuming, and that the process would be frustrating. Kramer and Pfizer (2016) also lay out three specific barriers to

business involvement. The first barrier concerned questions of legitimacy of the intentions of a business from other stakeholders. The second was related to competition from other businesses and the potential for others in the business market to benefit from work without actually contributing to the social cause. Third was the ability to make an investment justification, meaning businesses needed to be able to determine and communicate the value they would get out of participation. Austin and Seitanidi (2012a) further complimented this view, noting a primary barrier of partnership being friction between the different ways sectors operate.

Neighborhood Network Findings: Interviews revealed a number of barriers to business participation.

Table 3.3: Barriers to Business Participation (Interview Responses)

	NN Interviews (n=9)	Business Interviews (n=8)
Lack of recruitment from collaboration/nonprofits	6	0
Businesses role within collaborative efforts is unclear	5	6
Businesses priorities/agenda is different from the partnerships	4	3
No Chamber of Commerce or limited businesses	3	0
Competing interests for business' attention	2	2
Confusion between local and general United Way efforts	2	2
Unclear vision of efforts	1	3
Process too long and time consuming	1	2

Five network leaders and six business leaders identified that businesses typically want to help but are unsure about what their role should be within the network.

"One barrier that I do see with businesses getting involved. It's something that we have seen a lot…they want to get involved but they don't know how to get involved. So, they are like okay, we want to do something, but we don't know what to do. Like, how can we help?"

The second most common identified barrier was the challenge of aligning a business's priorities to those of the network. Even though the limited number of involved businesses struggled to see their role within the network, the perspective of finding the right fit between what an involved business hoped to do, and actual network goals was acknowledged. Network leaders also connected this challenge with recruiting new businesses, particularly larger businesses that might have more strategic philanthropic goals.

> "It's not easy to work with businesses because they tend to have their own set of priorities and it takes a whole lot of targeted efforts and strategy to get more of the businesses involved. But for them to see that it's a benefit to them as well"

Business leaders have many demands on their time and competing interests for their time, two network leaders and two business leaders noted these competing interests as a barrier. Other barriers mentioned were the collaboration not having a clear vision or "ask" for business participation and the collective impact process being too time consuming.

Given that UWMC is connected to all the Neighborhood Networks, when asked about their connection to the networks, three of the larger corporations viewed that connection through United Way. Business Leader 1 described:

> "United Way is a huge part of what we do as an organization…You know, last year we raised, we usually raise a couple million, so it's a pretty good thing that we are doing…We are partnering to a degree. We are using United Way."

Two network leaders and two business leaders also identified confusion between local and general United Way efforts as a barrier to business participation. The smaller businesses, however, had a direct connection with their local network and did not provide any resources to

UWMC. It is unclear whether or not this filtering of philanthropic efforts impacts a larger corporation's participation within individual networks.

Three network leaders highlighted the fact that even if they wanted to recruit businesses there were limited businesses in their community nor did they have a Chamber of Commerce to help with the effort.

> "The X Community, they really don't have any businesses. The only business there is a family doc, they have no financial institutions. They have a gas station so it's a really hard-pressed place for businesses to be in."

While a fourth network had a Chamber of Commerce, the network leader stated that the chamber was not very active, but the chamber was their primary business recruitment strategy: "I think it's the Chamber's place or they seem to be the identifiable suspect to carry that message to businesses."

Implications: While most network leaders acknowledged they potentially had much to be gained in exchange for working with business, the findings indicate nonprofit leaders lack the needed skills to recruit and engage businesses in social change efforts. This research aligns with previous findings that many nonprofit leaders may not have the skill set for leading these efforts (Weaver, 2016). As many nonprofits have limited capacity to fulfill their missions, let alone take on community partnership responsibilities (Eikenberry & Kluver, 2004), they may not see enough of a value exchange to devote extra time towards getting business buy-in. Many leaders identified a lack of knowledge for how to recruit the business sector or find meaningful ways to use the variety of resources businesses can offer. Nevertheless, potential value beyond financial resources is identified and businesses could help initiatives promote their efforts, gain

community buy-in, bring innovative perspectives, and potentially provide employment opportunities to those in need.

Given that many cross-sector social partnerships are situated within high-need communities, the fact that almost half of the network leaders identified limited business presence within in their neighborhoods is a barrier. Aligning with Grossman and Lombard's (2015) concerns about limited business presence in some communities, this research shows that many communities, especially those with weaker economic systems, may struggle to identify business partners.

While network leaders expressed minimal concerns about businesses having ulterior motives for participation, they did highlight the fact that some businesses have philanthropic priorities that can be a challenging match. This concern does draw attention to other literature emphasizing the shift toward strategic philanthropy and the high need for partnerships to find shared value in their activities (Austin & Seitanidi, 2012a).

One of the most difficult and time-consuming processes in a partnership is the identification of a common agenda (Weaver, 2016) and businesses are concerned about how time consuming and slow social progress will take (Grossman & Lombard, 2015). While the change process being too slow and time consuming could be a barrier for business participation, the importance of a clear agenda is highlighted in this research. Previous research and network findings agree that businesses can bring a critical perspective that is different from other involved stakeholders. This perspective may be from a lens to attract different resources and stakeholder participation. It also might highlight different needs in a community.

Engaging Business Partners

     Existing Research: As presented earlier, Austin and Seitanidi (2012b) offered the Collaborative Value Creation (CVC) framework with underlying assumption that for a partnership to be successful it must create value for both nonprofits and businesses. This leads to the notion that nonprofits need to be able to create and communicate the potential value that partnership could provide to businesses. While Grossman and Lombard (2015) present a few benefits that participating businesses might see, they correspondingly note that some businesses are not sure the best way to participate and contribute to community collaborative efforts.

     The CVC framework also provides several different types of value that businesses might see from participation, however, it is important to note that Austin and Seitanidi's (2012a) work drew from examples of partnerships between a single nonprofit and a single business. Little research has examined how resources are exchanged and the potential benefits and risk to organizations participating in larger cross-sector social partnerships that involve more than two stakeholders.

     Neighborhood Network Findings: While there does appear to be potential shared value for business participation in cross-sector social partnerships, the lack of business participation at the local level leads to questions about what engagement strategies are effective for getting business participation. Even though network leaders indicated minimal success engaging businesses, they may not have even attempted to engage them. Both networks and business leaders were asked questions about what strategies had been successful or they thought would be useful in engaging businesses.

Table 3.4: Business Engagement Strategies

	NN Interviews (n=9)	Business Interviews (n=8)
Willingness to individualize efforts for businesses and create mutually beneficial efforts	6	5
Having a clear ask or request for businesses that is more than just asking for money	6	4
Leverage businesses desire to help (even if unsure how)	5	6
Alignment with philanthropic goals or business focus	3	3
Collective Impact language is friendly to businesses	2	1
Leverage the Chamber of Commerce or other businesses	2	1
Ability to build on smaller projects	2	0
Leveraging political leaders influence	2	0
Buy-in from key employee(s)	0	5
Ability to use professional/technical skills	0	3
Creation of a connection to community for employees	0	3
The use of data and clear outcomes	0	3

The most commonly reported strategy was to leverage businesses' desire to help communities even if their exact role is unknown. As businesses do want to help, both network leaders (6) and business leaders (5) reported that when networks have a willingness to individualize efforts and work towards mutually beneficial activities, they are more likely to engage. Additionally, having a clear ask or request for business participation is critical (6 network leaders; 4 business leaders). It was noted that this request should be about more than just funding. Some provided examples included having a specific seat on the leadership team for the business sector when a funder requires business participation, involvement in a focus group to gain business perspective, or building upon smaller projects that have been successful and businesses could help.

Implications: Findings indicate that cross-sector social partnerships can bring value to all involved stakeholders. Understanding the potential value to be gained from partnerships is critical. The potential gains for nonprofit leaders of efforts can help motivate and entice them to

invest in strategies for engaging businesses. In exchange, the evidence for businesses becoming more focused on strategic philanthropy (Carroll, 2015), highlights the importance of mutually-reinforcing activities and businesses seeing value from engagement. While Austin and Seitanidi's (2012b) CVC framework focused on partnership between a single business and nonprofit, the alignment of this study's findings with the CVC framework suggests the possibility of the expansion of their model to inform cross-sector partnerships with more than two stakeholders. Additional research should focus on other intersections between their collaboration stages and those occurring in cross-sector partnerships with more than two stakeholders. This research would help practitioners identify aspects of their partnerships that would be most beneficial to strengthen.

Those engaged in cross-sector efforts should consider these intersections and the potential for ways to better engage businesses in partnerships. As with other research that highlights the need to find the "right fit" when establishing partnerships (Austin and Seitanidi, 2012a), this research agrees that the alignment of efforts which results in mutually reinforcing activities is important when building partnerships. If cross-sector efforts can find an alignment between their many needs and the abilities of businesses within their community to contribute, they might be able to access critical expertise with little to no cost.

One of the most critical lessons learned from this study was the importance of a network's ability to identify mutually reinforcing activities with the business sector. Unfortunately, network leaders identified that they either chose not to recruit or were unsure of how to recruit businesses. Business leaders noted the following examples of desired activities: the importance of efforts aligning with their business focus, willingness of partners to individualize activities for businesses, and the preference for business to be able to use some of

their professional/technical skills. The values that all partners can gain from established partnerships should be taken into account when building partnerships. Funders and others involved in cross-sector social partnerships should be aware of potential network leaders lacking the skills to recruit businesses and work to invest training and support to ensure that nonprofit leaders are equipped to engage businesses in partnerships.

LIMITATIONS

As limited business participation was found within this research, a notable limitation is the lack of business engagement within the sample. Further, not all participating businesses within the sample were available for interviews. Ideally, future research would consider ways to include a comparative sample of businesses not participating in cross-sector partnerships. As businesses are participating in some other settings, partnership comparatives from larger city-wide initiatives would also strengthen future research.

CONCLUSION AND FUTURE RESEARCH

Understanding what value stakeholders gain from participating in cross-sector social partnerships allows lead agencies to better recruit, leverage, and retain business partners. Cross-sector social partnership leaders participating in this research, had tendencies to identify more traditional roles, transferring of resources, for business participation in their networks. Nonprofit leaders were found to lack the skill set needed to recruit businesses, missing awareness of the potential shared value from business participation, and in some case identified a shortage of businesses to participate. As initiative leaders regularly strive to communicate their overall goals and accomplishments, understanding the value that individual stakeholders are gaining can also help them communicate with external stakeholders. Specifically, as business has not been a traditional partner in cross-sector social partnerships, knowledge about the threats and

opportunities of business involvement can allow these initiatives to better engage with the business sector.

Existing research indicates that there is a role for businesses within cross-sector partnerships and value to be gained for both nonprofits and businesses from partnering (Austin & Seitanidi's, 2012a; Grossman & Lombard, 2015; Kramer & Pfizer, 2016). This research indicates that nonprofits agree with these assumptions. However, findings suggest that it is critical for cross-sector frameworks to take into consideration preexisting capacities of nonprofit leaders facilitating partnerships. For synergistic value to be obtained by cross-sector social partnerships, frameworks themselves need to include components of better equipping nonprofits and those facilitating efforts. If nonprofits do not have pre-existing knowledge of the different types of value to be gained from partnership with business, they are less likely to devote needed time and resources towards business recruitment or towards engagement strategies within some cross-sector frameworks.

The role and influence of business within cross-sector social partnerships is ripe for additional research. Future research should focus on ways that networks can help businesses find their role within collaborative efforts. Other factors should also be explored, such as, do larger, city-wide cross-sector partnerships have an advantage over local, neighborhood focused efforts in recruiting business partners? Additionally, further research is needed to compare different place-based initiatives as well as differences between levels of engagement by different-sized business. Existing frameworks are not one size fits all models, nor should they be. The differing contextual factors within each community should be leveraged to better determine how successful strategies can be shared across them.

CHAPTER 4 – ARTICLE 3: OBSERVATIONS OF CHANGES OCCURRING IN COMMUNITIES IMPLEMENTING A COLLECTIVE IMPACT FRAMEWORK

Target Journal: *Community Development*

Abstract

As collective impact initiatives take hold across the globe as a strategy for communities to create social change, this study sought to provide insights about what types of stakeholders are influencing collective impact efforts. It also explored ways in which organizations participating in collective impact efforts have changed their behaviors since implementing the framework. A case study approach was used to research ten neighborhoods utilizing the collective impact framework. Findings suggest influential stakeholders are closely tied to the network's identified outcomes and frequently have a larger capacity to participate. Additionally, specific characteristics of the collective impact framework beyond traditional community development efforts appear to have made an influence on both network's efforts and partner stakeholder's behavior.

Keywords: cross-sector collaboration, collective impact, shared value

Large-scale social problems are increasingly complex, and both agencies and clients must turn to multiple organizations to meet needs. A single organization typically does not have enough resources to address all aspects of any given problem (Hanleybrown, Kania, & Kramer, 2012). Collaborations, in particular those involving multiple sectors (i.e. nonprofits, government, and for-profit businesses), have grown in popularity (Bryson, Crosby, & Stone, 2006; Mizrahi, Rosenthal, & Ivery, 2013; Selsky & Parker, 2005; Wymer & Samu, 2003) as public demand for

impact continues to grow, and governments and nonprofits are required to provide more services with the same or fewer resources (Eikenberry & Kluver, 2004). Beyond these factors, government and philanthropic funders have started to place importance on the use of collaboration to create outcomes (Gillam, Counts, & Garstka, 2016).

This study was part of a larger research project exploring ways that different types of stakeholders are influencing collective impact efforts and how the collective impact framework may be changing the way communities address social issues. A case study approach was used to examine ten neighborhood partnerships utilizing the collective impact framework. The study sought to provide insights about what types of stakeholders are influencing collective impact efforts. It also explored ways in which organizations both leading and participating in collective impact efforts have changed their behaviors since implementing the framework.

The goal of this article is to build upon the expanding body of research concerning collective impact as a form of cross-sector partnership and its impact on social outcomes. Given the variety of questions that have been raised about the implementation of the framework, this research provides additional context about its execution and offers suggestions for social leaders supporting collective impact to consider. Specific characteristics of the collective impact framework beyond traditional community development theories appear to have made an influence on both network's efforts and partner stakeholder's behavior. Understanding that leadership is a significant component of implementation of the framework, details about influential stakeholders are presented and compared to existing research to present suggestions that help build future social change.

Collective Impact and the Collaborative Context

The social problems that communities face are challenging and complex. Many times, those in need must navigate multiple isolated agencies to seek out services, and no single community provider has the capacity to address all the needs (Hanleybrown, et al., 2012). To address complex social problems, cross-sector collaborations have grown in popularity (Bryson, et al., 2006; Mizrahi, et al., 2013). To provide a new way for communities to address complex social conditions, Kania and Kramer (2011) presented a framework they called 'collective impact.' Since that time, the use of the framework in practice has expanded across the globe. Not only are many community collaborations using it, but there has been an increase in research about it and the development of conferences and training for it (LeChasseur, 2016).

The original model defined collective impact as "the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem" (Kania & Kramer, 2011, p. 36). The model includes five components of a framework and three pre-conditions that should exist before launching a collective impact effort. Preconditions for an effort include having an influential champion or leader, funding to sustain efforts, and the perception of a crisis around the identified social issue. If conditions are met, then five components should be implemented: (1) a common agenda, (2) shared measurement, (3) mutually reinforcing activities, (4) continuous communication, and (5) and a 'backbone' or independent organization to facilitate the efforts (Hanleybrown, et al., 2012).

Weaver (2016) summarized several follow-up articles and reports since the initial 2011 Kania and Kramer article. She highlighted identified factors of success and challenges of successful implementation. Within some of the emerging literature, questions of the 'newness' of the approach have been raised. Some have taken the stance that collective impact is the same old

approach just repackaged (Bourgeois & Born, 2014), or that it does not adequately engage communities (Wolff, 2016). Others believe there are some distinct differences between collective impact and traditional community organizing or cross-sector collaboration. A primary distinction that Christens and Inzeo (2015) noted is collective impact's reliance upon organizational leaders who have the capacity to make decisions and drive efforts rather than grassroots community members.

Given the framework's popularity, the "collective impact" name may also be used as a label to gain attention even if the framework is not being adhered too (Edmondson & Hecht, 2014). This tension of attracting attention with new efforts and relying on previous methods may also cause some community organizers to overlook previous research on cross-sector collaborative work (Christens & Inzeo, 2015). Gillam, Counts, and Garstka (2016) suggested that both historical methods and collective impact methods should come together to create multidimensional collaborative approach that incorporate layers of relationships and variables to create change.

Influence and Value of Collective Impact

As social change leaders seek out stakeholders to participate in collaborative work, they should consider what might drive participation and understand value that partners may obtain. The establishment of cross-sector partnerships is frequently reliant upon the exchange or resources between stakeholders (Harris, 2012). It is assumed that organizations will act in ways that they believe benefit them. Exchange theory posits that an organization will conduct some form of cost-benefit analysis before entering into partnerships to evaluate the benefits and risk of their participation (Mizrahi, et al., 2013). When entering a cross-sector partnership, organizations have the potential to leverage resources, increase knowledge and strengthen community

outcomes; however, participation also requires resources, time, and can put organizations reputation at risk (Austin & Seitanidi, 2012; Marx, 1998; Mizrahi et al., 2013).

Senge, Hamilton, and Kania (2015) pointed out that collective impact necessitates a new type of leader that must be systems focused and requires multiple leaders coming together rather than just a single leader working alone. The shift to system leadership change can be challenging and many times requires existing leaders to change the way they lead (Weaver, 2016). Further, different sectors may approach systems leadership differently and different sectors have been shown to bring various attributes to the work (Bryson, et al., 2006). Although collective impact efforts frequently do bring together multiple leaders, social service providers frequently are expected to be and become large players (Gillam, et al., 2016). In other examples, the business sector is leading efforts (Kramer & Pfitzer, 2016), and the model's focus on measurement and coordination are drawn from corporate methods (Kania & Kramer, 2011).

Historically, as community leaders come together identifying the need for social change, they not only will consider the value to be gained but also the methods to address that change and create value. Leaders and scholars question if collective impact is just another reiteration of previous methods and are concerned that it could dilute the toolbox of existing community development methods (Bourgeois & Born, 2014). Existing methods related to collective impact include grassroots organizing (Christens & Inzeo, 2015), interorganizational networks (Provan & Milward, 2011), community organizing (Mizrahi et al., 2013), cross-sector collaboration (Bryson, et al., 2006), and other methods of community change. This research acknowledges that collective impact is mostly like built upon other forms of community development and like Christens and Inzeo (2015) seeks to understand if distinctiveness of the collective impact model is discernable.

Although there may not be an exact recipe for success, communities using the collective impact framework have seen different levels of success (Gillam, et al., 2016; Weaver, 2016). Given the many dynamics of the collective impact model and growing use of the framework, there is a need for additional research to understand contextual factors influencing those implementing it. As leadership is identified as a critical factor within the collective impact framework, this research seeks to characterize the types of organizations influencing networks implementing the collective impact framework. To advance knowledge regarding questions of the framework's differences from previous change models, this research also seeks to identify changes that community collaborations and partnering stakeholders experience when deciding to utilize the collective impact framework. The identification of these changes can contribute to understanding of potential factors influencing implementation.

METHODS

A multiple case study approach was used for this research with the assumption that the contextual conditions of the setting will provide understanding of the larger phenomenon (Yin, 2018). Ten different collective impact initiatives associated with a regional United Way were surveyed, and leaders were interviewed to obtain in-depth knowledge about each case. Data was aggregated across cases, at both individual and network levels, to create cross-case themes and derive conclusions. Qualitative and quantitative data were then triangulated to better understand changes occurring within ecosystem change efforts.

Study Setting

To help neighborhoods across the Chicago region address large-scale needs, United Way of Metro Chicago (UWMC) created the Neighborhood Network Initiative. Starting 2014, UWMC provided funding outside of their typical funding streams to ten selected communities.

To be part of the Neighborhood Network Initiative, communities had to show a high level of need and capacity to implement the collective impact framework to address their identified needs. To facilitate the work UWMC identified a lead agency in each community to act as the backbone organization. All the lead agencies are nonprofit organizations, but some were stand-alone entities versus being nested within a larger organization or even across multiple organizations.

While not necessarily using the collective impact framework previously, some of the networks were able to build upon existing community collaboration efforts. However, when they became a part of the Neighborhood Network Initiative, any existing collaborations were expected to adhere to the collective impact framework. Networks worked towards the alignment of stakeholders around identified goals, strategies, and mutually beneficial activities (United Way of Metropolitan Chicago, n.d.). Educational outcomes for youth was the most common identified community goal but outcomes for reducing poverty, food security, and equity were also found.
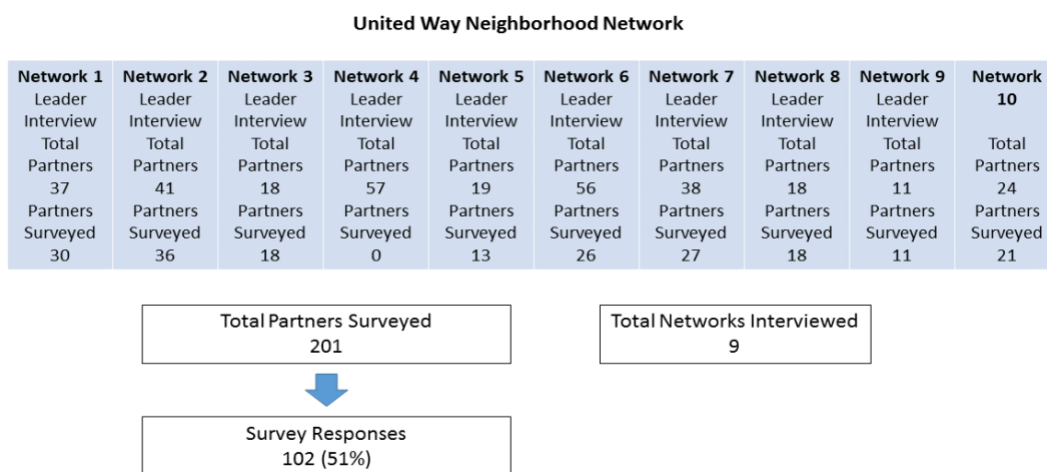
The Neighborhood Network Initiative is supported by contributions from a variety of businesses in the Chicago area. To support this work, UWMC provides capacity building resources, collective impact expertise, knowledge sharing through network leaders, and a multi-year funding commitment. Many communities also secure funding from additional sources within their community.

Data Collection

The principal investigator and UWMC invited all ten of the networks to participate in the study. Lead agencies provided a list of their community partners (319 partners were included). The list included each partner's sector (e.g. business, government, nonprofit), their length of

involvement with the network, their level of engagement (i.e. not involved, minimally involved, somewhat involved, very involved, and a driving partner), and contact information. Only partners identified as somewhat involved, very involved, and driving partners were included in the survey sample. Nine of the ten networks chose to distribute the survey. Although the network not distributing the survey was the largest, its types of partners and goals were very similar to the other networks reducing the concern of a non-response bias. A narrowed list of 201 identified network partners then received a survey, inquiring about their network's collective impact efforts and stakeholder engagement.

Figure 4.1: Sample Partners Included

United Way Neighborhood Network

Network 1 Leader Interview	Network 2 Leader Interview	Network 3 Leader Interview	Network 4 Leader Interview	Network 5 Leader Interview	Network 6 Leader Interview	Network 7 Leader Interview	Network 8 Leader Interview	Network 9 Leader Interview	Network 10
Total Partners 37	Total Partners 41	Total Partners 18	Total Partners 57	Total Partners 19	Total Partners 56	Total Partners 38	Total Partners 18	Total Partners 11	Total Partners 24
Partners Surveyed 30	Partners Surveyed 36	Partners Surveyed 18	Partners Surveyed 0	Partners Surveyed 13	Partners Surveyed 26	Partners Surveyed 27	Partners Surveyed 18	Partners Surveyed 11	Partners Surveyed 21

Total Partners Surveyed
201

Total Networks Interviewed
9

Survey Responses
102 (51%)

Response rates across the networks ranged from 48-85%, with most around 53%. In total, 102 surveys were collected with an aggregated response rate of 51%. Respondents and non-respondents were compared across sector, length of involvement, and level of engagement to reveal that government entities and those rated as only somewhat involved were less likely to respond than expected. No other factors were found that would contribute to a respondent bias.

Almost 50% of respondents had been involved with their network for over three years and only 2% were involved less than one year. Another 31% of respondents had been involved

for one-two years. Respondents were asked to identify which category or categories of teams

they participated on: 43% of respondents served on a working group or action team, 32% were

on the steering committee, and 32% were leadership or staff at the lead agency. The majority of

respondents (almost 50%) were from social services providers. The second highest category was

the K-12 education sector (13%) and then healthcare (11%).

Table 4.1: Sample Descriptors

What type of organization is this? (Survey) *14 'Other' identifications were assigned appropriate categories	Respondent Identified Sector	%	Total Network Partners	%
Business	2	2%	4	1%
Education-Primary/Secondary	13	13%	38	13%
Education-Higher Education	7	7%	20	7%
Faith-based Organization	2	2%	11	4%
Foundation	3	3%	3	1%
Government	6	6%	43	15%
Healthcare	11	11%	30	10%
Individual Volunteer/Community Resident	1	1%	1	0%
Neighborhood Association/Community Group	0	0%	7	2%
Social services/direct service provider	50	49%	126	43%
Other	3	3%	8	3%
Other: Early Childhood	4	4%	1	0%
Total	**102**	**100%**	**292**	**100%**

Network leaders were also invited to participate in a follow-up interview. The principal

investigator interviewed nine of the network leaders. The tenth leader was unable to participate

due to leadership changes within the lead agency. The un-interviewed network was not the same

network that did not distribute the survey.

Procedure

The principal investigator developed the survey and used Qualtrics to collect responses.

To ensure that questions supported the language that networks were familiar with and aligned to

the scope of work happening, UWMC reviewed the survey before implementation. Concepts regarding the exchange of value (Mizrahi, et al., 2013) and Austin and Seitanidi (2012) collaborative continuum were used to help define and structure questions. Survey questions specifically used for identified research questions included text responses regarding respondent's views on what partners have been the most influential to the network's efforts and in what ways have those partners created influence. Respondent's gained value from participation and influences on their own involvement are also included.

The survey was the same for each network, but to customize the survey with each network's information, each network received an individual link. The principal investigator provided network leaders their survey link and an approved email template to share with community partners. To encourage members to complete the voluntary survey, most network leaders shared the link twice with partners. Additionally, four of the networks provided detailed enough contact information that the primary investigator was able send one additional prompt asking partners for participation.

Interviews with nine of the ten lead agency partners were conducted by the principal investigator. Most of these interviews were held in the lead agency's office and lasted 45-60 minutes. All interviews were recorded and transcribed. This study was a part of a larger research agenda that also included interviews with participating business partners of the Neighborhood Networks. Findings from interviewed businesses are not included in this article.

Data Analysis

The identified research questions of this study lend themselves well to a case study approach of answering 'what' and 'how' questions (Yin, 2018). Qualitative analysis was used on both interview responses and text survey responses. To review the transcripts and apply

descriptive codes, Decuir-Gunby, Marshall, and McCulloch (2011) coding methodology was used. An inductive coding process allowed for initial descriptive codes to be identified. The principal investigator and a research assistant individually reviewed the transcripts twice. The first time applying descriptive codes and a second time allowing for secondary descriptive codes to be applied within parent codes. Dedoose (version 7.6.22), a mixed methods software, was used to organize, code and create analysis. Before a thematic process was conducted, the principal investigator examined the descriptive codes to distinguish agreement between applied codes and ensure reliability between entries.

A thematic-analysis was then used to identify comparisons and similarity across codes applied to each participant and network (Yin, 2018). From this process the larger number of descriptive codes were able to be consolidated into four identified themes. While statistical analysis was not utilized, survey data were reviewed for congruence with the developed themes as part of the triangulation process. Finally, the principal investigator reviewed initial theoretical propositions to determine any linkages with developed themes (DeCuir-Gunby, et al., 2011). The findings present qualitative data from both interviews and survey respondents. Where applicable quantitative survey responses are included in relationship to the qualitative findings.

FINDINGS

Analysis revealed four overarching themes that informed findings: *stakeholders influencing the network's efforts, stakeholder value derived from participation, collective impact changes in stakeholder behavior, changes occurring in network's efforts due to shift to collective impact*. In alignment with the identified research questions, these four themes are further discussed below.

Types of Stakeholders Influencing Initiatives' Work and Derived Value

Both network leaders and survey respondents identified types of partners that had influenced their network's efforts. Survey respondents were asked in open-ended questions what partner(s) they felt had been most influential about the network's work and in what ways had those organizations impacted the network's work. If a response provided a specific organization then that name was coded into a category type for analysis. Network leaders were also asked what types of partners had been most influential to the network's efforts and what factors they felt caused an organization to be involved with the network. Interview responses were all given in the format of types of stakeholders.

As the lead agencies are the primary drivers of facilitating each network's effort, it is not surprising that 66% of survey respondents felt that the lead agency was influential in the network's efforts. Across both forums, public schools and nonprofits were the second highest influencers.

Table 4.2: Identified Influential Stakeholders

Type of Stakeholder	Survey Responses n=77	NN Interviews N=9
Lead Agency	51 (66%)	n/a
Public Schools (K-12)	37 (48%)	4 (44%)
Nonprofit/Social Services (Including Early Childhood Providers)	33 (43%)	8 (89%)
Government (Including Public Health)	12 (16%)	2 (22%)
Higher Education	10 (13%)	0
United Way	5 (6%)	3 (33%)
Faith-based Organization	1 (1%)	0
Healthcare	1 (1%)	1 (11%)
Parents	0	2 (22%)
Not Defined	7 (9%)	0
*Total # Stakeholders Identified	157	20

*Respondents could identify any amount and type of influential stakeholder

Network leaders also identified factors related to the nature of participation that were associated with influence. Six network leaders noted that participation was frequently more about the contribution from specific people rather than just the organization those people represent. Five leaders commented that those who were influential were frequently from organizations that were local to their community. Finally, one leader noted that organizations that were influential tended to commit decision makers to efforts.

Network leaders and survey respondents then identified types of actions that influential stakeholders contributed. Table 3 shows the intersections between the network leader interviews and survey responses. Given that questions were asked differently in the interview than the survey, a lack of a response from an interview should not be interpreted as less relevant since no interview responses contradicted any of the actions provided in the survey.

Table 4.3: Ways that Stakeholders are Influential

Action	Survey Responses n=63	NN Interviews n=8
Guiding vision/strategy and providing ideas	35 (56%)	
Provide access to data or the network's target population	20 (32%)	6 (67%)
Partners have strong alignment with network's goals (two cases the survey specifically noted to bring expertise in the goal area)	14 (22%)	6 (67%)
Helped build community support	12 (19%)	5 (56%)
Partners are active in meetings and planning	7 (11%)	
Data analysis	6 (10%)	
Providing funding	6 (10%)	
Partners have a collaborative culture	2 (3%)	3 (33%)
Partners have larger organizational capacity to participate	2 (3%)	5 (56%)
Identification of and recruitment of partners	1 (2%)	
Influential in important equity discussions	1 (2%)	

Network leaders particularly noted the importance of having key organizations represented on their leadership and steering committees. Network Leader 8 stated, "There's big

organizations that you say, oh, you need them at the table because they are such big players."

Being "key" or a big player was most commonly associated with those organizations that

provided access to the target population and therefore data (e.g. public schools) (6) as well as

those that align with the network's mission (6). Additionally, leaders noted that when key

community stakeholders are involved it helps recruit other partners and build community support

(5).

> "The schools are definitely the, kind of like the cornerstones of a public partner who we
>
> are working with that has influential because they allow us to plan around strategies to
>
> implement inside the schools to increase academic achievement" (Network Leader 3).

While survey responses highlighted more specific ways that organizations have been

influential (e.g. guiding vision, data analysis, funding), both survey responses and network

leaders highlighted that those influential partners typically had more capacity to participate. As

network leaders frequently talked about nonprofits/social services providers (8) this was in

reference to organizational size and budget restrictions. For example, Network Leader 2 stated,

"In some cases, its size - that you are just barely doing what you need to do." Further, 28% of

survey respondents identified the need for more capacity and resources as their top barrier to

becoming more invested in the network's efforts.

Beyond the organizational structures, network leaders focused more on getting the right

people involved (6). In some cases, this was associated with community leaders that created

collaborative cultures within their organizations (3) which was associated with survey responses

about partners having a collaborative culture (2). The need to connect more with people than

organizations was also associated with different types of organizations contributing in different

ways as well as getting larger buy in from individuals who were from the local community and invested in seeing its success (6).

> "We have partners, who are large, established organizations with very large
>
> infrastructures, large budgets who can be engaged in a different way than a small, grass
>
> root organization that is with community residents in the community and so then when
>
> you begin looking at value, for me its apples and oranges" (Network Leader 8).

General Identified Changes

Not unlike many other efforts across the United States, only one of the ten networks started their collective impact efforts without building from an existing collaboration (Gillam et al., 2016). The primary investigator explored with network leaders what changes, if any, happened when they became a part of the Neighborhood Network and started implementing the collective impact framework. Leaders cited the following as strengths that the framework helped them establish.

Table 4.4: Collective Impact Strengths

Identified Strength	NN Interviews n=9
Funding	6 (67%)
Created platform to bring people together	5 (56%)
Ability to expand mission	4 (44%)
Formalization of their collaborative process	3 (33%)
Helped align larger efforts in community	3 (33%)
Provided a framework to follow	3 (33%)
Focus on data	2 (22%)
Provided simplified language for efforts	2 (22%)

All ten networks received some funding when they became a part of the Neighborhood Networks, but only six highlighted that as a change. The second most common response was that the framework created a platform to bring groups together (5). Network Leader 5 specifically

noted, "We have convened the community and community stakeholders to talk about what they'd like to see." Four network leaders also stated that becoming a part of the Neighborhood Network Initiative helped them expand their mission. Network Leader 6, stated "We are always taking snap-shots and we are always kind of evolving to meet these new identified needs." The framework and funding have allowed them to continue working to meet community needs.

> "We were able to grow, so the money that came with it let us expand and really support developing our infrastructure. In a lot of ways, we were able to become more sophisticated because of that resource" (Network Leader 8).

> Closely tied with the five components of the collective impact framework (Hanleybrown, Kania, & Kramer, 2012), network leaders cited the framework helping formalize their collaborative process (3), align larger community efforts (3), and provided a framework to follow (3). Additionally, two noted the framework's focus on data influenced their work. Not only did network leaders identify these components as strengths, but these factors were also identified as some of the top reasons that stakeholders chose to participate in the network.

All survey respondents stated that they felt the network has the potential to improve identified outcomes in their community. Ninety-six percent said that they chose to participate because of the potential to align previously uncoordinated program efforts. Lastly, 87% of stakeholders identified choosing to participate was influenced by the emphasis on using data to drive decision-making. A network leader described some of these factors:

> "We have been doing collective impact always, but it just never had that name, it had all kinds of different names. But, to be able to actually sit with people and say, this is the process we are using. You know, the common agenda and mutual activities and some of

the language, to be able to get people to understand the language and to speak the same language, it's been beneficial" (Network Leader 1).

Alignment of Efforts - Identified Stakeholder Behavior Changes

As one of the primary focuses of the collective impact framework is the alignment of different stakeholder activities, each of the networks was able to identify some change in the behaviors of its partner organizations in connection with the partner's participation in the network.

Five of network leaders stated that some of the key stakeholders had made efforts to align with network outcomes – one of those specifically noting an alignment to common measurements of outcomes. Network Leader 1 shared, "we have had a couple organizations say they are going to expand their community outreach because they see it's really needed". Even with alignment, 90% of survey respondents felt that the network was contributing to their overall organizational goals. In particular, 95% identified that they had seen some or great value towards a greater visibility of their individual organization's efforts, and 94% had seen an increase in public awareness around identified social issues.

Four network leaders, particularly those who were newer to the framework, had seen a shift in the culture of the network towards more collaboration. In some instances, this led to new partnerships like described below, while other times it was a more general culture shift. Of note, 72% of survey respondents said that interest in the potential collaborative impact was very influential in their decision to participate.

"What I will say is that there are some groups that did not work together that now do work together. They would never have sat at a table with each other - Ever! But they have

been able to come to this table and work collectively together and that's helpful"

(Network Leader 5).

Five network leaders also saw partnerships emerge between stakeholders. Network

Leader 2 provided an example of how partners "really looked at how can we, instead of

competing with one another, figure out how we can do this collaboratively." Survey respondents

agreed with the value of networking with each other. One of the most common values acquired

by survey respondents was access to other organizational partners; 56% reported seeing great

value here (92% report either some or great value).

Seventy-nine percent of survey respondents identified that they had seen some or great

value in the form of increased innovation. While specific examples of innovation were not

solicited, network leader's identification of new partnerships and other operational changes

might be examples. Network leaders highlighted other operational changes of stakeholders

including the brokering of new services (2), a change in geographic focus or service locations

(2), and the development of a coordinated referral system and alignment of consent forms (2).

> "We are having all of our workforce partners adopt this referral system…But they also,
> you know, some of them don't use consent forms…it's little internal organizational
> practices that we are starting to change so that organizations can be more apt to interact
> with other organizations and work with other organizations" (Network Leader 4).

Two of the longer standing networks noted that they have seen some of their partners

become more data-oriented and have started to see the value in sharing data. Network Leader 4

described using the data to review policies and practices within partner organizations for

potential updates to better align individual partners to the larger network outcomes. Network

Leader 8 also stated, "More data is available to show impact or lack of impact…people knowing that they are going to be sharing data and looking at it in a different way."

DISCUSSION

This research was driven by the need to better understand factors influencing the implementation of collective impact efforts. Findings from themes about influential stakeholders and the value they get from participation provide insights into what types of organizations are influencing the implementation of the collective impact framework. Findings revealed many changes that networks and partnering stakeholders went through as the network implemented the collective impact framework. This section discusses some of the implications of the types of identified influential stakeholders and perspective on the implementation process.

Influential Stakeholders

As Senge, Hamilton and Kania (2015) described, this is a different kind of leadership than traditionally seen in the social service sector. Network leaders presented the perspective that many times the individual serving with the network is more important than the organization that they represent. In addition to having stakeholder leaders that can make decisions about their organization's actions, it is critical to have leaders who are invested in the work and willing to collaborate.

The fact that influence and participation was also closely linked with an organization having the capacity to participate, leaves questions about the ability of smaller organizations, that might be considered more grassroots, to be involved. Not unlike Wolff's (2016) concerns of collective impact not adequately engaging communities, this concern should cause those driving collective impact efforts to be intentional about how to collaborate with smaller, grass roots groups. Although some network leaders provided clear examples of trying to involve target

populations (e.g. parents), no survey respondents provided similar examples. It appears these strategies have not become institutionalized within the networks. As influential partners are more likely to be involved in the development of guiding strategies and building community support, having diverse stakeholder representation is needed.

While other research has found that the business sector not only has a role but is actively driving collective impact efforts (Kania & Kramer, 2011; Kramer & Pfitzer, 2016), this research found very little business involvement within the local neighborhood networks. Aligning with the framework's emphasis on efforts being cross-sector, network leaders acknowledged that the business perspective is an important voice in the work and a crucial perspective may be missing from their network (Kania & Kramer, 2011). More research is needed to determine the potential role of business within collective impact as well as differences in business involvement across a variety of settings from more local efforts to larger city-wide efforts (e.g. Strive Together in Cincinnati).

Findings indicate that more practitioners need a better understanding of potential value from participation. Without this understanding, individuals making decisions cannot adequately make decisions about investing in partnerships. The identified distinction between relationships being between individuals and not just organizations, also calls into question the framework's ability to differentiate between influential people and organizations. Future research needs to delineate between the two in order to better understand implementation factors. As the collective impact framework notes the need for multiple sectors to be involved, this research also shows that not all communities claiming to use the collective impact model may be strictly adhering to its recommended components.

Given the different leadership and capacity needs, this research further indicates that those who are supporting collective impact efforts should be aware of the differing capacity of organizations who are participating. Strategies for not only recruiting but also equipping a variety of stakeholders can help strengthen local efforts. Some of this support should specifically look at which community leaders need to shift their traditional leadership to be collaboration focused – while some community leaders may naturally gravitate to this mindset, others may need training to implement it. The ability to bring in a variety of stakeholders is also important for initiatives to understand and cultivate. As others have found (Gillam, Counts, & Garstka, 2016) initiatives need to consider the value of relationships as well as processes. Additionally, further research is needed to further understand the influences on active participation from the perspective of a variety of stakeholders.

Collective Impact Implementation

This research provides perspective on questions of collective impact's newness and given its popularity, concerns with the validity of implementation (Bourgeois & Born, 2014; Edmondson & Hecht, 2014). All of the networks surveyed were using collective impact, but nine of them shifted from some other community development framework to it, this positioned leaders to describe some of the changes they made in the shift to collective impact. The simplified language that collective impact provides for creating community change was seen as a benefit. Both network leaders and survey respondents saw the framework's intersections with data and business practices as positive and beneficial for partners to create community change. The language also allowed new partners to come to the networks and created a change within the culture of networks towards better collaboration. The fact that new programs and alliances were created as a result of the framework is evidence of this.

As exchange theory suggests, organizations should see some value from participating with the network (Mizrahi, et al., 2013). Participating stakeholders saw value both for their individual organization and for addressing identified community needs. This value was strong enough that some partners were willing to evaluate their current work and make operational changes to align with the network's identified strategies for change. A network's ability to understand, capture and communicate value that is being created for its partners is essential for recruiting and retaining partners that are a beneficial to the network (Austin & Seitanidi, 2012). This research indicates that a stakeholder's participation in collective impact efforts has the potential to provide access to collaborative partners, stengthen organizational outcomes, and provide capacity supports for the use of data.

As implemenation of the framework was rquired for funding, the fidelity of implementation within different partnerships should be considered. Even with identified distictions between collective impact and other community organization methods, this research calls into question communities' ability to adhere to collective impact guidelines. Given the framework's specific focus on formally bringing together people around a common agenda, alignment of efforts, and a focus on data and measurement, the fact that only a small number of network leaders identified a shift toward being data focused and using the framework for alignment could be concerning. Further research should explore levels of implementation and differences between network leader resposnes. For example, the findings could be the result of several things including a lack of fidelity of implmentations, the stage of implementation still being early enough that some components have not been achieved, or consideration for an inadequecy of certain collective impact components.

Finallly, provided examples of innovation were characterized around coordinating client services versus larger target outcomes. Additional research regarding the extent of partnerting stakeholder behavior change could shed better light on the success of organizational changes resulting in large-scale social change.

CONCLUSION AND FUTURE DIRECTIONS

This research supports and builds upon Christens and Inzeo's (2015) claims that the collective impact framework can be distinguished from previous forms of community collaboration. Specific characteristics of the collective impact framework surfaced as having an influence on both networks' efforts and partner stakeholders' behavior. Given these findings, there are several areas for future research on collective impact. Research is needed to examine differences between different sizes and scopes of collective impact initiatives. For example, findings suggest that smaller, grassroots organizations may not have the capacity to contribute to collective impact networks. Thus, additional research should explore if grassroots participating and influencing networks. Further, does participation from different sectors and organization sizes differ in neighborhoods verses larger, city-wide initiatives?

A limitation of this research may be the lack of business participation across networks; additional research should be conducted to determine how businesses are participating and influencing different networks. United Way funded these networks and supported this research. Future research should consider comparisons of efforts from other types of funders to see if different influences exist. To ensure adequate community engagement, more research should focus on ways in which collective impact efforts have successfully engaged community members and creatively included organizations with less capacity but strong knowledge of the community.

   This research suggests that influential stakeholders are closely tied to the network's identified outcomes and frequently have a larger capacity to participate. Specific characteristics of the collective impact framework beyond traditional community development efforts appear to have an influence on both networks efforts and partner stakeholder's behavior. As the collective impact framework continues to be implemented in communities, community leaders and researchers need to continue to build knowledge and identify influences that support successful collaboration.

CHAPTER 5 – CONCLUSION

The importance of cross-sector partnerships and the need for partners to find the right fit when trying to collaborate is seen throughout this research. Together, the studies suggest important implications for those addressing social change. All three articles identify leadership needs within the social service sector and a potential for cross-sector partnership frameworks, particularly collective impact, to drive large-scale social change. Further, a case could be made that social workers need to be not only engaged but leaders within community collaborations.

System leaders are required to lead cross-sector social partnerships. This is a different type of leadership than what social service providers have traditionally been trained to do (Senge, Hamilton, & Kania, 2015; Weaver, 2016). Social work leaders identified the need for social work students to be better trained in transdisciplinary work. Social work students need to graduate better equipped with administrative and collaborative skills. The social work leaders' views were not unlike the findings from research with nonprofits in the field. In study two, nonprofit leaders identified lacking the skills to adequately recruit business or the knowledge to understand the potential value from partnership with business. While data on the professional background was not acquired from nonprofit leaders (i.e. if they were trained as social workers), all of them came from nonprofits and were in positions that social workers could obtain.

This research also suggests that addressing Social Work's Grand Challenges is going to take more than just the field of social work. Social work leaders identified the need to work with other professions. They also acknowledged that sometimes outside sectors, like business, are not always viewed as potential partners even when they are willing to participate and have resources to offer. Nonprofit network leaders complimented this finding by displaying a lack of knowledge about the potential value that businesses could contribute to collaborative efforts.

In particular, social workers should consider ways to better leverage the business sector. Existing research shows that there is potential value from collaborating with the business sector (Austin & Seitanidi, 2012a; Harris, 2012; Kramer & Pfitzer, 2016). Social workers need to find ways to better equip themselves for working with businesses. As social work leaders noted within study one, any risks that the business sector brings to partnership seem to be outweighed by the potential benefits.

Findings from both studies agree that cross-sector partnership frameworks, particularly collective impact, have the potential to drive large-scale social change. Social work leaders and nonprofit leaders concurred that the collective impact framework used language that was friendly to stakeholders and had the ability to mobilize stakeholders around social outcomes. This is particularly true for the recruitment of businesses, which typically are drawn to the use of data, regular communication, and the need for mutually reinforcing activities. Additionally, when building partnerships, both social work and nonprofit network leaders identified the need to find the right fit between leaders and organizational priorities. Aligning with the findings of Gillam, Counts, and Garstka (2016), to build effective partnerships, collective impact efforts should consider both needed processes and the development of relationships. This process may involve the use of multiple cross-sector partnership strategies such as those used in community organizing and community development in addition to the collective impact framework.

The field of social work appears to be in a prime position for leading social change efforts. Given social work's rich history of being on the forefront of addressing social problems, social workers bring a critical perspective to ecosystem change. Given concerns of ecosystem change not adequately engaging grassroots efforts (Christens & Inzeo, 2015), social work's emphasis on community engagement and knowledge of organizing methods is beneficial. As

multiple sectors come together to make decisions about community change, the voice of social work needs to be present and advocating for just policies and practices.

There is still much to be learned about ecosystem change efforts. Since there is not a one-size-fits all approach, research should continue to explore differences among collaborative networks such as size, scope, and composition of initiating partners. Research that helps bring to light different contextual factors in the settings can promote better collaboration and ultimately social change. Additionally, future research could help businesses recognize their role within networks and identify if there are contextual factors that contribute to more or less business participation.

The implications for the field not participating and taking a lead in ecosystem change and other business partnerships could be dire. As resources for social services continue to be scarce, social workers should be at the forefront of new partnerships to leverage resources or they may be left behind. Not only have many communities begun ecosystem change initiatives, but funders are more regularly requiring forms of collaboration. Resources to social services may soon become dependent upon participation in some of these efforts. It is time to ensure that the field is equipped to leverage and work with other sectors to see social improvements in target communities and populations.

These implications touch both social work practice and education. Findings indicate a great need for social work education programs to embrace transdisciplinary approaches and be innovative about infusing more administrative and collaborative skill sets into curriculum. Even micro-oriented social workers should have an understanding of the importance of collaboration. Further, as many times master's level social workers eventually are leading people, it should be ensured that enough social workers are prepared to run organizations and nonprofits. Without a

stronger base of managers, the field will continue to see other professionals from other disciplines coming in to run social service organizations.

The Social Work Grand Challenges have set the stage for the field of social work to take the lead in creating social change across the globe. Social workers need to understand that they do not have the 'corner on the market' on social good, and that they can achieve large scale impact by facilitating and leading efforts that bring together multiple disciplines. It is now time to ensure that the field is equipped to leverage and work with other sectors to see social improvements in target communities and populations.

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APPENDIX A: SOCIAL WORK LEADERS ORGANIZATIONS SAMPLE

Social Work Leaders Sample Organizations

- American Academy of Social Work and Social Welfare (AASWSW)

- Association of Baccalaureate Social Work Program Directors (BPD)

- Association of Social Work Boards (ASBW)

- Council on Social Work Education (CSWE)*

- Group for the Advancement of Doctoral Education (GADE)

- National Association of Social Workers (NASW)*

- National Association of Social Work Deans and Directors (NADD)

- Society for Social Work Research (SSWR)

- St. Louis Group (SLG)

*Given the structure of these organizations having identified both Chief Executive Officers and

Presidents both representatives will be included in the sample.

APPENDIX B: IRB EXEMPT APPROVAL – SOCIAL WORK LEADERS

From: **Miller, Rebecca Schrepfer** rschrep2@illinois.edu
Subject: Exempt Approval - IRB #17402 Social work leaders' perception of engagement with the business sector
Date: December 19, 2016 at 9:51 AM
To: Korr, Wynne Sandra wkorr@illinois.edu
Cc: Long, Ashley M amlong4@illinois.edu

IRB EXEMPT APPROVAL

RPI Name: Wynne Korr
Project Title: Social work leaders' perception of engagement with the business sector
IRB #: 17402
Approval Date: December 19, 2016

Thank you for submitting the completed IRB application form and related materials. Your application was reviewed by the UIUC Office for the Protection of Research Subjects (OPRS). OPRS has determined that the research activities described in this application meet the criteria for exemption at 45CFR46.101(b)(2). This message serves to supply OPRS approval for your IRB application.

Please contact OPRS if you plan to modify your project (change procedures, populations, consent letters, etc.). Otherwise you may conduct the human subjects research as approved for a period of five years. Exempt protocols will be closed and archived at the time of expiration. Researchers will be required to contact our office if the study will continue beyond five years.

A copy of the attached, date-stamped consent form is to be used when obtaining informed consent.

We appreciate your conscientious adherence to the requirements of human subjects research. If you have any questions about the IRB process, or if you need assistance at any time, please feel free to contact me at OPRS, or visit our website at http://oprs.research.illinois.edu

Sincerely,

Rebecca Miller, MSW
Human Subjects Research Specialist, Office for the Protection of Research Subjects

Attachment(s): Consent Document

c: Ashley Long

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APPENDIX C: SOCIAL WORK LEADERS INTERVIEW PROTOCOL

Social work leaders' perception of the future of partnership with business.
Interview Protocol

Social work leaders agreeing to participate will be part of a 30-60-minute interview conducted by the doctoral candidate either over the phone or in-person. Participants will sign a consent form prior to participation. Interviews will follow a uniform format, answering the questions detailed below. Interviews will be recorded and transcribed for analysis. Both the doctoral candidate and an undergraduate research student will be involved in the transcription process to ensure accuracy.

Introduction:
- Review and agreement of consent form
  - If in person, obtain signature
  - If done over the phone, obtain verbal acceptance
- Provide context of why they have been selected and that we are asking primarily for their perceptions from the perspective of the organization they represent and in regards to the overall field of social work.

Interview Questions:
Corporate Social Responsibility – *As evidenced by growing philanthropic efforts, emerging social enterprises, and emergent cross-sector partnerships, the business sector has a presence in the social service sector. The first set of questions is designed to learn about your perceptions about the strengths, weaknesses, opportunities, and threats of social work partnering with the business sector. I will follow-up with how you think we can prepare students for these potential partnerships.*

- Social workers sometimes have an aversion to business having a role in social work/social welfare, why do you think that is?
- As the field addresses the Social Work Grand Challenges, what role (if any) do you think business should play in helping address those challenges?
  - Businesses contribute in a variety of ways (e.g. reference the examples in the table below), what do you think is the most appropriate role for businesses to take in creating social change?

Examples	Type of Giving
• Grant or cash donations are provided to nonprofits • While reports are required for funding, little direction is given on how funds are spend	Philanthropic
• Targeted volunteer programs • Partnerships with nonprofits on specific events or sponsorships	Transactional
• Strategic partnerships with nonprofit(s) • Contribution of funding, volunteers, select executives time • Expectation to capture some form of value to the business	Integrative

• Invested interest in a partnership with nonprofit(s) • Contribution of funding, volunteers, select executives time, and/or other strategic resources • Expectation to capture some form of value to the business • Willingness to work with variety of stakeholders for the identified cause	Transfor-mational

- o If not discussed, what do you think are some assets social work organizations can gain from partnering with the business sector?
  - ▪ What treats to the organization or nonprofit sector might exist from partnering with the business sector?
- o If applicable, have you encountered any barriers to successfully working with businesses to create social change?
- Are there specific things that you think social work education programs should be doing to prepare students for interacting and engaging with businesses?
  - o Should they understand the history of welfare capitalism?
  - o Should they be knowledgeable about different forms of corporate social responsibility?

Ecosystem Change/Collective Impact – *As businesses become more strategic about philanthropy, many from both the business and social sector see ecosystem change as a promising strategy for larger scale social impact (Kramer & Pfitzer, 2016). Ecosystem change refers to efforts specifically focused on improving large-scale social outcomes, having an underlying understanding that all aspects of the social ecosystem must change for there to be long-term impact and requires participation from a variety of stakeholders within the ecosystem. Collective impact (Kania & Kramer, 2011) has become the most well-known version of ecosystem change. The second set of questions focuses more specifically on the strengths, weaknesses, opportunities, and threats of ecosystem change efforts, as well as what role different sectors should have in these efforts. I will again follow-up with how you think we can prepare students for these potential partnerships.*

- In what ways have you or your organization interacted with ecosystem or collective impact efforts? *This question should address their level of understanding to what ecosystem change is. If needed, additional context will be provided.*
- As the field addresses the Social Work Grand Challenges, what role (if any) do you think ecosystem initiatives should play in helping address those challenges?
  - o What do you think are the strengths and weakness of this approach?
  - o Are there threats or opportunities for social work organizations engaging/not engaging in these efforts?
  - o Have you found/seen the Collective Impact framework to be different than other approaches to collaboration?
  - o What do you think are the most appropriate roles for business within this framework and why?
    - ▪ (If time allows or if ideas are needed for areas they might be involved with…) For example, how involved do you think they should be in any of the following activities?
      - • Guiding vision & strategy

- Building public will and support
- Building support with local government leaders
- Providing funding directly
- Raising funds from others
- Supporting data gathering and analysis
- Providing management expertise
- Policy Reform
  - If applicable, have you encountered any barriers to businesses successfully engaging in ecosystem change efforts? Or, opposition to business involvement?
- Are there specific things that you think social work programs should be doing to prepare students for interacting and engaging with ecosystem efforts?
  - Should they understand the ecosystem and collective impact frameworks?

Demographic – *In closing I have just a couple questions about your role with your organization.*
- How long have you held the leadership position (President/CEO) you are currently in?
- Have you held a similar position with any other organizations? If so, which ones?

APPENDIX D: SOCIAL WORK PUBLICATION ACCEPTANCE LETTER

December 27, 2017

Mrs. Ashley Long
University of Illinois at Urbana-Champaign
School of Social Work
1010 W. Nevada Street
2014-Station 10
Urbana, IL 61801

RE: Social Work Grand Challenges: Leaders' Perceptions of the Potential for Partnering with Business

Dear Mrs. Long:

I am happy to inform you that the editor-in-chief has accepted your manuscript "Social Work Grand Challenges: Leaders' Perceptions of the Potential for Partnering with Business" SWJ-1413-17RRR for publication.

Although we do not yet have a firm publishing date, your article will be slated for publication in an upcoming issue of the journal. You will, of course, receive an edited version of your manuscript for your response to editorial queries before it goes to press.

In advance of publication, we ask that you to provide a complete Author Agreement Form, which you can download from
https://swj.msubmit.net/cgi-bin/main.plex?el=A5Fq2fW7D6pb3G1A9ftdUBuz39nv5Fvfck6Rcdv4HQZ .

Note that in the published article, the date of this letter will be referred to as the "editorial decision date." The date on which you sign your Author Agreement Form will be referred to as the "acceptance date." If you are a UK-based author and are looking to comply with the HEFCE policy on open access in the Research Excellence Framework, you should use the official acceptance date when depositing in your repository.

We have very much appreciated the opportunity to review your manuscript, and we are delighted to be publishing it.

Sincerely,

Cheryl Y. Bradley
Publisher, NASW Press

APPENDIX E: IRB EXEMPT APPROVAL – CSR'S INFLUENCE ON SOCIAL CHANGE

From: **Miller, Rebecca Schrepfer** rschrep2@illinois.edu
Subject: Exempt Approval - IRB #17525 CSR's Influence on Social Change
Date: February 27, 2017 at 12:54 PM
To: Korr, Wynne Sandra wkorr@illinois.edu
Cc: Long, Ashley M amlong4@illinois.edu

RM

IRB EXEMPT APPROVAL

RPI Name: Wynne Korr
Project Title: CSR's Influence on Social Change
IRB #: 17525
Approval Date: February 27, 2017

Thank you for submitting the completed IRB application form and related materials. Your application was reviewed by the UIUC Office for the Protection of Research Subjects (OPRS). OPRS has determined that the research activities described in this application meet the criteria for exemption at 45CFR46.101(b)(2). This message serves to supply OPRS approval for your IRB application.

Please contact OPRS if you plan to modify your project (change procedures, populations, consent letters, etc.). Otherwise you may conduct the human subjects research as approved for a period of five years. Exempt protocols will be closed and archived at the time of expiration. Researchers will be required to contact our office if the study will continue beyond five years.

Copies of the attached, date-stamped consent form(s) are to be used when obtaining informed consent.

We appreciate your conscientious adherence to the requirements of human subjects research. If you have any questions about the IRB process, or if you need assistance at any time, please feel free to contact me at OPRS, or visit our website at http://oprs.research.illinois.edu

Sincerely,

Rebecca Miller, MSW
Human Subjects Research Specialist, Office for the Protection of Research Subjects

Attachment(s): Approved Online Consent Document

c: Ashley Long

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APPENDIX F: IRB EXEMPT AMMENDMENT APPROVAL – CSR'S INFLUENCE ON SOCIAL CHANGE

From: **Ford, Jennifer N** jnford2@illinois.edu
Subject: IRB No. 17525 Amendment Approved
Date: May 2, 2017 at 9:55 AM
To: Korr, Wynne Sandra wkorr@illinois.edu
Cc: Long, Ashley M amlong4@illinois.edu

Good morning, Dr. Korr,

This message serves to supply UIUC IRB approval for the minor modifications being made to your protocol IRB #17525, *CSR's Influence on Social Change*. This amendment approves the following changes:

· Updated IRB protocol application for phase 2 - interviews
· Recruitment email requesting interviews
· Consent form for interview procedure (attached)
· Waiver of documentation of informed consent form for interview procedure (verbal consent; attached)
· Interview questions
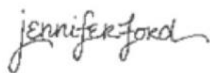
EXPIRATION DATE: February 26, 2022

It has been determined that the research activities described in this application still meet the criteria for exemption at 45CFR46.101(b)(2).

This determination of exemption only applies to the research study as submitted. Please note that additional modifications to your project need to be submitted to the IRB for review and exemption determination or approval before the modifications are initiated.

We appreciate your conscientious adherence to the requirements of human subjects research. If you have any questions about the IRB process, or if you need assistance at any time, please feel free to contact me at the OPRS office, or visit our website at http://oprs.research.illinois.edu.

Sincerely,

Jennifer Ford
Human Subjects Research Specialist

Office of the Vice Chancellor for Research | Office for the Protection of Research Subjects
University of Illinois | Urbana-Champaign
528 E. Green Street, Suite 203, MC-419 | Champaign, IL 61820
Phone: (217) 244-9666 | Fax: (217) 333-0405 | Email: lore@illinois.edu
Website: http://oprs.research.illinois.edu

Office for the Protection of Research Subjects
Providing administrative support, services, and resources to the research community and the IRB

APPENDIX G: NETWORK SURVEY

Neighborhood Network Survey

You are invited to participate in a research study of how different types of organizations are engaging in collective impact initiatives. This study is conducted by Ashley Long, Doctoral Candidate in the School of Social Work from the University of Illinois at Urbana-Champaign. This survey will take approximately 10 minutes. You are being asked to complete an online survey about your involvement in a United Way of Metro Chicago, Neighborhood Network.

Your decision to participate or decline participation in this study is completely voluntary, and you have the right to terminate your participation at any time without penalty. You may skip any questions you do not wish to answer. If you do not wish to complete this survey, just close your browser.

A brief report, data and a presentation of findings will be provided to the United Way of Metropolitan Chicago. Each individual Neighborhood Network will also get a network report for the purposes of assessment and strategic planning. Other than findings from two network analysis questions which you answer in regard to other partners, your responses will be de-identified before shared with your network.

You will not receive any direct benefits by participating. However, participation in this research will give you an opportunity to reflect on value gained from participating in the Neighborhood Network and will provide an invaluable resource to individuals hoping to build on the success of other communities. Findings will help better engage different sectors and further social impact goals of collective impact initiatives across the United States. There are no risks to individuals participating in this survey beyond those that exist in daily life. In general, we will not tell anyone any information about you. When this research is discussed or published, no one will know that you were in the study. However, laws and university rules might require us to disclose information about you. For example, if required by laws or

University Policy, study information which identifies you and the consent form signed by you may be seen or copied by the following people or groups: a) The university committee and office that reviews and approves research studies, the Institutional Review Board (IRB) and Office for Protection of Research Subjects; and b) University and state auditors, and Departments of the university responsible for oversight of research; and c)Federal government regulatory agencies such as the Office of Human Research Protections in the Department of Health and Human Services. Any responses shared outside of a Network's use will be averaged and reported in aggregate. Possible outlets of dissemination may be academic journals and conferences.

If you have questions about this project, you may contact Ashley Long, amlong4@illinois.edu. If you feel you have not been treated according to the descriptions in this form, or if you have any questions about your rights as a research subject, including questions, concerns, complaints, or to offer input, you may call the Office for the Protection of Research Subjects (OPRS) at 217-333-2670 or e-mail OPRS at irb@illinois.edu. Please print a copy of this consent form for your records, if you so desire.

By continuing onto this survey, you are indicating that you have read and understand the above consent form, you certify that you are 18 years old or older and, you are willingly volunteering to take part in the study.

Q1 Please print your organization name:

_____

Q2 What type of organization is this?
- ❍ Business
- ❍ Education - Primary
- ❍ Education - Higher Education
- ❍ Faith-based organization
- ❍ Foundation
- ❍ Government
- ❍ Healthcare
- ❍ Individual Volunteer/Community Resident
- ❍ Social Services/Direct Service Provider
- ❍ Other: _____

Q3 Approximately what is the annual budget of your organization?
- ❍ $0-99,999
- ❍ $100,000-499,999
- ❍ $500,000-999,999
- ❍ $1,000,000-9,999,999
- ❍ $10,000,000-99,999,999
- ❍ $100,000,000-499,999,999
- ❍ $500,000,000+
- ❍ Not applicable

Connection to the Network

Q4 What is your position at your organization? _____

Q5 What is your role in XX Collaboration? (check all that apply)
- ❑ I am in a leadership position at the lead agency/backbone
- ❑ I am staff at the lead agency/backbone
- ❑ I serve on the steering committee for the collaboration/network
- ❑ I serve on a working group or action team
- ❑ Other: _____

Q6 Consider progress the Network has made; please rate what stage of progress you think the network is at overall. Components of the collective impact framework that you can consider include: a common agenda or shared vision for the network's activities, agreed upon data is being collected and measured, activities that are mutually reinforced across partners, continuous communications are provided, and backbone support has been established.
- ❍ The Network has begun one or two of the collective impact components
- ❍ The Network has begun most of the collective impact components
- ❍ The Network has begun many components of the collective impact model but is still early in implementation
- ❍ The Network has most of the collective impact components established and implemented but the model is not fully implemented
- ❍ The Network has all the collective impact components fully implemented – it is working towards established goals
- ❍ Don't know

Q7 Please explain your rating for the question above. What are areas of the collective impact framework that you think the Network has excelled at? What areas have been challenging or need to be developed?

_____

_____

_____

_____

_____

Network Involvement

Q8 What partner(s) do you think have been the MOST influential in the Network's work?

_____

_____

_____

_____

_____

_____

Q9 How have the influential partner(s) you identified impacted the Network's work? Any specific thoughts regarding the following areas are appreciated: guiding vision and strategy; building public will and support, providing or raising funds, data gathering and/or analysis, management expertise, policy reform.

_____

_____

_____

_____

Q10 How valuable do you see the work of the Network in contributing to your overall organizational goals?
- ○ Not valuable
- ○ A little valuable
- ○ Somewhat valuable
- ○ Very valuable

Q11 What were the primary reasons that your organization has chosen to participate in the Collaboration?	Not Influential (1)	Somewhat Influential (2)	Very Influential (3)
Potential to improve the identified outcomes in our community	○	○	○
Potential to change how organizations work together toward a shared goal	○	○	○
Quality of the leadership of the initiative	○	○	○
Initiative's ability to align previously uncoordinated programs or efforts	○	○	○
Initiative's ability to deploy community resources more efficiently	○	○	○
Initiative's ability to show tangible progress against measurable outcomes	○	○	○
Initiative's emphasis on using data to drive decision making	○	○	○
Interest in collective impact as a way to bring about change to complex social problems	○	○	○
Other:	○	○	○

Q12 Have you seen any of the following value from your participation with the network?

	No Value (1)	Some Value (2)	Great Value (3)
Greater visibility of our organizations efforts	○	○	○
Organizational credibility	○	○	○
Increased public awareness of the social issue	○	○	○
Financial supports	○	○	○
Increased volunteer interest/participation/hours	○	○	○
Organizational capacity/skill building	○	○	○
Greater access to other organizational partners	○	○	○
Improved relations with for-profit/private sector	○	○	○
Increased innovation	○	○	○
Other:	○	○	○

Q13 What factors would contribute to your organization becoming more involved in the Network? Or, are there factors that might make you become less involved?

_____

_____

_____

_____

Q14 How frequently do you use these tools to communicate the Network's work?

	Never (1)	Once a month (2)	Twice a month (3)	Once a Week (4)	We only communicate efforts when it is requested by the network (5)
Social Media outlets (Facebook, Twitter, Instagram, etc.)	❏	❏	❏	❏	❏
Press Releases	❏	❏	❏	❏	❏
Commercials	❏	❏	❏	❏	❏
Through targeted emails or newsletters to customers/clients	❏	❏	❏	❏	❏
Announcements on our website	❏	❏	❏	❏	❏
Through one-on-one meetings or phone calls	❏	❏	❏	❏	❏
Requesting partner organizations promote achieved outcomes	❏	❏	❏	❏	❏
Other:	❏	❏	❏	❏	❏

Partnership Value and Sustainability

Q15 How valuable do you see each of these types of partners in guiding these activities of the collaborations work? (Note that you need to scroll to right to see all options)

	Business			Nonprofit/Social Service Providers			United Way			Foundations		
	Not Valu-able (1)	Some what Valu-able (2)	Very Valu-able (3)	Not Valu-able (1)	Some what Valu-able (2)	Very Valu-able (3)	Not Valu-able (1)	Some what Valu-able (2)	Very Valu-able (3)	Not Valu-able (1)	Some what Valu-able (2)	Very Valu-able (3)
Guiding vision & strategy	○	○	○	○	○	○	○	○	○	○	○	○
Building public will and support	○	○	○	○	○	○	○	○	○	○	○	○
Building support with local government leaders	○	○	○	○	○	○	○	○	○	○	○	○
Providing funding directly	○	○	○	○	○	○	○	○	○	○	○	○
Raising funds from others	○	○	○	○	○	○	○	○	○	○	○	○
Supporting data gathering and analysis	○	○	○	○	○	○	○	○	○	○	○	○
Providing management expertise	○	○	○	○	○	○	○	○	○	○	○	○
Policy reform	○	○	○	○	○	○	○	○	○	○	○	○

Q16 To what extent has business participation benefited the collaboration?

	Not Bene-ficial (1)	Somew hat Bene-ficial (2)	Very Bene-ficial (3)	Don't Know (4)
Greater visibility of our organizations efforts	O	O	O	O
Organizational credibility	O	O	O	O
Increased public awareness of the social issue	O	O	O	O
Financial supports	O	O	O	O
Increased volunteer interest/participation/hours	O	O	O	O
Organizational capacity/skill building	O	O	O	O
Greater access to other organizational partners	O	O	O	O
Greater technical expertise	O	O	O	O
Improved relations with for-profit/private sector	O	O	O	O
Increased innovation	O	O	O	O
More political influence	O	O	O	O
Other:	O	O	O	O

Q17 Please provide an example of one or more benefits that you have seen from business participation in the collaboration:

_____

_____

_____

_____

_____

_____

_____

Q18 Are there areas of the collaboration's work that would benefit from additional involvement from the business sector?

_____

_____

_____

Q19 How important do you feel the involvement of business is in the future success of the collaboration?
- O Harmful and not welcomed
- O Not important, but welcomed
- O Somewhat important
- O Very important
- O Critical
- O Don't know

APPENDIX H: NETWORK LEADERS INTERVIEW PROTOCOL

CSR's Influence on Social Change
Interview Protocol – Lead Partners

Lead Partners for each of the Neighborhood Networks will be invited to participate in an interview. Partners agreeing to participate will be a part of a 30-60-minute interview conducted by the doctoral candidate either in-person or as a secondary option over the phone. Participants will sign a consent form prior to participation (either in-person or signed and emailed). Interviews will follow a uniform format, answering the questions detailed below. Interviews will be recorded and transcribed for analysis.

Introduction:
- Review and agreement of consent form
  - If in person, obtain signature
  - If done over the phone, obtain verbal acceptance
- Provide context of why they have been selected

Interview Questions:

1. What types of organizations have you found to be most influential to the network's work?

2. What efforts (if any) have been taken to help partners identify and capture value that they are receiving from participation?
   a. Do you know if partners capture and communicate the value of participation with their stakeholders?
   b. What are the most common types of value that is captured/communicated?
      i. If needed – examples include: greater visibility of their organizations efforts, organizational credibility, increased public awareness of a social issue, financial supports, organizational capacity, increased volunteer participation

3. What are some of the factors that you think cause an organization to be more involved in the network? (e.g. what causes one organization to be more involved/invested than another)
   a. Do you have any examples of what these factors look like within individual organizations?

4. What are some examples, of how individual organizations participation has changed how they operate?

5. What roles are business(es) currently playing within the initiative?
   a. How did the current business(es) get involved?
      i. If you recruited them, what strategies worked or didn't work?

      ii. If UWMC helped recruit them, were dynamics the same or different from recruitment of those you directly connected with? What strategies worked or didn't work?
- b. What barriers have you encountered when trying to get businesses to participate?
- c. What do you see as their primary reasons for participating?
- d. How have you seen business interact with other partners in the network? How would you describe these relationships and have they changed over time?

6. What do you think are ideal roles for business to play?
    - a. If needed – examples include: guiding vision/strategy, building public will/support, providing funding, supporting data analysis, management expertise

7. What benefits have you found from having business participation?
    - a. Has this changed over time?
    - b. Are there areas that you think business could have more influence?

8. Is there anything else that you want to share about how businesses have impacted the work of the network?

APPENDIX I: NETWORK BUSINESS LEADERS INTERVIEW PROTOCOL

CSR's Influence on Social Change
Interview Protocol – Business Leaders

Lead Partners for each Neighborhood Network will identify primary businesses engaged with their network. Primary contacts for these business's will be invited to be interviewed. Business leaders agreeing to participate will be a part of a 30-60-minute interview conducted by the doctoral candidate either in-person or as a secondary option over the phone. Participants will sign a consent form prior to participation (either in-person or signed and emailed). Interviews will follow a uniform format, answering the questions detailed below. Interviews will be recorded and transcribed for analysis.

Introduction:
- Review and agreement of consent form
  - If in person, obtain signature
  - If done over the phone, obtain verbal acceptance
- Provide context of why they have been selected

Interview Questions:
1. How did your business get involved with the Neighborhood Network?
    a. What would you say were the primary reasons you chose to participate?
    b. Did you have a personal interest in the effort?
    c. Were you asked to join or did you seek out the efforts?

2. What would you say is your primary role within in the network?
    a. Has your role changed over time?
    b. If needed – examples include: guiding vision/strategy, building public will/support, providing funding, supporting data analysis, management expertise

3. Has participation with the network changed the way your business operates?
    a. If needed – For example, have any of your core business processes been altered or have the way employees operate been altered (either through attitudes or actual processes)?

4. Has participation with the network changed your general philanthropic processes? (beyond just the Network)
    a. If needed – For example, have you become more/less strategic or expectations of outcomes can be given as examples.

5. If you contribute funding, what percentage of your giving portfolio goes towards the initiative?

6. How would you describe your giving portfolio?
   a. What are your top areas of giving?
   b. What kind of relationships do you have with your those you contribute to?

7. When determining your return of investment (or desired value) from philanthropic efforts, what are the primary things you consider?

8. What goals do you have from participating in this initiative?
   a. Do these goals align with what you expect to get from participation?

9. Has participation impacted your relationship with other organizations in the network or community?

10. Have you been able to see any value from participating in the network? If yes, how so?
    a. If needed, enhanced credibility/legitimacy in community, improved brand reputation/recognition, increased sales, improved accountability towards goals, employee-specific benefits, etc.

11. Have you encountered any barriers to participating with the network?
    a. Have you encountered barriers to other types of philanthropic efforts?

12. Is there anything else about your participation with the Network what you would like to tell me?