
Building Successful Collaborations:

A guide to collaboration among non-profit agencies and between non-profit agencies and businesses

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Collaboration: An Overview

Many issues facing communities today are dynamic and interrelated, necessitating a coordinated approach on the part of organizations and individuals aiming to make a positive impact on their communities. Such an approach allows needs to be addressed that exceed the scope of a single organization. Moreover, with the continuing rise of information technology and the increasing eagerness of funding bodies to support joint efforts in the community, initiating and maintaining collaborative relationships is a more readily attainable goal than ever before.

Advantages of Collaboration

- The coming together of diverse stakeholders who may not otherwise meet
- The pooling of both tangible and information-based resources
- The sharing of ideas and information
- The diversification of talents and capabilities of individuals between agencies
- The limiting of overlap in services and the coordination of existing services
- Gaining access to skill sets of a person or group of people that may only be required for a certain project
- Research and analyses that are broader in scope and more expansive in detail than those done by a single organization in isolation
- A unique chance to gain a better understanding of other organizations in the community

Of course, it is not sufficient to consider the things that collaboration can offer; we must also take into account what a successful collaborative relationship demands. First and foremost, clear communication is required from the outset. With this in mind, a working definition of the term is offered:

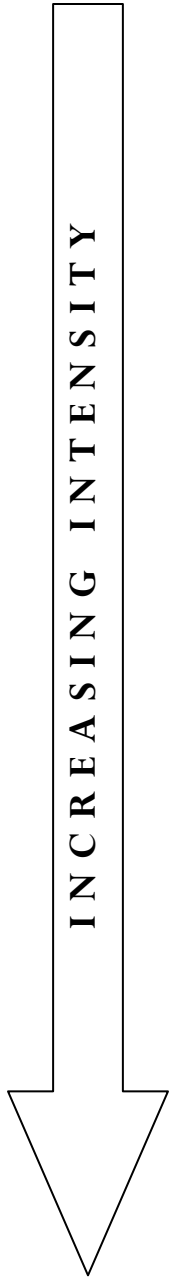
Collaboration is a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals. The relationship includes a commitment to mutual relationships and goals; a jointly developed structure and shared responsibility; mutual authority and accountability for success; and sharing of resources and rewards.¹



“If you have an apple and I have an apple and we exchange these apples then you and I will still each have one apple. But if you have an idea and I have an idea and we exchange these ideas, then each of us will have two ideas.” — George Bernard Shaw

Moving Along the Partnership Spectrumⁱⁱ

Finding the ideal partnership intensity for the task(s) at hand



Cooperation

- Informal; short-term; low-intensity; little structure.
- Each partner retains its own decision-making authority, identity, autonomy and responsibility for its own actions
- Very little risk is associated with cooperative efforts, as information is only shared regarding the topic at hand and resources are not shared between organizations
- Decision-making need not be coordinated, as groups may decide to go on doing things differently
- **Example:** A group of organizations with similar missions meet regularly to exchange ideas and information regarding issues they address, funding opportunities and service approaches.ⁱⁱⁱ

Collaboration

- Formal; long-term; moderate intensity; specific roles and responsibilities for each agency
- Each partner is accountable to the other(s)
- Some autonomy and decision-making authority is lost
- Some risk is involved, since resources are pooled
- Decision-making must be coordinated, as agreement by way of reaching a consensus is required
- **Example:** In an effort to reduce youth crime, leaders from the local school board, police force, mental health services, and social services form a collaborative body that meets regularly to discuss and implement ways of addressing the issue in a comprehensive manner.^{iv}

Integration

- Formal; long-term; high intensity; organizations or members combine to create a newly structured organization.
- Organizations are not only accountable to each other. They operate according to shared regulations and policies specific to the integrative agreement
- Each organization loses much autonomy, as relevant decision-making is carried out through a new common structure
- Risk can be an issue, as resources are pooled
- Decision-making is done in the new common structure; agreement is achieved by way of consensus or a vote.

Factors to consider when deciding the optimal level of intensity of a new partnership:

- Number and nature of tasks to be completed
- Level of involvement of funder. Some organizations and funding agencies prefer the funder to be at the decision-making table while some do not. Circumstances can necessitate, facilitate or make difficult, involvement on the part of the funder.
- Level of decision-making authority that each agency is willing to give up.
- How much coordination is required to succeed?
- Would it be best for the level of coordination to increase or decrease over time?
- Time constraints
- The level of accountability to the collaborative team that each organization is willing to give

Possible roles of partners:

- Sharing specialized skills (e.g. networking, marketing, planning)
- Sharing ideas and perspectives to address complex issues
- Coordination of services and initiatives
- Making services more readily available to clients
- Volunteers
- Donation of space or equipment
- Funding or fundraising

Deciding to collaborate

Is your organization ready to begin a collaborative relationship?

In order to effectively begin such a partnership, your organization should already have or be prepared to offer^v:

- **A clearly defined vision & purpose for the collaborative effort**
 - Why are you entering the collaboration? What do you expect to contribute to this effort? In what ways do you expect to benefit from this effort?
- **A firm commitment**
 - Is there a desire to commit to the collaborative effort at each and every level of your organization?
- **Time**
 - Is your staff already pressed for time to complete projects? How will workloads and time be managed to facilitate involvement in this long-term commitment?
- **A welcoming organizational culture**
 - Is every level of your organization open to new ideas? Would changes in the way projects that are completed and issues are addressed be welcomed or resisted?
- **Adequate funding**
 - While much collaboration is undertaken because funders tend to require joint efforts, collaborations often create novel expenses for an organization, and these must be taken into account during planning.

Is the proposed partner a good fit with your organization?

Consider:

- Exactly how will collaborating with this partner, as opposed to other potential partners, enable your organization to achieve key goals?^{vi}
- What does each party look to gain from the collaboration? Will the end result be a 'win-win' situation?
- Do any or all organizations have a vested interest in the project at hand?
- Can all organizations reach an agreement regarding the mandate of the collaboration and the purpose of the collaborative initiatives?
- Do the collaborating organizations have enough in common to work together effectively, or are organizations that are very different from each other willing to look past these differences in order to work towards common goals together?
- Is one of the organizations markedly smaller than the other? Are there steps being taken to ensure that the smaller organization will not be 'lost in the mix'?^{vii}
- Does the organization have a good understanding of whom you serve?

Unexpected Collaborations

Looking past differences to work together

When considering possible collaborations, it is important to keep in mind that collaboration is a means to an end, not an end in and of itself. Joint efforts between dissimilar organizations are useful in terms of enhancing agencies' focus, centralizing processes, improving communication within and between organizations and augmenting the chance of achieving the desired goal on the first try.^{viii}

Some of the most interesting and successful collaborations are those undertaken by organizations whose ideologies are orthogonal to one another's - neither aligned nor opposed.^{ix} These initiatives function according to the belief that effective collaborations necessitate an operational overlap combined with agreement among partners solely with respect to actions to be taken- not necessarily with respect to organizations' missions, visions and values. In fact, this sort of collaboration, though difficult, can be superior in terms of efficacy, as agencies with closely aligned visions sometimes find themselves in competition for resources, both monetary and otherwise, which can foster problems and delays in implementation or in consensus-building as the collaboration unfolds.

The Northwest Conservation Act Coalition: A Case Study

With the aim of mobilizing citizens in support of alternative energy sources and environmental conservation, Michael C. Gilbert coordinated an effective collaboration consisting of groups with widely varying missions and beliefs: labour unions, environmental organizations, low income advocacy groups, pro-conservation electric utilities and civic groups. The coalition centrally designed a mailing that left room for branding on the part of each organization, making it readily identifiable as having been sent from the organization with which the recipient was associated. The mailing was sent to each organization's stakeholders with prepaid reply cards offering different proactive commitment options. All of these cards were returned to the coalition where answers were entered into a master database so that follow-ups could be completed and suitable individuals could be added to other member organizations' volunteer activist development lists. Although many of the partners in the coalition were not ideologically aligned, they shared an overlap in operational needs and were thus able to collaborate effectively to meet a common goal. The end result was achieved more efficiently than if they had attempted to work in isolation from each other.^x

III. Making it Work: 20 Success Factors^{xi}

From Mattessich, Paul W. et al., *Collaboration: What Makes It Work*.

"Environment

1. A history of collaboration or cooperation in the community

A history of collaboration or cooperation exists in the community and offers the potential collaborative partners an understanding of the roles and expectations required in collaboration and enables them to trust the process.

2. Collaborative group seen as a legitimate leader in the community

The collaborative group (and, by implication, the agencies in the group) is perceived within the community as reliable and competent – at least related to the goals and activities it intends to accomplish.

3. Favourable social and political climate

Political leaders, opinion-makers, persons who control resources, and the general public support (or at least do not oppose) the mission of the collaborative group.

Membership Characteristics

4. Mutual respect, understanding and trust

Members of the collaborative group share an understanding and respect for each other and their respective organizations: how they operate, their cultural norms and values, their limitations, and their expectations.

5. Appropriate cross-section of members

To the extent that they are needed, the collaborative group includes representatives from each segment of the community who will be affected by its activities.

6. Members all see the collaboration as in their self-interest

Collaborating partners believe that they will benefit from their involvement in the collaboration and that the advantages of membership will offset costs and loss of autonomy and turf.

7. Ability to compromise

Collaborating partners are able to compromise, since the many decisions within a collaborative effort cannot possibly fit the preferences of every member perfectly.

Process & Structure

8. Members share a stake in both the process and the outcome of the collaboration

Members of a collaborative group feel “ownership” of both the way the group works and the results or products of its work.

9. Multiple layers of participation

Every level (upper management, middle management, operations) within each partner organization has at least some representation and ongoing involvement in the collaborative initiative.

10. Flexibility

The collaborative group remains open to varied ways of organizing itself and accomplishing its work.

11. Development of clear roles and policy guidelines

The collaborative partners clearly understand their roles, rights, and responsibilities, and they understand how to carry out those responsibilities.

12. Adaptability of collaborative partners

The collaborative group has the ability to sustain itself in the midst of major changes, even if it needs to change some major goals, members, etc., in order to deal with changing conditions.

13. Appropriate pace of development

The structure, resources, and activities of the collaborative group change over time to meet the needs of the group without overwhelming its capacity, at each point throughout the initiative.

Communication

14. Open and frequent communications

Collaborative group members interact often, update one another, discuss issues openly, and convey all necessary information to one another and to people outside the group.

15. Established informal relationships and communication links

In addition to formal channels of communication, members establish personal connections – producing a better, more informed, and cohesive group working on a common project.

Purpose

16. Concrete, attainable goals and objectives

Goals and objectives of the collaborative group are clear to all partners, and can realistically be attained.

17. Shared vision

Collaborating partners have the same vision, with clearly agreed-upon mission, objectives, and strategy. The shared vision may exist at the outset of collaboration, or the partners may develop a vision as they work together.

18. Unique purpose

The mission and goals, or approach, of the collaborative group differ, at least in part, from the mission and goals, or approach, of the member organization.

Resources

19. Sufficient funds, staff, materials and time

The collaborative group has an adequate, consistent financial base, along with the staff and materials needed to support its operations. It allows sufficient time to achieve its goals and includes time to nurture the collaboration.

20. Skilled leadership

The individual who provides leadership for the collaborative group has organizing and interpersonal skills, and carries out the role with fairness. Because of these characteristics (and others), the leader is granted respect or “legitimacy” by the collaborative partners.”

Troubleshooting & Conflict

Maintaining the strength of your collaborative relationship

Conflict should be expected in collaboration, and is not always destructive. Indeed, conflict is often an indicator of change being instigated and of difficult issues being brought to the forefront. In successful collaborations, a new culture is created that is separate from that of any of the component organizations' cultures, and in coming together to create this culture, conflict is nearly unavoidable.^{xii}

Problems with collaborative relationships often become apparent through plans stalling, progress slowing, commitment waning and trust issues beginning to develop.^{xiii} As conflicts often overlap and interact with each other, it can be difficult to pinpoint exactly where things began to falter. First, consider whether there are underlying issues, such as power struggles that extend beyond the collaboration at hand. Is one party acting defensively out of fear of loss of control or autonomy? Does one party have a history of conflict with another party involved in the collaboration? Is one party looking to get funding for its own operation? Although bringing up these issues can be difficult, doing so can alleviate much conflict by leading to an open discussion about the issue(s) in question. If bringing up the issue or speaking freely about the issue is too difficult, consider recruiting a third party who is neutral and has mediation skills, to work with the involved parties either at or away from the collaboration table, depending on the conflict at hand.^{xiv}

Three of the most common sources of conflict are outlined below:

Roles and expectations are unclear

- Lack of clarity and thoroughness in initial communications between collaborative partners can cause a myriad of problems later on.
 - To avoid this problem, be sure that everyone has the maximum amount of information before the collaborative project begins, or as early as possible during the project. However, at any point during the collaboration, clearly defining what each organization is bringing to the table and agreeing on a procedure to be followed if a problem arises is much better than avoiding doing so all together. People can go in with the best of intentions, but without clear initial rules, especially regarding financial issues, problems are likely to arise later.^{xv}
 - Try drafting a document clearly defining roles of partners, financial rules, a conflict of interest policy, and the nature and intensity of involvement in the collaboration on the part of specific members of each agency. Examples of such documents are given in the appendix of this handbook.

Progress is not being made

- Was a clear timeline and completion date ever established? Are inter-organizational differences preventing the collaborative group from reaching consensus?
 - Remind all parties that consensus building does not negate the need for compromise.
 - Disappointing results are often caused by a lack of attention to the ultimate reason for collaboration. Try to restore focus by having the leader of the collaborative effort remind the group of its long-term goals.

Imbalance of power

- The degree to which we are able to advance our own goals and influence others - are sometimes an unavoidable reality in collaborations.^{xvi}
 - Being honest and realistic about the possibility of a power struggle from the very beginning of a collaborative relationship can be helpful in minimizing the amount of conflict caused by an imbalance of power.
 - Because many circumstances necessarily lead to an imbalance of power, such as funding parties at the table and varying levels size and influence of agencies, having a third party convener, if feasible, can be helpful in ensuring that all voices are heard and taken into account.

Of course, it is best to address a conflict as early as possible. An understanding of different varieties of conflict is necessary in order to recognize the beginnings of a conflict. Five categories of conflict are outlined in the table that follows.^{xvii}

Type of Conflict	Causes & Signs	Solution
<i>Communication conflicts</i>	Not enough information being exchanged, the exchange of inaccurate information, unclear communication leading to misunderstandings, the making of assumptions on the part of one or more parties, language barriers.	<ul style="list-style-type: none"> -Check interpretation of information between partners to ensure consistency -Clearly define terms -Work to clarify assumptions on the part of all partners
<i>Structural conflicts</i>	Insufficient or imbalanced structures, processes, or systems, time limitations.	<ul style="list-style-type: none"> -Carefully examine the context of the conflict -If needed, adjust deadlines and timelines to alleviate the conflict -Revisit the design of processes to ensure they are favourable to all parties
<i>Relationship conflicts</i>	Inconsistent or unrealistic expectations, abuse or gross imbalance of power, judgments made based on stereotypes, sexism or male/female differences, unrealistic perceptions (could stem from communication problems), personal conflicts, low comfort level between partners.	<ul style="list-style-type: none"> -Try to limit the impact of emotions and personal relationships on the partnership -When conflicts arise, avoid acting defensively or judgmentally, and discourage this behaviour on the part of other partners -Show concern for the points of view of all involved -Ensure that power is balanced, or at the very least, deemphasized at the collaboration table
<i>Interest conflicts</i>	Qualitative or quantitative differences between partners in interests, needs and preferences.	<ul style="list-style-type: none"> -Encourage compromise and accommodation on the part of all partners -Look for and emphasize common interests -Ensure that power is balanced, or at the very least, deemphasized at the collaboration table
<i>Value conflicts</i>	Collaborative partners having opposing values, points of views, philosophies or beliefs, can often result from cultural differences or considerable differences in missions among agencies.	<ul style="list-style-type: none"> -Look for and point out shared goals and values -Acknowledge and respect value differences

Cross-Sector Collaboration

Collaboration between businesses and non-profits

As the “benevolent donor-grateful recipient” relationship becomes a less and less popular variety of philanthropic relationship, cross-sector collaborations are becoming an increasingly important aspect of businesses’ and non-profits’ strategies. Lasting relationships between organizations can be effectively fostered by integration between participating organizations at every level of functioning.^{xviii}

These collaborations demand much patience and perseverance from all involved, as individuals coming from different sectors are used to functioning according to very different frameworks. Individuals from business backgrounds are often used to executive decision-making practices, whereas those who work in the not-for-profit sector are often used to consensus building. Moreover, returns on social investments cannot be measured as clearly as their financial counterparts, which can be frustrating to those who are used to more precise measures of value and progress. Even when there are reasonably precise measures of the effectiveness of social betterment practices, the effects of many efforts are not manifested until long after the effort is made.^{xix}

One of the most effective ways to minimize problems caused by these differences is to ensure that clear roles, procedures and expectations are agreed upon from the outset. Again, a written agreement should either be drafted based on input from involved parties or taken from one of the templates in this or other resources.

More specifically, when working toward more ambiguous benchmarks of achievement, non-profit collaborative partners should make an effort to articulate clearly from the start how particular goals are to be achieved, as well as expected, realistic effects, and how effects of these efforts are to be measured. As the collaboration progresses, regular meetings or ‘accountability check-ups’ should be scheduled to assess whether expectations are being met.^{xx}

Cross-sector collaboration by its very nature puts organizations into relatively unfamiliar situations. As such, members must learn by doing- through mutual exploration. It is essential to establish trust early on so that parties on both sides can feel comfortable exploring and experimenting. In Collaboration Handbook: Creating, Sustaining, and Enjoying the Journey, Michael Winer and Karen Ray describe 4 steps to enhancing trust: choosing a convener, holding effective meetings, involving everyone in these meetings, and disclosing self-interests.

- **Choosing a convener**

- A good convener should be able to challenge ideas and assumptions, and should have well-developed interpersonal and organizational skills. The extent of the convener’s authority in facilitating the group’s work should be negotiated by the group and should allow the convener to “...delegate responsibility for specific steps; build conditions by which

individual members can influence the whole group; remain rather distant from the content of what we are discussing; and focus on the process (the vision, the actions of group members, and what is needed to move things forward)."^{xxi} Although the appointment of a leader can be effective in any sort of collaborative relationship, the direction offered by a well-chosen convener is especially valuable in situations like cross-sector collaborations, where participants can be wary of taking risks. Additionally, an effective convener can facilitate communications between individuals from different backgrounds.

- **Holding effective meetings**

- Effective meetings are of special importance at the beginning of the collaboration, and allow partners to establish trust and familiarity, strategize together and split up responsibilities. It is useful to operationalize terms such as 'effectiveness' and 'success' into more concrete terms specific to the effort at hand in order to ensure consistency in communications among group members and across time.

- **Involving everyone in meetings**

- Part of the responsibility of the convener is to provide vital information to the group, to assist in developing relationships and to lead in working toward goals and expectations common to the entire group, and decisions of which all participants approve.

- **Disclosing self-interests**

- Acknowledging how the collaboration benefits participants' organizations is crucial to developing trust and respect within the collaborative group.

Sometimes, time constraints and differences between partners make more integrative collaboration unfeasible for businesses. In these cases, businesses can contribute by participating in a collaboration based around expertise development, where businesses contribute services that are often more developed in a successful business than in a non-profit agency. Businesses' public relations or communications departments can put together fact sheets for press releases or strategies for announcing a joint project most effectively. Legal departments can develop agreements needed by the organization.

Often, the most effective collaborative partnerships are long-term alliances that allow the development of strong trust between the organizations involved. This trust enables the organizations to problem solve together more effectively and to take risks more comfortably on joint efforts. While high expectations on the part of all involved tend to enhance performance, this applies more to the quality of work

to be done than to the quantity of work to be done: "Over-committing and under-performing is a sure way to cause partner disillusionment and disengagement."^{xxii}

Lastly, nurturing relationships between individuals involved in the collaboration can greatly impact the success of the joint effort. 'Bonding activities' are often planned within businesses, and are equally effective in cross-sector collaborations. Interpersonal bonds within the collaborative group foster personal commitment to each other and thus, to the project, enhancing sustainability.

Key Learnings



- Collaboration allows partners to share:
 - *Both tangible and information-based resources*
 - *Specialized skill sets*
- Collaboration offers its partners:
 - *A chance to meet with and learn from diverse groups and gain an improved understanding of the community.*
 - *The chance to reduce overlap in services offered*
 - *The chance to conduct more comprehensive research and analyses*
- It is absolutely essential *to clearly define terms* at the beginning of the relationship. This includes the nature of the relationship itself. Are you embarking on a *cooperative, collaborative* or *integrative* relationship? Keep in mind that definitions of these terms vary widely throughout the current literature on the subject. At the beginning of the partnership, locate the ideal intensity of the partnership on the spectrum (p. 2) and give working definitions, specific to this partnership at hand, of commonly used terms.
- Be sure to carefully consider whether your organization is ready to collaborate.
 - *Do you have a clearly defined vision & purpose in mind for the collaborative effort?*
 - *Are you willing to make a firm commitment?*
 - *Do you have adequate time and funding?*
 - *Would changes and new ideas be welcomed or resisted?*
 - *Is the proposed partner is a good fit with your organization?*
- Key success factors in a collaboration include:
 - *Mutual respect, understanding and trust*
 - *Members all see the collaboration as in their self-interest*
 - *Ability to compromise*
 - *Development of clear roles and policy guidelines*
 - *Open and frequent communications*
 - *Shared vision*
 - *Skilled leadership*
- Conflict should not necessarily be avoided, as it can be indicative of change being instigated and of difficult issues being brought to the forefront. When difficult conflicts arise, consider recruiting a neutral third-party mediator.
- Common sources of conflict include:
 - *Roles and expectations are unclear.*
 - *Prevent ambiguity by establishing clear initial communications.*

- *Improve clarity by drafting a document detailing roles, financial rules and a conflict of interest policy.*
- *Progress is not being made.*
 - *Remind all parties of the need for compromise and of its long-term goals.*
- *Imbalance of power*
 - *Honesty regarding the possibility of a power struggle from the start can minimize the negative effects of such an imbalance.*
 - *A third party convener can help ensure that all voices at the table are heard and taken into account in decision-making.*
- Cross-sector collaborations are made difficult by differences in the way that individuals are used to making decisions (executive decision-making versus consensus building) and differences in precision of measures of effectiveness of social versus financial investments. These difficulties can be alleviated with the use of a written agreement detailing roles, procedures and expectations and with frequent 'accountability check-ups' to assess whether expectations are being met. Furthermore, as these relationships require substantial risk-taking on the part of all involved, trust must be fostered between participants in the collaboration. Winer & Ray's 4 steps to enhancing trust are
 - *Choosing a convener*
 - *Holding effective meetings*
 - *Involving everyone in meetings*
 - *Disclosing self-interests*
- Cross-sector collaborations based around expertise development are sometimes more feasible than more integrative modes of collaboration. In these collaborations, businesses can contribute useful services to non-profits that they have more successfully developed, such as those from their public relations or legal departments.
- It is important to nurture personal relationships between collaborators in order to foster a firm personal commitment to the project. This can be done by using the same 'bonding activities' that many businesses employ within their organizations.

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- ⁱ Mattessich, Paul, W. et al. (2001). *Collaboration: What Makes It Work* (2nd ed.). St. Paul: Wilder Publishing Center.
- ⁱⁱ Collaboration Roundtable (2001). *The Partnership Toolkit: Tools for Building and Sustaining Successful Partnerships*. Vancouver: Author.
- ⁱⁱⁱ Winer, Michael & Ray, Karen. (2005). *Collaboration Handbook: Creating, Sustaining, and Enjoying the Journey*. Saint Paul: Fieldstone Alliance.
- ^{iv} Ray, Karen. (2003). *The Nimble Collaboration: Fine-Tuning Your Collaboration for Lasting Success*. Saint Paul: Wilder Publishing Center.
- ^v Collaboration Roundtable (2001). *The Partnership Toolkit: Tools for Building and Sustaining Successful Partnerships*. Vancouver: Author.
- ^{vi} Jones, Richard & Campbell, David. (2001, November). Q & A With Faculty: Strategic Alliances. *UW Extension: Nonprofit Management Education Centre*. Retrieved July 18, 2006, from <http://www.uwex.edu/li/learner/q-a8.htm>
- ^{vii} Pat Singleton (personal communication, July 13, 2006).
- ^{viii} Connor, Joseph A. & Kadel-Taras, Stephanie. (2003). *Community Visions, Community Solutions: Grantmaking for a Comprehensive Impact*. Ann Arbor: Amherst H. Wilder Foundation.
- ^{ix} Gilbert, Michael, C. (2005, April). A Practical Approach to Collaboration. *Nonprofit Online News Journal*. Retrieved July 11, 2006, from <http://news.gilbert.org/PracticalCollaboration>
- ^x Ibid.
- ^{xi} Mattessich, Paul, W. et al. (2001). *Collaboration: What Makes It Work* (2nd ed.). St. Paul: Wilder Publishing Center.
- ^{xii} Winer, Michael & Ray, Karen. (2005). *Collaboration Handbook: Creating, Sustaining, and Enjoying the Journey*. Saint Paul: Fieldstone Alliance.
- ^{xiii} Connor, Joseph A. & Kadel-Taras, Stephanie. (2003). *Community Visions, Community Solutions: Grantmaking for a Comprehensive Impact*. Ann Arbor: Amherst H. Wilder Foundation.
- ^{xiv} Winer, Michael & Ray, Karen. (2005). *Collaboration Handbook: Creating, Sustaining, and Enjoying the Journey*. Saint Paul: Fieldstone Alliance.
- ^{xv} Pat Singleton (personal communication, July 13, 2006).
- ^{xvi} Collaboration Roundtable (2001). *The Partnership Toolkit: Tools for Building and Sustaining Successful Partnerships*. Vancouver: Author.
- ^{xvii} Ibid.

^{xix} Austin, James E. (2000). *The Collaboration Challenge: How Nonprofits and Businesses Succeed Through Strategic Alliances*. New York: Jossey-Bass.

^{xx} Ibid.

^{xxi} Ibid, p. 54.

^{xxii} Ibid, p. 145.

APPENDICES: SAMPLE AGREEMENTS

Appendix A: 'A Model Partnership Agreement'

Collaboration Roundtable (2001). *The Partnership Toolkit: Tools for Building and Sustaining Successful Partnerships*. Vancouver: Author. (pp. 65-75)

http://www.bpdws.org/bpd/web/d/doc_55.pdf

Appendix B: 'Sample Collaboration Agreement'

The National Economic Development & Law Center. (2000, October). *Sample Collaboration Agreement*. Retrieved July 10, 2006, from

http://www.nedlc.org/Publications/PDF_legal/709.pdf

Appendix C: 'Bay Area _____ Collaborative (BAC) Collaboration Agreement'

The National Economic Development and Law Center. (2000, May).

Bay Area _____ Collaborative (BAC) Collaboration Agreement.

Retrieved July 10, 2006, from

http://www.nedlc.org/Publications/PDF_legal/717.pdf