



LEARNING FROM BUSINESS- COMMUNITY PARTNERSHIPS

A CLUSTER EVALUATION REPORT

Prepared for:

The Hitachi Foundation
Washington, D.C.

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**LEARNING FROM BUSINESS-COMMUNITY PARTNERSHIPS
A CLUSTER EVALUATION REPORT TO THE HITACHI FOUNDATION
FEBRUARY 2005**

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BARBARA DUFFY

MYTURN

Brockton, MA

Business Partners:

- Accurounds
- GTR Manufacturing

ANURADHA DESAI

Citizen Schools

Boston, MA

Business Partners:

- Hale and Dorr, LLP
- Liberty Mutual Headquarters, Legal & HR
- Mellon New England

ALAN MACKENZIE

Southend Community Services,

Hartford, CT

Business Partners:

- United Parcel Service
- Blum Shapiro
- The Gathering Place
- Knox Park

BRENDA PALMS-BARBER

North Lawndale Employment Network

Chicago, IL

Business Partners:

- Advocate Bethany Hospital
- Jakacki Bag and Barrel
- Midway Moving and Storage

DONNA NORTON

Family Violence Prevention Fund

San Francisco, CA

Business Partners:

- Verizon Wireless
- Liz Claiborne
- Blue Shield of California
- Maricopa Association of Governments
- Arizona Republic Newspaper
- Attorney General Office, State of Louisiana
- Employers Insurance of Nevada
- American Express

ROMNEY DONNELLY

JAMES MABUS

Goodwill/Chamber of Commerce

Shreveport, LA

Business Partners:

- Manpower
- The Uniform Place
- The Shreveport Times
- Brookshires

DAVID VILLARINO

Farmworkers Institute for Education and

Leadership Development (FIELD)

Bakersfield, CA

Business Partners:

- Rio Bravo Tomato Company
- Bear Creek Rose Corporation
- Monterey Mushrooms

DENISE FAIRCHILD

CDTech

Los Angeles, CA

Business Partners:

- Suss Design
- American Apparel

GRETCHEN SHULTZ

WIRENet

Cleveland, OH

Business Partners:

- E.C. Kitzel and Sons
- Thermagon, Inc.
- Adalet

The Hitachi Foundation's Mark Popovich managed the study and contributed mightily, along with Barbara Dyer and Renata Hron-Gomez. They all provided guidance throughout the process and were tough, yet fair, readers of drafts. We thank them for sticking with the participatory approach that required so much of their time and for selecting us to carry it out.

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This report is based on a study by a team of professors, researchers, and management consultants from the Center for Youth and Communities at the Heller School for Social Policy and Management, Brandeis University: Susan P. Curnan, study leader; Lisa A. LaCava; Joe Frees; Ginger Fitzhugh; Della Hughes; and Susan Lanspery.

The Center for Youth and Communities, Heller School for Social Policy Management, Brandeis University, Waltham, MA.

Established in 1983, the Center is one of the nation's leading management, research, and policy organizations in the broad areas of youth, workforce, and community development. The Heller School is ranked #3 among the nation's top ten professional schools for advanced study in social policy and management.

1. CONTEXT

1.1 THE BEST OF TIMES, THE WORST OF TIMES

Social, economic, and political conditions during the time in which this work was done presented many challenges. Two that are especially relevant concern the erosion of public confidence in the business sector and, paradoxically, the growing evidence that corporate citizenship was coming of age.

Recent evidence of a decline in the reputation and status of business and business people was plentiful. The fall of WorldCom, Enron, and Arthur Andersen and the public humiliation of Kenneth Lay, Dennis Kozlowski, and Richard Grasso inspired passage of the Sarbanes-Oxley Act and prompted the New York Stock Exchange to create new corporate governance standards for its listed companies. These events also spurred such major firms as the Walt Disney Company to adopt new, stringent, and wide-reaching guidelines for corporate ethics. Fraud, abuse, and criminal misconduct were very much in the news. High executive pay and perks continued to grow, though few companies had stellar financial performances. A recession took the country from a tight labor market with low unemployment to a slack labor market, with especially high unemployment in poor areas. For example, between 2001-2004 the rate of layoffs was higher than in the 1990-91 recession.

These conditions contributed to an era of broad cynicism and heightened anxiety about job insecurity. As wages stagnated, the already large gaps in income and wealth widened further. Even some optimists were left wondering if business could be trusted to value workers and communities at all, let alone “make active business decisions which respect, nurture, and strengthen the long-term health and vitality of community.” Some of the “good businesses” felt that they were swimming against a strong tide of poor behavior and shrinking public confidence.

Yet, the recent “State of Corporate Citizenship Survey”¹ found that most businesses stayed “in the game” for the long haul, increasing rather than decreasing investments in social responsibility even in the face of the economic slump and their own slipping financial performance. Indeed, the key findings from the U.S. survey indicated that:

- Companies see corporate citizenship as an important part of their business.
- The scope and scale of corporate citizenship is bigger than expected – small and medium- sized businesses are quite active in corporate citizenship.
- Corporate citizenship is driven largely by internal corporate values (75%) and customer feedback (53%).

¹ *The State of Corporate Citizenship in the US: A View from Inside*. 2004. Survey conducted by the Center for Corporate Citizenship at Boston College and the U.S. Chamber of Commerce Center for Corporate Citizenship in collaboration with The Hitachi Foundation. This survey is the first of its kind to include the voices of small and medium-sized business. It includes leaders in business of all sizes, sectors, and regions on their motivations, challenges, priorities, practices, and investments.

This more positive trend in the United States business community is encouraging and consistent with the higher-level definition of corporate citizenship championed by The Hitachi Foundation. Similarly, Klaus Schwab, president of the World Economic Forum, made headlines in 2003 with his call for “society-oriented business” based on corporate attractiveness, corporate integrity, corporate citizenship, and social entrepreneurship. “In today’s trust-starved climate,” he said, “our market-driven system is under attack. Businesses need to adopt more of a social philosophy.” In “Values and Value: Communicating the Strategic Importance of Corporate Citizenship to Investors,” the World Economic Forum asserted that “2004 might just be the year corporate citizenship comes of age in the mainstream investment community.” In a summary comment, the chief executive officer of the International Business Leaders Forum stated, “Focusing on the rapidly growing interest of investors in corporate citizenship as a feature of sound risk management and a benchmark to quality and customer acceptance, this report... demonstrates that corporate social responsibility has migrated from the philanthropy arena to mainstream and strategic corporate practices for the most successful companies in the financial marketplace.”

This combination of high-profile bad business behavior and a rising tide of corporate citizenship has dramatically changed the way MBAs view their job choices. A recent Stanford Business School study finds that MBA graduates want to work for caring and ethical employers. A survey of these graduates found that 97% were willing to forego some financial benefits to work for a company with a good reputation for corporate citizenship. Businesses wanting top recruits are taking notice.

Meanwhile, the nonprofit sector is under stress, too. Again, context and history are important. Growing out of a tradition of volunteerism and charitable giving, the nonprofit sector eventually evolved to depend on philanthropic and public support as well as fees for services. The sector’s inadequate infrastructure and capitalization are legendary, however, as is the common practice of “selling cheap” -- offering free or far-below-cost services. Ultimately, this practice led to a weakened nonprofit sector, a mind-set of “internalized inferiority,” and a general desire among nonprofit leaders to improve management practice. In this atmosphere, a kind of organizational Darwinism has emerged, forcing managers to accelerate improvements, restructure jobs, and construct new systems and partnerships to assure a balance of quality and accountability.

Nonprofit leaders and organizations facing up to this and other challenges – such as the drops in Foundation grants related to the connection between financial markets and Foundation endowments – are eager to learn about and develop business-community partnerships. Such partnerships are viewed as a key opportunity for continuous improvement and growth.

The bottom line is that today’s business-community climate for corporate citizenship is at once challenging and promising. It is the best and worst of times for both businesses and nonprofits. One thing is clear: unilateral action is not an option for achieving shared prosperity.

With this as a backdrop for The Hitachi Foundation’s Corporate Citizenship Initiative, we wondered: Is it possible for nonprofit organizations to find well-intentioned business partners who recognize the value of workers and the role of community, and see struggling and future workers as assets worth investing in? The short answer is yes, it is possible. The more

interesting and nuanced answer, however, delves into motivation, strategy, and tactics in the process – both what works and what doesn't.

In the end, this report offers additional, detailed evidence to support three key findings from *The State of Corporate Citizenship Survey*: 1) many companies see corporate citizenship as an important element of their business; 2) commitment to corporate citizenship is about equally spread across all sizes of businesses. Small and medium sized businesses, who account for the bulk of jobs and net job growth both nationally and in poor communities, are as committed to socially-responsible action as their larger brethren; and 3) corporate citizenship is driven largely by corporate values and customer feedback.

While there is a strong foundation of attitudes and incentives for businesses to connect with communities, developing business-community partnerships to carry out this work is hard, requiring skillful navigation and a well-charted course. Many falter and even fail. The cluster evaluation provides insight into factors that lead to success and obstacles to avoid.

1.2 THE FOUNDATION'S INTENTIONS, GRANT-MAKING STRATEGY, AND STUDY QUESTIONS

"Make no little plans; they have no magic to stir men's blood."

Daniel Hudson Burnham

Learning from business and community partnerships has been a disciplined focus of The Hitachi Foundation since 1998, when the Board and staff developed a strategic action plan (no little plan) guided by this long-term vision:

THE HITACHI FOUNDATION VISION

The quality of life for underserved people in America will reach new heights. Business will play an important role in securing these quality-of-life improvements. In the workplace, in the community, and globally, questions of economic and social equity and the role of business will assume great significance as a new set of 21st century practices and policies take root.

Partnerships involving businesses, community members, nonprofit, and public organizations will help to redefine the possible. Business will be invested in strengthening communities and doing so will strengthen business.

One part of the action plan – the general grants program – focused on “the role of business in improving the quality of life of underserved people and communities.” The Foundation launched the grants program through three corporate citizenship initiatives involving 27 projects and organizations in 16 states and a total investment of more than \$4 million.²

² For a full description of each project, see the Initiative Reports prepared by the Heartland Center and Ed Finkel.

GLOBAL CORPORATE CITIZENSHIP (GCC)

The GCC initiative represented the first step toward putting the vision into action –business playing an important role in securing quality-of-life improvements for underserved people in America. GCC purposely took a broad, sweeping approach. The nine projects represent many aspects and levels of corporate citizenship.

WORK SKILLS/LIFE SKILLS: PREPARING THE NEXT GENERATION (WS/LS)

The 11 projects in the WS/LS cluster delved into a core question in the Foundation’s corporate citizenship portfolio: How can partnership between businesses and communities help prepare underserved youth to succeed as adults? Recognizing that one of America’s greatest challenges is to adequately prepare youth, WS/LS explores how to link community-based youth entrepreneurship programs, school-based school-to-career programs, and businesses involved in youth development and education.

MAKING WORK WORK (MWW)

Recognizing that current workforce development approaches fail to meet the needs of businesses or low-wage workers, the Foundation funded seven projects in MWW. This cluster continued the Foundation’s exploration of good corporate citizenship and focused on workforce development, going beyond job placement for underserved individuals to retention and advancement challenges. The Foundation hoped that MWW would discover strategies to help low-wage workers advance up the career ladder while offering a good return on investment for their employers and the community.

As the Foundation reached the mid-point in pursuing its vision, it joined with a senior research and management team from Brandeis University’s Heller School for Social Policy and Management to capture and distill important lessons from the three initiatives. The Brandeis study has taken stock of the history and progress of this diverse set of projects. **The study sought to understand the role of business in the partnerships, identify key factors that make business and community partnerships effective at addressing economic isolation, and recognize the obstacles that get in the way (See Exhibit 1: Cluster Overview).**

Barbara Dyer, president and CEO of the Foundation, explains:

*“When the Foundation began this work five years ago, we had a hunch that business can and does play a role in addressing societal challenges. We used the **three-legged stool imagery** to make the case that American society relies on the actions and interactions of three sectors – private, nonprofit, and public. Because we are most concerned about poverty, we tried to understand how the core decisions that business leaders make influence the conditions that perpetuate or alleviate poverty. We determined that the business decisions that are most relevant to our concerns were those that bear on work – preparing the next generation and incumbent workers.”*

1.3 USING THE FOUNDATION’S LOGIC MODEL AS A MANAGEMENT AND LEARNING TOOL

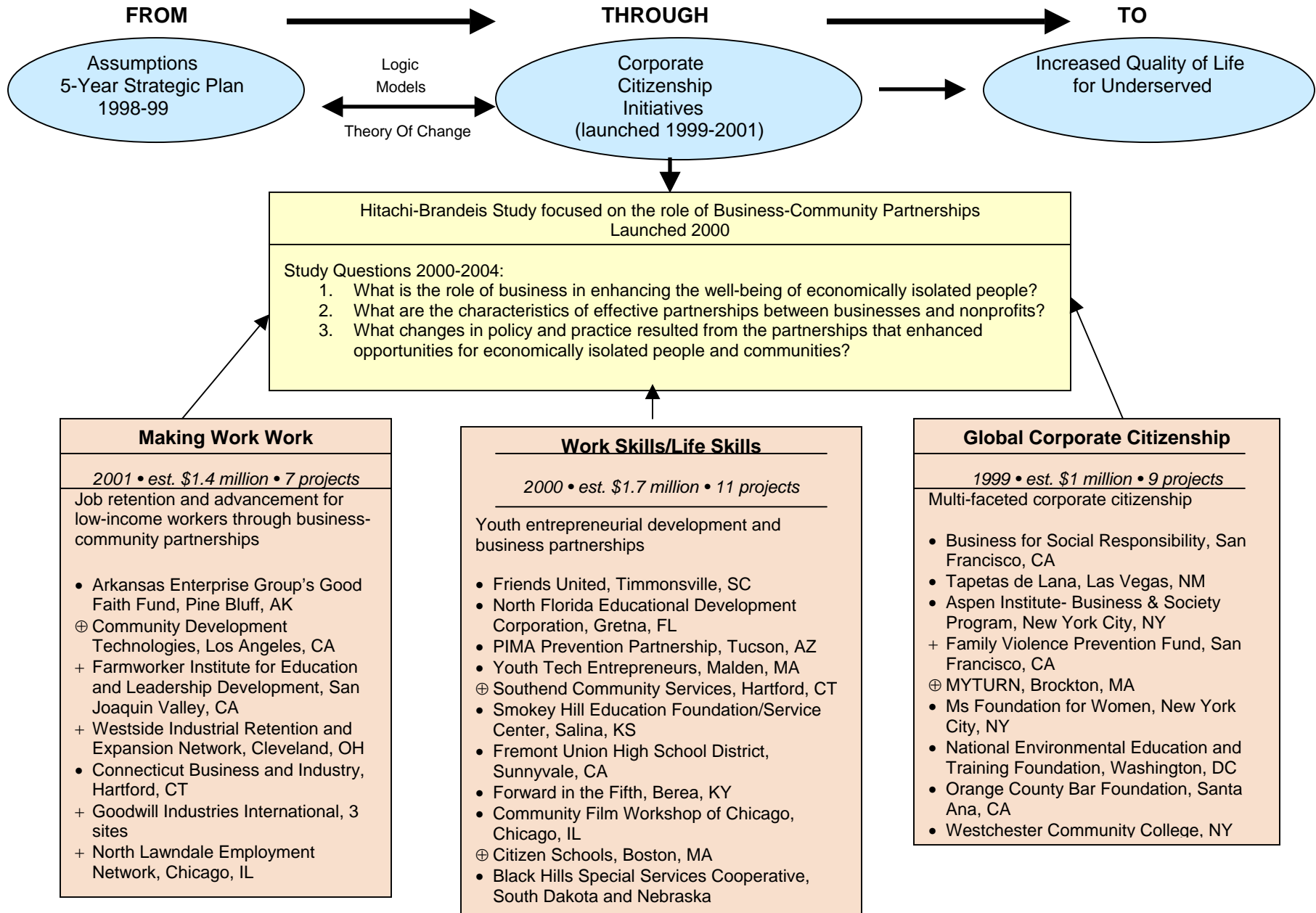
The staff and Board next began developing a core logic model to align the mission, assumptions, strategies, and expected results across the initiatives, and to focus their inquiry and learning. The model, created in 2000 (Appendix A), delineated the Foundation’s mission and theory of change. It provided the central management and learning tool for the evaluation design and a series of institutes and meetings with the nonprofit organizations sponsoring the projects supported by the Foundation’s Initiatives. It also helped define the Foundation’s focus on, and interest in, the broad field of corporate citizenship.

The following assumptions grew from the image of the three-legged stool, as well as from ideas about quality of life and the social, economic, and political conditions surrounding the business-community partnerships.

ASSUMPTIONS FROM THE FOUNDATION'S LOGIC MODEL

- Quality of life depends, in part, on meaningful work, income opportunities, asset accumulation, nurturing and healthy relationships, education and workplace skills, support networks, and community knowledge.
- One sector working alone, whether nonprofit, government, or business, cannot address all quality-of-life issues.
- Partnerships among the three sectors can create workable solutions to community life problems.
- Corporate citizenship means “making active business decisions that respect, nurture, and strengthen the long-term health and vitality of community, society, and the natural environment.”
- Public workforce and welfare reform strategies tilt toward rapid attachment to the labor market. Access to effective education and training programs is too often limited to those who are already the most prepared.
- Business investment in strengthening community also strengthens business.
- Business has an important role to play in: 1) creating family-supportive environments, 2) generating opportunities for economically isolated people to find and secure meaningful work and to move ahead in gaining experience, skills, and better wages and benefits, 3) offering rich experiences that build work and life skills for our nation’s youth, 4) reducing the environmental impact of businesses operating in distressed communities, 5) addressing important social and family issues, and 6) bringing high-quality, affordable products and services to underserved communities.

EXHIBIT 1: CLUSTER OVERVIEW



+ Intensive study site.
⊕ Case study/Intensive study site.

The outcomes and impacts statements associated with the core logic model are at once carefully aligned and ambitious. The model includes several long-term goals: improved quality of life for underserved people and communities; deep, broad, mature corporate citizenship practices; and business acting as a principled partner in strengthening society. It also establishes shorter-term goals in four areas: underserved individuals, business and communities, the corporate citizenship field, and the Foundation. To develop a useful guide for program development and project reports to the Foundation, the Brandeis team also developed three initiative-specific models and tested them with project teams (Appendix B).³ While each model shared the common core of assumptions listed above, each had distinctive strategies for addressing them and for improving the quality of life of underserved people and communities. For example, as shown in Exhibit 2, each initiative's strategies and goals were directly linked to the project's mission and population focus.

This process represented a state-of-the-art application of a major new management and learning tool for the Foundation (and for most Foundation-funded projects). The Foundation used the models to refine the Requests for Proposals used to launch funding initiatives. The Program Logic models also clarified proposal selection criteria and yielded a framework to guide reflection, dialogue, and reporting within the project and organizational network. The models and project experience were both used to construct the study questions.

The Hitachi-Brandeis study addressed three questions with a combined focus on in depth learning about the business-community partnerships:⁴

1. What is the role of business in enhancing the well-being of economically isolated people? Is the weight of the "three-legged stool" equally distributed?
2. What are the characteristics of effective partnerships between business and nonprofits? Has the investment helped strengthen business-community relationships and improve business-community partnership practice?

³ The Global Corporate Citizenship, Work Skills/Life Skills, and Foundation-wide logic models were built "after the fact." They seemed, however, to provide useful and constructive guidance for the nonprofits engaged in the initiatives. The Making Work Work Initiative had the full benefit of the logic model development process, and as result, these projects were more active participants in testing the assumptions and documenting strategies and outcomes for the Foundation. The experience with the logic models reinforces the premise that the development process is as important as the product. The "uptake" was greatest with the Foundation and secondarily important for the MWW projects. GCC and WS/LS projects found the logic models most useful as general guidance. But they had difficulty "retro-fitting" the strategies and outcomes to their already operating programs. Nevertheless, most nonprofit organizations valued the exposure and the opportunity to learn about logic models as important management and learning tools. They understood that the Foundation and learning partners were invested in helping them to develop their own evaluation capacity. They understood that the models were developed to test the Foundation's assumptions and strategies, not to evaluate project-by-project performance per se.

⁴ Using the logic models as a guide, the evaluation team drew the final study questions from several additional sources, including: 1) the original Foundation-generated learning questions for the initiatives, which were annually revised; 2) an initial evaluation exercise focused on what the Foundation really wanted to know about the corporate citizenship initiatives; and 3) a series of evaluation team meetings in 2001 and 2002.

3. What changes in policy and practice resulted from the partnerships that enhanced support and opportunities for economically isolated people? To what extent are businesses acting to improve the quality of life of economically isolated people?

It is important to recognize that these questions are squarely focused on testing the Foundation’s assumptions and grantmaking strategies. The study encouraged project participants to track and document program-specific results and to share their reports directly with the Foundation.

EXHIBIT 2: DIVERSE LOCAL STRATEGIES AND OUTCOMES FOR THREE INITIATIVES FOCUSED ON BUSINESS-COMMUNITY PARTNERSHIPS

	STRATEGIES	OUTCOMES TO BE ACHIEVED THROUGH PARTNERSHIPS
Global Corporate Citizenship 1999	<ul style="list-style-type: none"> • Creating family supportive workplaces • Providing opportunities for women • Providing new immigrants with skills to advance • Creating learning-rich experiences for youth • Partnerships between business and schools • Attracting businesses into distressed communities • Working with businesses to address environmental issues 	<p>Individual:</p> <ul style="list-style-type: none"> • Decreased barriers to employment • Increased sense of empowerment for participants <p>Business and Community:</p> <ul style="list-style-type: none"> • Increased number of businesses locating in distressed communities • Increased implementation of family-supportive policies and practices • Increase in number of resident-owned enterprises • Increased business participation in addressing environmental impacts <ul style="list-style-type: none"> • Increased career pathways for youth <p>Corporate Citizenship Field</p> <ul style="list-style-type: none"> • Increased recognition of the interdependence of economic, social, and family interests • Increased awareness of the underserved in the broader corporate citizenship field
Work Skills/Life Skills 2000	<p>YOUTH DEVELOPMENT STRATEGIES</p> <ul style="list-style-type: none"> • Treating youth as resources rather than as problems • Developing a strength-based approach • Engaging youth in full and healthy ways • Teaching life skills • Promoting life-long learning • Strengthening the connection between youth and communities • Developing responsibility, self-reliance, and initiative <p>ENTREPRENEURSHIP</p> <ul style="list-style-type: none"> • Investing in skill-building, entrepreneurial clubs, leadership 	<p>Youth</p> <ul style="list-style-type: none"> • Increased aspirations • Academic improvements • Increased leadership skills <p>Business and Community</p> <ul style="list-style-type: none"> • Increase in business involvement in education reform • More youth-run enterprises • Improved connection between education and work • Improved school reform • Improved teaching and learning • Increased evidence of effective partnerships between business and communities <p>Corporate Citizenship Field</p> <ul style="list-style-type: none"> • Strengthened case for business involvement in

	development, exposure to nontraditional career paths <ul style="list-style-type: none"> • Developing and implementing youth-run enterprises 	preparing youth <ul style="list-style-type: none"> • Sustainable multi-sector partnerships for safe, just, and compassionate communities for youth • Broadened view of educational reform and the role of business in education
	SCHOOL-TO-CAREER STRATEGIES <ul style="list-style-type: none"> • Mentoring with local businesses • Providing teacher internships • Implementing project-based learning • Providing job shadowing and internships 	
	STRATEGIES	OUTCOMES TO BE ACHIEVED THROUGH PARTNERSHIPS
Making Work Work 2001	<ul style="list-style-type: none"> • Targeting persistently poor communities • Building the capacity of intermediary organizations • Expanding effective approaches to retention/advancement • Developing career pathways • Facilitating skills development and access to support and services 	Low-wage workers <ul style="list-style-type: none"> • Increased skill development • Increased access to education/vocational training • Decreased barriers to employment • Higher wages/benefits • Increased long-term savings Business and communities <ul style="list-style-type: none"> • Increased employment rates • Improved employer satisfaction • Reduced cost of hiring • Increased business involvement in workforce development • Increased investment in training and support • Expanded capacity of workforce development organizations Corporate Citizenship field <ul style="list-style-type: none"> • New knowledge about engaging small and medium businesses • New tools for business- workforce development partnerships • Expanding network of intermediaries involving business

2. IMPLEMENTATION: THE STUDY RATIONALE AND METHODOLOGY

“Cherish the questions, because the answer keeps changing.”

Albert Einstein

2.1 PURPOSE OF THE STUDY

The study focused on learning from the experience of 27 Hitachi Foundation-supported projects engaged in cultivating, growing, and sustaining business-community partnerships aimed at enhancing the well-being of economically isolated people throughout the United States. As already noted, some projects focused on job retention and advancement for low-income

workers, others on youth entrepreneurship and business partnerships, and still others on the relationship between women and work, families and work, welfare and work, and new immigrants and work. It was a dynamic collection of projects and a robust learning opportunity, and, indeed, the answers kept changing as business-community partnerships evolved.

Faculty and senior researchers from Brandeis University's Heller School for Social Policy and Management joined The Hitachi Foundation as its evaluation and learning partner in June 2000, with the goal of identifying significant broad themes that emerged from the three corporate citizenship initiatives. The study team brought together a Foundation serious about learning, a university committed to "making knowledge productive" – specifically, to using the evaluation process and results as management and learning tools for continuous improvement--and a group of highly motivated project participants.⁵

CLUSTER EVALUATION

The Foundation deliberately targeted its grantmaking by funding three **clusters** of projects that address the business-community partnership dimension of corporate citizenship. The primary purpose of grouping similar projects in clusters is to bring about more policy or systemic change than might be possible in a single project or a series of unrelated projects. **Cluster evaluation** helps determine how well a collection of projects fulfills the goal of systemic change. The projects identified as part of a cluster – the three initiatives in the corporate citizenship cluster – were brought together by the Foundation annually at networking institutes to discuss issues of interest to the learning partners.

Information collected through cluster evaluations is used to enhance grantmaking effectiveness, clarify the strategies of major programming initiatives and inform policy debates. Cluster evaluation is not a substitute for project-level evaluation, nor do cluster evaluators "evaluate" projects at the local level. Instead, it focuses on progress in achieving the initiative's broad goals, in this case, the three study questions. In short, cluster evaluation looks across the entire group to identify common threads and themes that take on greater significance.⁶

This study was not an in-depth, quantitative evaluation analyzing the achievement of goals and outcomes that evaluators defined at the beginning. Rather it traces the history and evolution of business-community partners funded in the corporate citizenship initiatives.

⁵ The Foundation also contracted with the Heartland Center in Nebraska to assist the Foundation in convening grantees at annual institutes, creating and managing an interactive website, producing newsletters and updates, and facilitating ongoing dialogue within the network of projects. In addition, the Heartland Center has or will produce initiative reports that review the specifics of each initiative and present detailed information on each project. Initiative reports are companion pieces to the cluster evaluation report. Thus, senior staff from the Foundation, Brandeis, and Heartland functioned as "Learning Partners" over the three-year period.

⁶ Design and definition drawn from *W.K. Kellogg Evaluation Handbook*, Curnan and LaCava, eds., 1998, W.K. Kellogg Foundation, Battle Creek, MI.

2.2 ORGANIZATIONAL CONTEXT AND CULTURE FOR THE EVALUATION

The Hitachi-Brandeis-Heartland team sought to build trust and mutual respect across the projects and learning team to create a culture for robust learning. At the start of the cluster evaluation, the Brandeis team asked project and Foundation staff to validate and revise program models, share their past experiences with evaluation, and participate in designing and carrying out an evaluation plan that would provide “useful, usable, and timely” information for continuous improvement.

The study team wanted to be a helpful learning partner and reinforce the Foundation’s goal of creating a genuine learning community. To that end, the design included processes to move the community beyond adaptive learning – where people make incremental changes to correct an “error” (the so-called pattern of “corrective action”) -- to learning characterized by shared contribution and inquiry, which can lead to changes in structure, procedures, and new ways of thinking and doing. According to Torres it is at this level – and above – that the most significant organizational learning occurs.⁷ In this case, it is when project staff and business partners have “breakthroughs” and develop new understandings and perspectives about themselves and their work as they seek to improve. And that is the kind of learning necessary to nurture, cultivate, and grow effective business-community partnerships. Indeed, participant evaluations of the annual institutes routinely reported breakthroughs and high degrees of satisfaction with the teaching and learning environment created by the Foundation and its Learning Partners.

Margaret Wheatley puts it this way: “People can only become aware of the reality of the plan by interacting with it, by creating different possibilities through their personal processes of observation.”⁸ In part, learning occurred in the corporate citizenship cluster because The Hitachi Foundation placed a premium on, and invested in, learning. The study team provided feedback on a regular basis and facilitated reflection and dialogue on participants' values, beliefs, assumptions, and practices. These efforts, at Institutes and during site visits, led to the development of new assets for the Foundation and the corporate citizenship field. They created a network of active learners, critical thinkers, willing change agents, and catalysts for business-community partnerships, along with a new framework for managing and leading such partnerships. By no coincidence, these are two goals in the Foundation’s logic model – growing business-community networks and contributing an analytical framework for the corporate citizenship field.

⁷ Torres, Rosalie T., et. al. (1996). “Evaluation in Learning Organizations,” pp. 30-31 in *Evaluation Strategies for Communicating and Reporting: Enhancing Learning in Organizations*. Sage Publications.

⁸ Wheatley, Margaret, (1999) *Leadership and the New Science: Discovering Order in a Chaotic World*. 2nd edition. San Francisco, CA: Berrett-Koehler Publishers, Inc.

EXHIBIT 3: SERIES OF CONVENINGS AND INSTITUTES

DATE	PLACE/LOCATION	INSTITUTE TEAMS
December 2000	Tucson, AZ	GCC and Resource Use
April 2001	Tucson, AZ	GCC and WS/LS
November 2001	San Rafael, CA	MWW, WS/LS, GCC
November 2002	Chantilly, VA	MWW, WS/LS, GCC
November 2003	Chantilly, VA	MWW, WS/LS

2.3 METHODOLOGY: INTENSIVE STUDY SITES AND ACROSS THE BOARD ANALYSIS

The Brandeis team addressed questions using a combination of site visits, interviews, and surveys of program staff and business partners, as well as observation, reflection and dialogue, and capacity-building activities at annual institutes (see Appendix C: Cluster Evaluation Activities). In keeping with the Foundation’s interest in “learning with zeal”⁹ – both broadly (with a wide-angle lens) and more intensively (with a zoom lens) – the cluster evaluation combined across-the-board data collection and analysis through material review, surveys, interviews, observation, and interactive sessions at the five convenings and institutes with an intensive on-site study in nine communities.

WIDE-ANGLE LENS: The annual institutes provided a valuable and efficient setting in which to capture lessons from all 27 projects. The Hitachi-Brandeis-Heartland team did so in three ways:¹⁰

- Conducting benchmark and subsequent annual interviews, surveys, and/or focus groups with project teams on key topics, including defining corporate citizenship, population served, and quality of life; determining expected outcomes and strategies; documenting the business-community partnership development process; synthesizing challenges and successes; and determining what project staff members want to know more about.
- Facilitating and documenting focused reflection and dialogue groups.
- Documenting insights and lessons learned during the presentation of capacity-building sessions on the cluster evaluation.

ZOOM LENS: In Spring 2002, the Learning Team designed and launched a second level of inquiry- a series of intensive site visits dubbed “Learning from the Leaders.” This data-

⁹ The Hitachi Foundation Annual Report, 1999, “Redefining Business-Community Partnerships.”

¹⁰ The evaluation learning partners conducted approximately 100 hours of interviews, focus groups, and sessions over the course of two convenings and three annual institutes as follows: Two convenings in Tucson, AZ (December 2000 and April 2001) -- approximately 30 hours in interviews and sessions; 1st institute in San Rafael (November 2001) -- approximately 45 hours in interviews and sessions; 2nd institute in Chantilly, VA (November 2002) – approximately 15 hours in sessions and focused discussion groups; 3rd Institute in Chantilly, VA (November 2003) -- approximately 10 hours total in focus groups and sessions.

collection effort focused on a select group of projects that volunteered to participate. Each provided rich lessons for advancing business-community partnerships. These Intensive Study Sites engaged both nonprofit project sponsors and their business partners. On-site activities with both groups were designed to probe for a deeper understanding of the following:

- The role of businesses in working with community organizations on pressing social or community issues.
- The characteristics and practices of businesses that are active corporate citizens.
- The characteristics and practices of nonprofits that develop effective relationships with businesses.
- The key characteristics and challenges of developing and sustaining effective business-community partnerships.
- The perceived costs and benefits of such partnerships.
- The key aspects of changing business policy and practices.
- Examples of businesses involved with communities and nonprofits around these issues.

The Learning Team invited six projects to participate in 2002. Three more were selected in 2003. All accepted and gave fully and freely of their time and attention. During the “Learning from the Leaders” effort, 32 business partners, ranging across many sectors and all sizes, were interviewed by the Learning Team. (See Exhibit 4).

EXHIBIT 4: LEARNING FROM THE LEADERS: BUSINESS PARTNERS INTERVIEWED

	BUSINESS PARTNERS	SIZE (# EMPLOYEES)	SECTOR/INDUSTRY	
GLOBAL CORPORATE CITIZENSHIP				
<ul style="list-style-type: none"> MYTURN Brockton, MA (Visit Dates: 6/11/02) 	1. Accurounds	Small	Manufacturing	
	2. GTR Manufacturing	Small	Manufacturing	
<ul style="list-style-type: none"> Family Violence Prevention Fund San Francisco, CA (Visit Dates: 6/17-6/18/02) 	3. Verizon Wireless	Large	Telecommunication	
	4. Liz Claiborne	Large	Retail	
	5. Blue Shield of California	Large	Health Care	
	6. Maricopa Association of Governments	Large	Government	
	7. Arizona Republic Newspaper	Large	Journalism/Media	
	8. Attorney General Office, State of LA	Small	Government	
	9. Employers Insurance of Nevada	Large	Insurance	
	10. American Express		Financial Services	
	WORKSKILLS-LIFESKILLS			
	<ul style="list-style-type: none"> Citizen Schools Boston, MA (Visit Dates: 6/4, 6/5, 6/6, 6/7, 6/28/02) 	11. Hale and Dorr, LLP	Large	Corporate Law
12. Liberty Mutual Headquarters, Legal & HR		Large	Insurance	
<ul style="list-style-type: none"> Southend Community Services Hartford, CT (Visit Dates: 6/14, 6/17/02) 	13. Mellon New England	Large	Financial Services	
	14. United Parcel Service	Large	Packaging/Transport	
	15. Blum Shapiro	Small	Accounting	
	16. The Gathering Place	Small	Nonprofit /Restaurant	
	17. Knox Park	Small	Nonprofit/Horticulture	
MAKING WORK WORK				
<ul style="list-style-type: none"> NLEN Chicago, IL (Visit Dates: 6/25-6/26/02) 	18. Advocate Bethany Hospital	Medium	Health Care	
	19. Jakacki Bag and Barrel	Small	Manufacturing	
	20. Midway Moving and Storage	Small	Moving and Storage	
<ul style="list-style-type: none"> FIELD Bakersfield, CA (Visit Dates: 6/19-6/20/02) 	21. Rio Bravo Tomato Company	Small	Agriculture	
	22. Bear Creek Rose Corporation	Medium	Agriculture/Roses	
	23. Monterey Mushrooms	Medium	Agriculture	
<ul style="list-style-type: none"> Goodwill Shreveport, LA (Round 2, Visit Dates: 10/16- 10/17/03) 	24. Manpower	Small	Human Resources	
	25. The Uniform Place	Small	Manufacturing & Retail	
	26. The Shreveport Times	Medium	Journalism/Media	
	27. Brookshires	Large	Retail/Food	
<ul style="list-style-type: none"> CDTech Los Angeles, CA (Round 2, Fall 2003 telephone interviews) 	28. Suss Design	Small	Manufacturing & Retail	
	29. American Apparel	Large	Manufacturing	
<ul style="list-style-type: none"> WIRENet Cleveland, OH (Round 2, Fall 2003 telephone interviews) 	30. E.C. Kitzel and Sons	Small	Manufacturing	
	31. Thermagon, Inc.	Small	Manufacturing	
	32. Adalet	Small	Manufacturing	

3. OUTCOMES: FINDINGS AND KEY THEMES

3.1 OVERVIEW

“For every complex problem, there is a simple answer – and it is usually wrong.”

Anonymous

The three study questions yielded few easy, quick answers. But the findings suggest that business-community partnerships are at once intact and endangered. **Intact** largely because there is a growing constituency of motivated business and civil society leaders represented in this study that recognizes the need to pull together to improve conditions for economically and socially isolated people. These leaders have proven it is possible to do so.

There is also a growing body of knowledge to inform strategy and practice. One of the central lessons from this study is that partnerships are made up of people, and they ultimately succeed or fail based on the engagement, will, knowledge and leadership of the people involved. But at the same time, business-community partnerships are **endangered**. The external pressures described earlier make new ventures especially challenging and even hazardous. The risk averse need not apply. Despite the extraordinary hard work of good people in this cluster of partnerships, nearly two-thirds were struggling to “skill-up” and overcome external constraints and limited resources.

Despite such external pressures, the stories and the analytical framework that emerged from this study provide a basis for continuous improvement and growth of business-community partnerships dedicated to working on issues affecting poor people in poor places. Some of those stories or lessons may at first seem familiar or even predictable to the reader steeped in corporate citizenship literature or experience. Yet they are profoundly original and contain the power and potential for peer-to-peer influence.

Without exception, the project staffers found the corporate citizenship initiatives both compelling and challenging. The Foundation’s logic model and theory of change resonated with their organizational missions, experiences, values, and beliefs, and gave them a new way of thinking about their work. Few projects had logic models for their organizations before the Foundation’s investment. However, in the beginning most did not identify with the field of corporate citizenship. Though they could relate to the notion of partnerships, most were unsure how to close the gap between the vision of business-community partnerships and what they actually did day-to-day.

Nevertheless, all of the projects hoped to foster vital partnerships; most did so to some degree. All aimed to improve the quality of life for economically isolated people in the United States; again, most reported doing so to some degree. Not all 27 progressed as anticipated, but each learned something about the constraints and obstacles along the way. At the end of the day, three broad themes emerged from the study and are illustrated with poignant examples from the Learning from the Leaders cadre in the following pages.

FINDINGS AND KEY THEMES

- There is a **spectrum of roles** that business played in the partnerships, ranging on a continuum of practice from mutually exclusive coexistence to inclusively mutual goal-setting and decision-making. **The more intensive and productive partnerships were those based on shared values, as well as value-added propositions for both the business and the nonprofit organization.**
- A set of “**new business essentials**” for effective partnerships emerged from the study. This encompasses readiness factors and elements for leading and managing business-community partnerships. These include ensuring a good match and building trust before making a commitment; framing expectations and reciprocal value with clarity; learning the language and culture of partners and demonstrating consistency and coherent messages; building relationships and tapping into the power of the personal motivations and core values of the individuals, the business, and the organization; and establishing an evaluation plan at the start of the work together. The new analytical framework of business essentials draws on project stories to illustrate the importance of each element, as well as what happens when these elements are not addressed.
- Some businesses and nonprofits actually **changed policies and practices to increase support and opportunities for economically isolated people.** The study revealed an impressive array of changes with tangible benefits for underserved populations. Inside businesses, these included changes in human resource policy; increases in and improvements of on-site training and advancement opportunities; and changes in supervisory practice and communication with employees. Inside nonprofits, the partnerships led to improvements in program design, assessment, case management, and an increased capacity to assess what businesses needed and to provide services and products valuable to businesses.

3.2 THEME #1: THE BUSINESS SPECTRUM

In most projects, one or more businesses proved to be strong, dedicated, contributing partners. And those projects were able to accomplish more because the nonprofits formed a partnership with business. The business’s size, type, or structure did not seem to affect the level of engagement or sustained involvement. There is ample evidence of exemplary practices and effort across all sizes and types of business, from a small medical uniform/clothing retailer in Shreveport to the package-delivery giant UPS in Hartford.

When Brandeis University researchers asked businesses how they thought about the role and responsibility of business in enhancing opportunities for economically isolated people, the great majority embraced the Hitachi Foundation’s vision of the role of business– “making active business decisions which respect, nurture, and strengthen the long-term health and vitality of community, society, and the natural environment.” Indeed, they decided to partner with nonprofits because of strong social values as well as for a potential value-added to their businesses’ bottom lines.

For these partners, corporate citizenship meant more than getting involved. It extended beyond

Corporate Citizenship is an obligation. A business should be part of the community, should use its resources... We wanted to feel we could make a difference.

Blue Shield California
Partner, Family Violence Prevention Fund

We were looking for a way to have significant impact on the community... going beyond pro bono legal services and charitable contributions... It meant focusing [our efforts] in a way that would make a significant impact on the community.

Hale and Dorr, Partner, Citizen Schools
Boston, MA

involvement to having a significant impact on the community. Family Violence Prevention Fund's (FVPPF) partner, Blue Shield California, and Citizen Schools' partner, Hale and Dorr, are examples of businesses focused on making a measurable and significant difference in the community through their partnerships.

Although fewer in number, for some business partners being a good corporate citizen meant nothing less than a commitment to directly improve the quality of life of economically isolated people and to meet a perceived public expectation to take a stand on related social issues. FVPPF

We got involved with domestic violence because we have a responsibility to give back to what makes us successful – to women and communities as well as employees... The public expects companies to stand for something and to take a positive stand on social issues and make a difference.

Liz Claiborne, Partner, FVPPF

A good corporate citizen is a business that considers the bottom line but realizes that it has to invest in its employees... Corporate citizenship also means giving back to the community where you are located and where your employees live. It includes broadening benefits for employees, minimizing the environmental consequences of the manufacturing process, and supporting community organizations.

*American Apparel, Partner, CDTech
Los Angeles, CA*

Corporate citizenship is being committed to quality-of-life issues... to changing the life of the underserved.

*Advocate Bethany Hospital, Partner, North Lawndale Employment
Network
Chicago, IL*

partner Liz Claiborne said that the public expects companies to take a public stand on social issues. CDTech partner American Apparel specifically cited supporting community organizations as a part of being a good corporate citizen. North Lawndale Employment Network's (NLEN's) partner, Advocate Bethany Hospital, made specific reference to

business's role in addressing quality-of-life issues for underserved people. The hospital has a strong ethic of being committed to quality-of-life issues that directly have an impact on the local area. These guiding values translated into the integration of social and business objectives. The hospital's role as a good corporate citizen included providing good jobs and a supportive working environment as well as community prevention and education programs, such as for teen pregnancy prevention, healthy births, asthma control, and senior citizen outreach.

However, strong social values formed only a part of what defined the business role in these projects. **Businesses were most engaged when the project not only tapped into shared social values, but also met a key business need, and when business engagement was helpful to the nonprofit's operations and added value for them. Businesses were more likely to get involved and stay involved if they could directly link the project to business priorities (business value-added), community need (values), and nonprofit priorities (nonprofit value-added).**

Two examples: MYTURN's partnership with manufacturing firms Accurounds and GTR Manufacturing and Citizen Schools' partnership with Hale and Dorr flourished. This was due in part to the corporate and individual values driving the partnership and the projects' connection to key business priorities (community investment and workforce development). In addition, the role of each business partner was clear and measurable, and helped the projects achieve their strategic objectives related to youth development, education, and workforce preparation. When a business's priorities and roles were less clear and corporate values unknown, assumed, or unexplored, engaging businesses proved more difficult (as in the case of North Florida Educational Development Corporation, Friends United, Community Film Workshop of Chicago, and Youth Tech Entrepreneurs).

Ultimately, when values and value-added aligned, business engagement was strongest. For example, the NLEN/Advocate Hospital Systems partnership provided significant value to the hospital systems. Advocate Bethany Hospital has experienced a turnover of 50% per year in physical plant maintenance positions, at a cost of about \$17,000 per turnover. NLEN placed 12 ex-offenders in maintenance and food service jobs at the hospital. With NLEN expertise and support, the hospital achieved 100% retention. Advocate representatives noted the high productivity of these employees. At the same time, the partnership would not have flourished without the openness and commitment from throughout all levels of the organization to "doing the right thing" in addressing the needs and opportunities of ex-offenders in its community.

By year three and the third institute (November 2003), partners articulated new, more sophisticated ways of conceptualizing the role of business and provided evidence of the new value proposition at work:

More business partners had moved from merely opening doors to nonprofit partners and a general sense of the potential in partnering to a clearer understanding about the specific value these partnerships added to the business, to the nonprofit, and to the community.

- Some businesses also had begun to change the way they operated. For example, business partners of FIELD came to understand the benefit of sharing the workforce with other businesses and succeeded in extending the work year for many migrant workers. Other business partners made changes in workflow procedures to improve the quality of life for employees or to address gaps in communication between management and workers.
- Some business partners not only understood and believed they had a role in addressing quality-of-life issues for employees, but also had opened their doors to groups they had

not accepted before the community partnership (most notably the hiring of ex-offenders, as in the case of NLEN's partnership with Advocate Hospital System or providing internships for at-risk youth through Citizen Schools and Southend Community Services).

Exhibit 5: Continuum of Practice: From Coexistence to Partnership illustrates a spectrum of businesses' roles and behavior reported in the cluster and includes brief descriptions of how business addresses six simple decision points across the continuum. In effect, the continuum suggests that business decisions -- about the type of activity, communication, planning and decision-making, the amount and type of resources, commitment/leadership, and equality of partners -- may have a considerable impact on the quality of the partnership.

Exhibit 6: Growth and Change in Business Community Partnerships tracks partnership growth along the continuum for the nine Learning from the Leaders projects and includes brief examples of each stage of the continuum. All the partnerships in this cohort of projects progressed on the continuum, though each had unique obstacles to overcome along the way and started at different stages. These were linked to early business decisions, some of which are reflected in the continuum.

In the end, **most projects reported that businesses changed the way they thought about their role, about nonprofits, and about partnering with nonprofits. In turn, nonprofits changed how they thought about what motivates businesses to engage in community issues and how nonprofits can best tap into this motivation.** Most nonprofit leaders wistfully hoped to progress to the far right end of the continuum – highly involved collaborative business-community partnerships based on mutuality and focused on the economically isolated people they served. While most partnerships progressed along the continuum during the Foundation's imitative, the majority of the projects' business-community partnerships fell somewhere in the middle.

The following section on the characteristics and constraints of partnerships provides insight into what it takes to advance along the continuum of practice.

EXHIBIT 5 CONTINUUM OF PRACTICE: FROM CO-EXISTENCE TO PARTNERSHIP

Examples of “making active business decisions which respect, nurture, and strengthen the long-term health and vitality of community...”

DECISION POINT	CO-EXISTENCE	COOPERATION	COORDINATION	COLLABORATIVE BUSINESS-COMMUNITY PARTNERSHIPS
TYPE OF ACTIVITY	<ul style="list-style-type: none"> Mutually exclusive goals and roles 	<ul style="list-style-type: none"> Short-term transactions meeting immediate objectives for one group or another (corporate cash for community service) Activities of limited, single focus to meet key business need 	<ul style="list-style-type: none"> Expanded self-interest Multidimensional project activities— with a sense of longer-term consequences to meet business’s and nonprofit’s needs 	<ul style="list-style-type: none"> Inclusive mutual goals and roles Activities on broad scale with long-term vision Value-based and value-added propositions
EFFECTIVENESS OF COMMUNICATION	<ul style="list-style-type: none"> Minimal Respond to requests 	<ul style="list-style-type: none"> Attend periodic meetings Task-based communication Updates on transactions Problem-solving 	<ul style="list-style-type: none"> Regular meetings Beginning to “crack the code”— learn the language and culture of potential partners Share ideas, “tools of the trade” Set standards for coordinated action Understand supply-and-demand chains of each potential partner Regularly scheduled meetings for on-going communication and relationship building 	<ul style="list-style-type: none"> On-going formal and casual communication based on relational assets and earned trust
PLANNING & DECISION MAKING	<ul style="list-style-type: none"> Autonomous internal decision-making 	<ul style="list-style-type: none"> Project-based planning and decision-making by operating staff 	<ul style="list-style-type: none"> Investment in research and development for joint ventures Co-created programs Tactical planning and team decision-making for continuous improvement 	<ul style="list-style-type: none"> Shared decision-making Joint undertaking Strategic objectives are established and results monitored/reported by and for partners Focus on changes in policy, practice, and outcomes
AMOUNT & TYPE OF RESOURCES	<ul style="list-style-type: none"> Typically independent funding streams Little or no common base of human resources & materials 	<ul style="list-style-type: none"> Corporate philanthropy to a thankful nonprofit beneficiary, e.g., financial help, donation of products/ services— often one-time transactions 	<ul style="list-style-type: none"> Flexible “on-tap” sharing of resources— human, capital, and material 	<ul style="list-style-type: none"> Focus on organizing resources for sustainability and growth
COMMITMENT/ LEADERSHIP	<ul style="list-style-type: none"> No vertical integration Point of contact in corporate “giving” office 	<ul style="list-style-type: none"> May participate in one-time events (panel speaker, etc.) 	<ul style="list-style-type: none"> Aware of the need for vertical and horizontal integration of staff and leadership to be successful 	<ul style="list-style-type: none"> Top company and nonprofit leaders engaged, knowledgeable, and supportive of the partnership Dedicated staff
EQUALITY OF PARTNERS	<ul style="list-style-type: none"> Each is a “tub on its own bottom” Culture of “reticence” among nonprofits “Culture of power and profit” in business 	<ul style="list-style-type: none"> Nonprofits seek business assistance Businesses “help” nonprofits 	<ul style="list-style-type: none"> Establishing new “value proposition,” value exchange/value-added dimension 	<ul style="list-style-type: none"> Established relationships Shared responsibility and accountability

EXHIBIT 6: GROWTH AND CHANGE IN BUSINESS-COMMUNITY PARTNERSHIPS

Based on Assessment of Available Data and Criteria from Learning from the Leaders Cohort (1-9) in 2001 and 2003

PROGRAM EXAMPLE OF PARTNERSHIP STAGE	PARTNERSHIP STAGES	GROWTH IN BUSINESS-COMMUNITY PARTNERSHIPS AMONG LEARNING FROM THE LEADERS COHORT
<p>On the Cusp of Collaboration: Citizen Schools expanded exposure and opportunity for young people to learn about the professions by working within businesses in several sectors, including legal, business, technology, and architecture. Business shared ideas and tools of the trade and helped set standards for coordinated action.</p>	Collaboration	
<p>Expanding Access: NLEN expanded a training and advancement partnership placing ex-offenders in jobs in a hospital. This was a breakthrough for both partners, building on the concept of shared values and value added.</p> <p>Asset Development: CDTech created the first employer-based Individual Development Accounts in the country. American Apparel is one of five participating businesses offering IDAs help employees save and create assets.</p>	Coordination	
<p>Employer Support Goodwill dedicated staff and resources to supporting retention and advancement of low-wage workers by supporting both clients and employer. This met key business needs for Manpower.</p>	Cooperation	
<p>New Income Opportunities Tapetas de Lana teaches traditional crafts such as hand spinning, natural dying, and weaving to create new income opportunities in two rural and mostly low-income counties in New Mexico. Mentoring and leadership skills prepare workers for further employment.</p>	Coexistence	

- | | |
|---|---|
| 1. MYTURN, Brockton, MA | 5. North Lawndale Employment Network, Chicago, IL |
| 2. Family Violence Prevention Fund, San Francisco, CA | 6. FIELD, Bakersfield, CA |
| 3. Citizen Schools, Boston, MA | 7. Goodwill/Chamber, Shreveport, LA |
| 4. Share Our Strength, Hartford, CT | 8. CDTech, Los Angeles, CA |
| | 9. WIRENet, Cleveland, OH |

3.3 THEME #2: CHARACTERISTICS AND CONSTRAINTS OF PARTNERSHIPS

All effective business-community partnerships shared a common set of “new business essentials” for preparing to engage in partnerships and for leading and managing effective partnerships. These include “readiness factors” and a specific framework for continuous improvement. Taken together, these elements, drawn from direct experience, were central to advancing the partnerships. At the same time, project and business partners alike identified several specific constraints and challenges to partnership development. All are summarized and illustrated with voices from the field in this section of the report.

READINESS FACTORS

There is a set of “readiness” factors that make a successful partnership more likely. These factors tend to either facilitate or constrain the advancement of business-community partnerships on the continuum of practice. Chief among them are the following four characteristics shared by the Learning from the Leaders cohort:

- A conviction that existing systems (such as workforce development, education, welfare, and programs for new immigrants) are badly flawed and require fundamental change and the knowledge/belief that no one sector can go it alone when addressing conditions affecting economically isolated people and communities.
- Credibility and legitimacy of the lead community agency and the business partner to speak with authority and become respected sources of information about problems and potential solutions.
- A commitment of both partners to invest adequate staff and resources in the partnership with a sense of shared values and agreement on what value can be added.
- A core leadership that can articulate the shared vision and initiative, build a constituency, manage the partnership, garner resources to support and sustain partnership goals, and evaluate progress.

Exhibit 7: Stage 1: Readiness Factors identifies the readiness factors and what happens when any of them are missing. Novice partnerships often suffered from confusion over shared vision, roles, and responsibilities. Likewise, the initiative would not be able to attract or leverage sufficient resources if there were questions about the legitimacy or credibility of one or more partners. Frustration over a lack of resources or a vivid commitment was not uncommon among struggling partnerships. When combined with limited or shifting leadership and management, partnerships often stalled. The least successful partnerships found that they were missing one or more of these key elements.

EXHIBIT 7: BUSINESS ESSENTIALS FOR LEADING AND MANAGING BUSINESS COMMUNITY PARTNERSHIPS

Stage 1: Readiness Factors

Shared Vision for Change	+	Credibility & Legitimacy of Partners	+	Commitment to Invest in Partnership	+	Core Leadership & Management with Resources	=	Ready for Partnership Development
	+	Credibility & Legitimacy of Partners	+	Commitment to Invest in Partnership	+	Core Leadership & Management with Resources	=	Confusion & No "Case" for Partnership
Shared Vision for Change	+		+	Commitment to Invest in Partnership	+	Core Leadership & Management with Resources	=	Little Known= Little Leverage
Shared Vision for Change	+	Credibility & Legitimacy of Partners	+		+	Core Leadership & Management with Resources	=	Frustration About Lack of Resources
Shared Vision for Change	+	Credibility & Legitimacy of Partners	+	Commitment to Invest in Partnership	+		=	Standstill

BUSINESS ESSENTIALS FOR LEADING AND MANAGING EFFECTIVE PARTNERSHIPS

The Learning from the Leaders study also revealed a framework for continuous improvement. The following characteristics of effective business-community partnerships were articulated by both businesses and nonprofit partners:

- Ensuring a good match and building trust before making a commitment.
- Framing expectations and reciprocal values with clarity.
- Learning the language and culture of partners and demonstrating consistent, coherent messages.
- Building relationships and tapping into the power of the personal motivations and core values of individuals and the business or organization.
- Establishing an evaluation plan at the start of the working relationship.

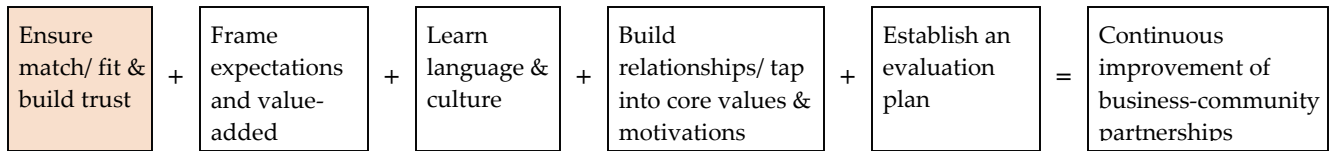
Exhibit 8: Stage 2, Continuous Improvement identifies the essential elements for leading and managing business community partnerships. The graphic illustrates what is likely to happen when any one business essential is missing. While we recognize the limits of any framework or model, the project participants' voices and experience suggest that, at a minimum, these elements are indeed necessary for success. Struggling partnerships demonstrated false starts, poor sustainability, negative experiences, miscommunication and resentment, limited productivity, and a plateau in improvement. As with the readiness factors, the least successful partnerships would find they were missing more than one of these key elements. With more of them in place, the chances for advancing along the Continuum of Practice rise as well. The discussion that follows uses examples from the Learning from the Leaders cohort to demonstrate the value of this approach in leading and managing partnerships. Each element is then summarized with a "Partners Checklist."

EXHIBIT 8: BUSINESS ESSENTIALS FOR LEADING AND MANAGING BUSINESS COMMUNITY PARTNERSHIPS

Stage 2: Continuous Improvement

Ensuring the Match & Building Trust	+	Framing Expectations & Value Added	+	Learning Language & Culture for Joint "Ownership"	+	Building Relationships Tapping Core Values & Motivations	+	Evaluation	=	Continuous Improvement of Partnership
	+	Framing Expectations & Value Added	+	Learning Language & Culture for Joint "Ownership"	+	Building Relationships Tapping Core Values & Motivations	+	Evaluation	=	False Start, Poor Sustainability
Ensuring the Match & Building Trust	+		+	Learning Language & Culture for Joint "Ownership"	+	Building Relationships Tapping Core Values & Motivations	+	Evaluation	=	Negative Experience, Lack of Clarity
Ensuring the Match & Building Trust	+	Framing Expectations & Value Added	+		+	Building Relationships Tapping Core Values & Motivations	+	Evaluation	=	Bogged Down in Jargon, Miscommunication, & Resentment
Ensuring the Match & Building Trust	+	Framing Expectations & Value Added	+	Learning Language & Culture for Joint "Ownership"	+		+	Evaluation	=	Limited Meaning & Productivity
Ensuring the Match & Building Trust	+	Framing Expectations & Value Added	+	Learning Language & Culture for Joint "Ownership"	+	Building Relationships Tapping Core Values & Motivations	+			Plateau

ENSURE A GOOD MATCH BEFORE MAKING COMMITMENT



“Philosophically, we think alike [we think like FIELD]... we can relate to the kind of benefit [the partnership] will have for employees, especially in agriculture.”

Director of Human Resources,
Bear Creek Rose Corporation, Partner, FIELD

Almost all stakeholders interviewed as part of the Learning from the Leaders survey mentioned the importance of the partnership “fit” – Was it a good match? Were mission and goals

aligned? Did “good ideas click?” This is no different from the reason any two people or entities connect – shared values and beliefs, the potential for adding value, aligned goals, and common practices. At the same time, the alignment process involved critical thinking, analysis, and self-reflection on all sides.

For nonprofits, the key was to know their cause, their business, their theory of change, and as much as possible about potential business partners. For businesses, the key was determining what they wanted to accomplish, what they brought to the table, and what they wanted or needed from the nonprofit partner.

SAN FRANCISCO, CALIFORNIA

Family Violence Prevention Fund’s (FVPPF) business partners went through a deliberative process to determine how and with whom to partner. For example, Blue Shield California decided to create a focused public service program in 1995. Originally, Blue Shield selected two nonprofits to work with, but the match was right with FVPPF. They were the leader in their field, demonstrated what they could bring to the table, and proved their capability. This relationship is supportive and synergistic. FVPPF shares materials and information and Blue Cross puts its name -- and reputation --on it. A Blue Cross representative had this to say: “It’s a two-way street of opportunity and access. We lead at different times and share expertise. It’s not static. We are looking to evolve the activities of the partnership. FVPPF continues to demonstrate their value. They remain credible partners for us.”

In another example, the Arizona Republic decided to focus on domestic violence in 1998. The city issued a \$1 million challenge grant to put more money into shelters. The paper ran a series of related news editorials and ads. “The response from the community showed we could do more than just report news...that we can be a part of the solution,” according to an official from the paper. In 1999, The Republic decided to do more in this area and spent a year studying programs, funding, sources, and other aspects of the issue. It was frustrated because a lot was going on but no one knew where the programming or funding gaps were. The match with FVPPF and connection to local advocates and service providers was a good fit. The partnership could make more happen collectively than separately.

An equally important part of this alignment process was for partners to define a shared vision and set strategic goals for moving from the current situation to the desired state. To improve the likelihood of success, business-community partnerships need to frame their purposes, principles, and values with clarity. Nonprofit partners tended to focus on why and how they assessed, defined, and engaged businesses. Businesses tended to focus on determining how to target their corporate citizenship efforts – what kinds of investment should they make and with whom?

BOSTON, MASSACHUSETTS

Citizen Schools' efforts to use after-school programs, including apprenticeship experiences in selected business sectors as a means to improving educational and other outcomes for middle school youth was an excellent fit for the Hale and Dorr Law Firm. Citizen Schools' co-founder Eric Schwarz had a well-established reputation from his days at City Year, another innovative Boston nonprofit. Co-founder Ned Rimer was a long-time teacher with extensive experience and expertise in experiential learning methods. Citizen Schools also had a reputation as among Boston's most pro-active nonprofits. Their model was considered cutting edge because of its focus on apprenticeships and the natural opportunity for corporate volunteers to become involved. As Citizen Schools' Stephanie Harden recalls, "[Hale and Dorr] did incredible due diligence. (The firm) researched us. They got to know us, and ultimately came to believe that we were poised to change the face of after-school education. I think also they had confidence in our leadership team and in our ability to fully leverage both their financial support and their volunteers to make change for young people."

Citizen Schools' staff cultivated a relationship with Hale and Dorr before the firm's offer. They researched and analyzed its views on corporate citizenship, philanthropy, and volunteering. "There was a clear commitment from the law firm's senior level," says Citizen Schools' Anuradha Desai. "Early on the senior partners at Hale and Dorr decided they wanted to be much more involved than simply sponsoring a table, for example, at a fund-raising dinner. They wanted to be strategic in their philanthropy. And we wanted to be strategic in our partnership development."

Through this and other experiences, Citizen Schools recognized that many corporations want to do more than just write a check. They back their commitment with other resources – volunteers, time, attention, recruiting other law firm or businesses to the task. They want to see how their investment can make a difference in the community.

Citizen Schools realized the importance of "being strategic" in making the match and working with corporate partners. Staff conduct thorough research to understand how a potential partner defines corporate citizenship, community service, volunteerism, and philanthropy, and they customize their approach to the business. The process does not end there. Rather it is an on-going process of defining the partnership's parameters and adapting over time to maximize the fit and productivity.

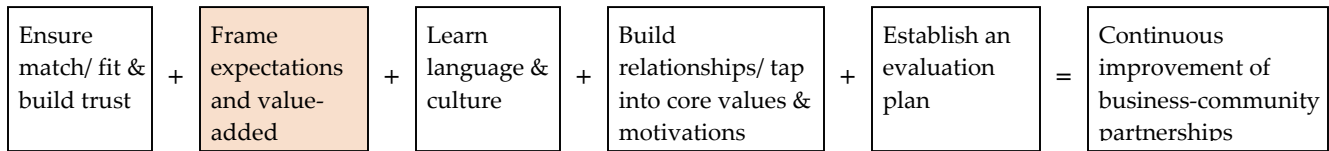
The alignment process did not end with upfront research, analysis, vision, and goal-setting. Partners that successfully moved beyond discovery and courting toward implementation and sustainability shared other characteristics as well. These partnerships were marked by flexibility and adaptability aimed at improving the alignment between partners – to maximize "the fit" over time.

PARTNERS CHECKLIST

ENSURE A GOOD MATCH BEFORE MAKING COMMITMENT – KEY FEATURES/ELEMENTS

- **Invest in research and analysis: Determine what you want to accomplish, what you bring to the table, and what you want from your partners.**
- **Position your organization**
 - **For nonprofits: Describe your program model/approach and what makes it unique; establish a track record that sets you apart from the pack.**
 - **For business: Know your resources, expertise, and competence and how you want to use them.**
- **Define shared vision and set strategic goals**
 - **For nonprofits: Determine why and how you will involve businesses.**
 - **For business: Determine what kinds of investments to make and with whom.**
- **Have the flexibility to maximize fit.**

FRAME EXPECTATIONS AND RECIPROCAL VALUE WITH CLARITY



Adalet Human Resources Manager understood the value of partnering with WIRENet – how it could help her save time and improve hiring and retention practices. But she explained that “I would never have known much about WIRENet if they hadn’t reached out to me – and told me what was involved and all [they] could provide.”

The most effective partnerships articulated expectations, reciprocal value, and mutual benefit clearly and coherently. For nonprofits, this often meant being crystal clear about what they wanted businesses to do and the benefit to them, to participants, and to the nonprofit. In

BOSTON, MASSACHUSETTS

Citizen Schools makes its case to potential business partners by sharing their vision and explaining the benefits of its apprenticeship program. They emphasize the opportunities for leadership, professional development for the partners’ staff, networking, and community involvement. Citizen Schools works to understand each potential partner’s corporate structure and interest in service. Potential partners are invited to attend “WOW!” events or visit Citizen Schools’ campuses to see the program in action. Outreach and cultivation, along with a clear follow-up plan, are essential.

addition, the most effective nonprofit partners were able to demonstrate how their organizations could assist business. They showed how they would meet a specific business need or address a problem.

This meant offering multiple opportunities for businesses to

get involved, with different time commitments and different levels of involvement. The nonprofits engaged businesses at multiple levels, from the grass roots to top leadership, and offered multiple types of involvement – financial, volunteers, program design, and governance.

On the other side, effective business partners were quickly able to see how nonprofits could fill a niche for them, meet a need, or mend a gap. They were also willing to bend, change, and adapt to facilitate this process. Bear Creek Rose Corporation, one of FIELD’s business partners, explains it this way: “We hope the partnership will

BOSTON, MASSACHUSETTS

Citizen Schools makes participation easy. Businesses and their employees make a finite time commitment of only 10 weeks. Students often are brought to the work site for their apprenticeships. Staff members provide volunteers with well-structured training and consistent support during the apprenticeship.

CLEVELAND, OHIO

WIRENet makes it easy for companies to get involved by offering multiple opportunities with different time commitments and different levels of involvement. Gretchen Schultz of WIRENet says, “It’s important to offer multiple opportunities because no one opportunity may be best suited for all companies.” Most of WIRENet’s partners are small to medium-sized businesses. The time or resources they can commit to projects may be limited. WIRENet focuses on showing these businesses the way they *can* get involved.

supplement our needs. Rio Bravo Tomato [another business partner] has a peak season that is our off-season. There is a clear value in partnering and sharing the workforce [with FIELD's assistance]. We've also learned what our employees want, and this is an opportunity for development. We need them to do a higher-level range of activities. It's a win-win all the way around." Once Bear Creek Rose and FIELD clarified their needs and a reciprocal value (dealing with seasonal work and employee retention by sharing the workforce with other, compatible growers), they moved on to setting expectations and roles. FIELD's role as the nonprofit and intermediary naturally evolved into providing much-needed employee skill-building in basic math, literacy, and computer skills.

Businesses need to be clear with their partners about the results they want and how they need to see these results to sustain the project within their business. Business partners also need to be

clear with employees about their specific corporate citizenship strategy. In almost all cases, effective business partners moved their thinking beyond a focus on their business' financial bottom line to consider multiple bottom lines. These other benefits extended to social and environmental goals, and thus were better able to understand the partnership's value to the business.

WIRENet's partnership development process illustrates how communicating clear expectations and reciprocal value can lead to strong, sustainable partnerships aimed at improving the quality of life for low-wage workers. WIRENet staff explained that an important part of their approach is to communicate what WIRENet expects of business partners. They are clear about how much time is involved while trying as well to specify what WIRENET hopes to get out of the partnership and what the business will get out of the partnership. One staff person put it this way: "They have to see it's worth their time and effort if they're going to invest. We make sure they have a win on their side." The Human Resource Manager at Thermagon, one of

LOS ANGELES, CALIFORNIA

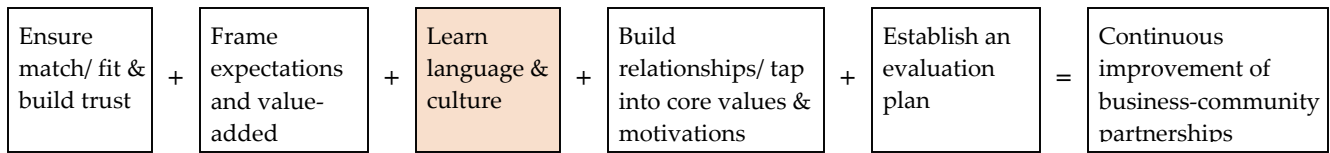
Companies responding to CDTEch's Worker Income Security Program (WISP) are civic-minded and entrepreneurial. They were also willing to take some reasonable risks in pursuit of longer-term benefits. They saw the value in the partnership, and saw CDTEch as an ally in creating benefits for employees that they could not provide on their own. These companies were as concerned with how WISP would help their workers as they were about the traditional business bottom line (i.e., how the partnership would help worker productivity and business profit). Employer participation in WISP turned out to be a self-selection process. It was a natural draw for companies that wanted to provide a better work environment for their employees. Both American Apparel and Suss Design consider themselves in long-term relationships with CDTEch and see the organization as a valuable resource, through both its network-building and its program development. The partnership with CDTEch fits directly into both business models – it is a way to expand the range of benefits available to employees *and* meet their corporate citizenship goals of making a difference in the community. CDTEch is also a source of information on issues common to apparel companies. For example, Suss Design called CDTEch for information on recent changes in workers' compensation, the new state requirement that businesses must provide health benefits, and new tax credits. "They keep me on top of what the government is doing that affects our business and our industry." The company was one of the first businesses to enroll in WISP and took advantage of the English as a Second Language, basic skills, and money-management classes, as well as the Individual Development Accounts. To businesses, the partnership could offer a significant benefit for his employees, far beyond what the company could afford to do on its own. According to one participating company leader, "How could you say no to that?"

WIRENet's partners, explained the firm's side this way: "You just try and find the [nonprofits] that are doing something you believe in, the company can believe in, and where the organization can provide something you need and vice versa -- where it can be a mutually beneficial relationship." WIRENet showed specifically what services it could offer businesses, including help with recruitment, hiring, retention, support through industry-based Learners' Groups, and training. And it did not hesitate to ask businesses what they needed in return.

PARTNERS CHECKLIST
FRAME EXPECTATIONS AND RECIPROCAL VALUE WITH CLARITY
KEY FEATURES/ELEMENTS

- **Focus on mutual benefit/ reciprocal value of the partnership. Find and articulate the win-win for partners and for economically isolated people and communities.**
- **Demonstrate the nonprofit organization's strengths and value-added and how it can meet a specific set of needs.**
- **Offer multiple opportunities and make it easy and convenient for business to become involved and engaged.**
- **Be clear about roles, what you want partners to do and what you can do, and what results you want to see.**
- **Demonstrate results, not just changes in the traditional economic bottom line and use those results to leverage more commitment and involvement from partners.**

LEARN THE LANGUAGE AND CULTURE OF PARTNERS AND DEMONSTRATE CONSISTENCY AND COHERENT MESSAGES



Through their partnership, WIRENet and Thermagon have come to understand the other very well. According to a Thermagon official, “(WIRENet) is very familiar with our business and what we do. They make a point of being involved, and we support what they’re doing in return. It’s almost like a friendship. It goes beyond that they provide a service and we use that service.” Like any good friendship, there’s trust in their relationship and a sense of mutual obligation.

BROCKTON, MASSACHUSETTS

In the first year of Accurounds’ partnership with MYTURN, Laurie Pacitto, Accurounds’ administrations manager, worked with the Brockton High School science department. She described the first year as treading water. The business and teachers got to know one another and talk one another’s language, but there was also a lot of frustration. They became bogged down in education terminology and trying to create a project. In meeting after meeting, it seemed they continued to spin their wheels. Laurie began to wonder why she had agreed to become involved. Though the partners eventually developed a project, Laurie did not think it tapped her substantive knowledge of manufacturing, and it did not meet Accurounds’ objective - providing access to a potential pool of qualified workers. In the 2nd year, GTR, another manufacturer joined the partnership. The partners acted on what they had learned about each other in the previous year. MYTURN linked Accurounds and GTR with the metal fabrication shop at a vocational school. Both business partners felt this matched well with their needs to access a potential pool of skilled workers), used their manufacturing expertise, and met the students’ and school’s needs too.

The Learning from the Leaders Survey demonstrated that an important management practice is the art and science of learning “partner speak.” This is the language that allows partners to move forward together with logic and goals, but also with compassion and respect. In all cases, effectively learning and acting on “partner speak” seems to be at the heart of effective relationship-building.

There are several aspects of this art and science: know your organization, do a “culture audit,” and then learn your partner’s language, culture, and practices. The most effective partnerships use this growing knowledge base to determine what each partner wants to achieve, and to explore strategies for working together to achieve these outcomes. In an atmosphere of equality and respect, partners are able to effectively explore critical questions about each other’s expertise, skills, and abilities, how each partner assesses opportunity and risk, and how each partner mobilizes resources.

Partners that begin to be fluent in partner speak then focus on the importance of regular, day-to-day communication. Learning this new language is a continuous process. Successful partnerships take steps to ensure success and a positive experience for all. For example, they develop worksites by providing supervisor training, engage in regular feedback to make continuous improvements, provide mentoring and support for employees participating in the project, and prepare participants for the experience through assessment, case management, and

mentoring. A genuine commitment to solving problems marks such partnerships, with learning and continuous improvement built into the process. As one respondent said, “we find out from our [business] volunteers what worked and what didn’t work for them, so we can continually refine our model.”

And finally, business-community partnerships need to constantly look for new ways to learn, communicate, and evolve. They continue to look for intersections and the next win-win. In the process, they are open to change and learning from each other. The most sophisticated partnerships then tell their story to a broader audience to leverage their activities.

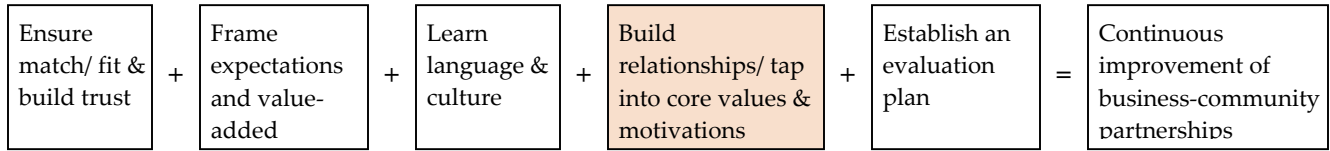
HARTFORD, CONNECTICUT

Southend Community Services and UPS needed to learn each other’s language at multiple levels. The Hartford UPS effort was one of eight school-to-career projects funded by the Annie E. Casey Foundation and in partnership with UPS. A critical part of the partnership development was the relationship-building process of the steering committee. Composed of active participants from the multiple organizations involved in the partnership (employers who hire youth, nonprofits who get them ready for work, and government agencies that provide social and financial support), the committee had a lot of work to do to learn each other’s language. Yet, regular meetings to delve into issues and explore solutions resulted in shared learning and innovation. The steering committee was only one piece of the puzzle. The active engagement of the partners “on the shop floor” at UPS constituted another critical element. Southend Community Services provided job coaches who worked on the training closely with the UPS supervisor. Another group, Youth Opportunity-Hartford, provided mentors. All these partners had contact with shop floor staff and were involved with youth every day. As a result, the mentors and job coaches got a concrete understanding of UPS work requirements, and UPS supervisors could better understand the youth’s strengths and their need for support and opportunity.

PARTNERS CHECKLIST
LEARN THE LANGUAGE AND CULTURE OF PARTNERS AND
DEMONSTRATE CONSISTENCY & COHERENCY OF MESSAGES
KEY FEATURES/ELEMENTS

- **Learn each other’s language, culture, and decision-making processes. Language and orientation matter.**
- **Build on strengths and build capacity by tapping into partners’ unique competencies and areas of expertise.**
- **Ensure regular, on-going communication by designating a person at both the nonprofit and business to lead and manage the effort. A day-to-day manager is as important as a champion.**
- **Ensure a positive experience for all through support of and investment in participants.**
- **Identify and solve problems jointly to sustain the partnership and move it forward**
- **Continue to look for intersections, areas of mutual interest, and the next win-win to sustain the partnership over time.**

TAP INTO THE POWER OF THE PERSONAL MOTIVATIONS AND CORE VALUES OF INDIVIDUALS AND THE BUSINESS/ORGANIZATION



“It gave me a chance to rekindle my enthusiasm for work and for getting involved in the community. At the end of the year, the students did a presentation for us and you could feel their anxiety and excitement. It moved us to tears.”

Director of Manufacturing, GTR Manufacturing
Partner, MYTURN, Brockton, MA

Businesses are made up of people. And these individuals have underlying and personal motivations for engaging in altruistic efforts. Understanding that helped nonprofits catalyze

HARTFORD, CONNECTICUT: TAPPING INTO CORPORATE VALUES
UPS had both practical and altruistic interest for engaging in the partnership with Southend Community Services. The company had a high turnover rate and a continuous need for workers. But it also had strong, long-standing altruistic goals. The corporate culture values and rewards community involvement with a focus on results. Southend Community Services built on that motivation.

partnerships and increase the activity and intensity levels of the businesses involved. In some cases, a corporate culture had long supported altruistic efforts. Good corporate citizenship was a core value embedded into many aspects of the business.

In other cases, such as with family-owned businesses, personal motivations spring from strong social roots in the community that drive their business’ commitment to community and civic responsibility. NLEN partner Jakacki Bag and Barrel is a family-owned business that has involved three generations.

The business has been a part of the North Lawndale community for 20 years. “My grandfather (who started the business) always wanted to help people,” says Debra Jackaki. She describes her family’s strong social commitment and says that it has always acted on the belief that business is a part of the community and has a responsibility to support the people in it. In such cases, the corporate citizenship projects offered these businesses a way to act on values that were always there.

LOS ANGELES, CALIFORNIA: TAPPING INTO SOCIAL ROOTS

CDTech learned that many family-owned businesses’ strong social roots in the community go beyond the business itself. The owners and their families had grown up or lived in the community for many years. They recognized the importance of employees to the financial well-being of their business. The employers who really picked up on CDTEch’s WISP program already had a strong social commitment to the community and a sense of civic responsibility. CDTEch helped this support and connection grow by using its newsletters to highlight socially responsible businesses that bring their civic values to the workplace.

For many working day-to-day on projects, the “tear factor” – the profound sense of affecting another human being’s life for the better – was a basic driving force of the partnership. This

was often coupled with an invigorated sense of meaning at work, improved relationships and communication with others in the workforce, and connections where none had existed before.

BOSTON, MASSACHUSETTS: MAKING A DIFFERENCE IN ANOTHER'S LIFE

Liberty Mutual staff care deeply about the children they meet through the Citizen School apprenticeship program. Staff members said they cried as certain students overcame hurdles, made progress, and participated in mock trials at the end of the program. One staff person said, "It had us in tears when one parent got up at the end and thanked us for the impact we had had on her child and the other children in the class." Some of the most powerful rewards are personal, and this is often the case when people commute long distances to work and have little time for meaningful engagement of this sort in their "home" communities. The value of the "feel good" factor should not be underestimated as a motivating factor for business.

For example, initial partnership meetings with Family Violence Prevention Fund had a profound impact on The Arizona Republic's CEO. She took the domestic violence issue to heart and her commitment and leadership led to an effective partnership. It resulted in the development of a formal domestic violence policy at the newspaper as well as increased resources targeted to domestic violence. In addition, given the nature of the business, The

Arizona Republic decided to devote ad space to Domestic Violence Awareness Month and ran a series of editorials, including a four-part series that followed a woman through a shelter.

Tapping into these motivations and values was crucial to many projects. By doing so, the project nurtures the leaders and employees who participate. Do the partners value and invest in key stakeholders' training,

knowledge, awareness, and professional development? In these cases, the partners were able to truly tap into the power of personal motivations and corporate values so the partnership could flourish.

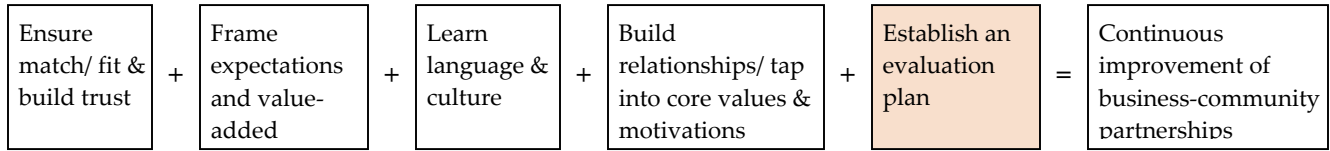
CHICAGO, ILLINOIS

Advocate Bethany Hospital decided to get involved with the North Lawndale Employment Network (NLEN) based on human resource specialist Brenda Mitchell's personal commitment to the community. Brenda defines corporate citizenship as being committed to quality-of-life issues. She is at Bethany Hospital because it is a place where she can change lives and where the community is underserved. The partnership with NLEN tapped into her personal motivations and was in sync with the hospital's values. Yet it was the investment in and nurturing of this relationship with Brenda, and demonstrating the role she could play helped to take the partnership to the next level.

**PARTNERS CHECKLIST
TAP INTO THE POWER OF THE PERSONAL MOTIVATIONS AND
CORE VALUES OF INDIVIDUALS & THE BUSINESS
KEY FEATURES/ELEMENTS**

- Discover the underlying and personal motivations for business engagement that go beyond making the "business case."
- Tap into specific motivations and values and nurture and support key stakeholders in the partnerships.

ESTABLISH AN EVALUATION PLAN



We added this element to the new business essentials not because there were terrific examples from the field, but rather because there were so few. Almost without exception, the partnerships spoke of the importance of measuring and reporting outcomes: “Results are critical.” But while widely acknowledged as an essential element for success, few projects expressed confidence in their evaluation capacity. Fewer still shared details of their reporting or documentation systems.

PARTNERS CHECKLIST ESTABLISH AN EVALUATION PLAN KEY FEATURES/ELEMENTS

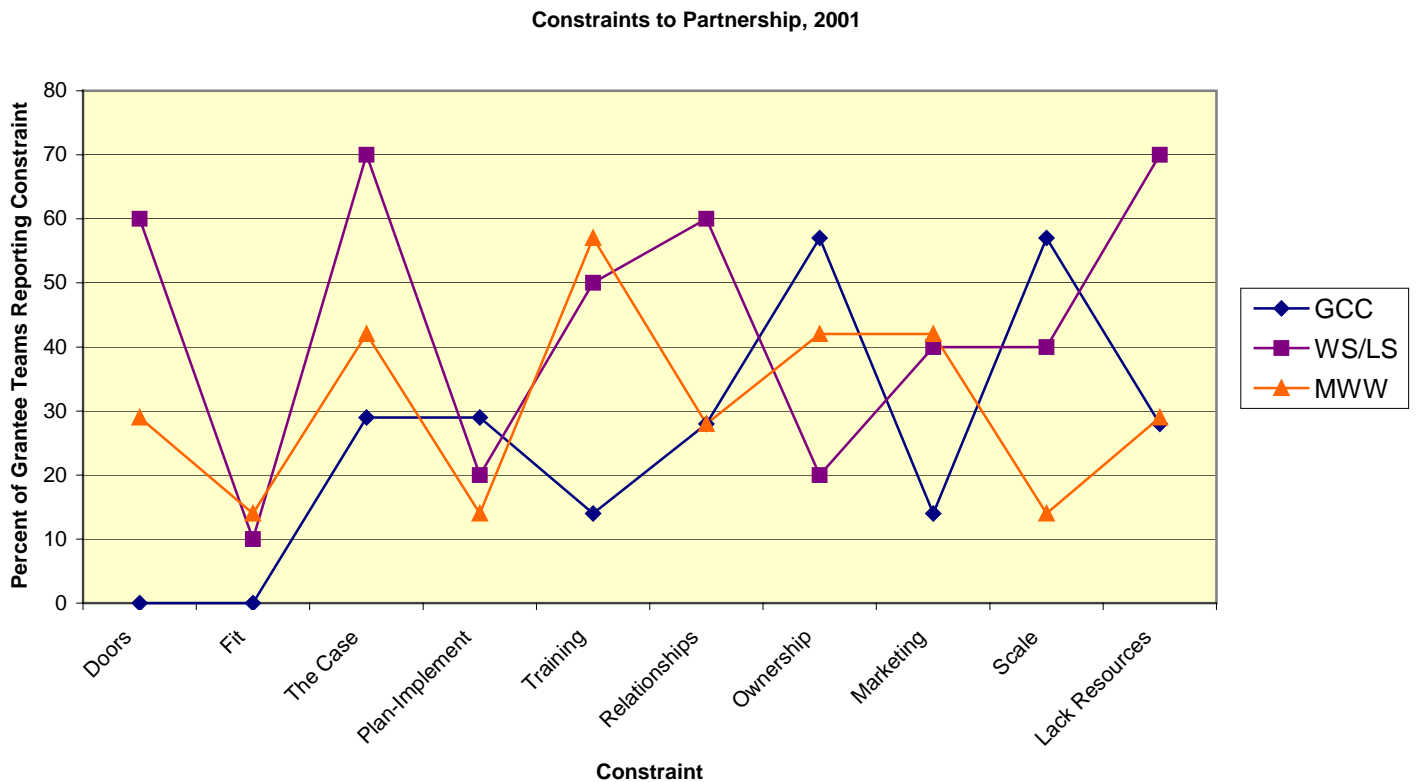
- Agree on “success” factors and outcome measures for participation in programs and for the partnership itself.
- Determine roles and responsibilities for documenting progress and outcomes.
- Establish a timeline and a method for sharing and using results for continuous improvement.

COMMON CONSTRAINTS REPORTED BY GRANTEES AND BUSINESS PARTNERS

WIDE-ANGLE LENS 2001 – ALL PROJECTS

As the framework of business essentials suggests, project sponsors identified several challenges to developing partnerships. These include connecting with businesses and making the business case; moving from planning to action, providing the necessary support and training to business partners and underserved clients; building relationships and solid communication patterns; developing a long-term commitment, going to scale; and securing adequate resources to succeed.

The following table summarizes the constraints to partnerships as reported in the Learning Benchmark Survey by projects early in the development process in November 2001. The graphic below cites the percentage of project teams noting that factor.



GCC (N=7 teams)
 WS/LS (N= 10 teams)
 MWW (N = 7 teams)

There were many similarities and trend lines. However, there also were important differences across the three initiatives. These included:

- **Global Corporate Citizenship partnership challenges focused on developing long-term ownership and commitment, expanding the number of participating businesses, and deepening their involvement.** This may simply reflect where these projects were in the grant life cycle. As the first initiative funded, GCC projects were approximately two years into the initiative by 2001. The longer-term nature of the challenges faced by GCC partnerships may also be the result of the different focus of these projects and their direct connection to businesses and corporate citizenship as a concept. Many WS/LS and MWW projects had to “catch up” on corporate citizenship. They operated in different fields (entrepreneurial youth development for WS/LS, workforce development for MWW).
- **Constraints common to the Work Skills/Life Skills initiative included these five challenges to partnership development: 1) Opening doors and making connections. Some called this the simple challenge of “finding businesses”; 2) Making the case to businesses; 3) Building relationships and communication; 4) Providing training and support to both businesses and youth; and 5) A lack of resources (time, funding, etc.).** The fact that WS/LS projects were interviewed earlier in the project life cycles may explain the larger number of problems cited. In addition, many WS/LS projects were connected to schools, which do not have long and strong histories of connecting with businesses, making this part of the work more difficult. WS/LS projects also had the sometimes daunting task of trying to make the case for businesses to open their doors to underserved youth. Many found themselves having to challenge stereotypes and biases in the process. Some organizations also had to work hard to dispel business stereotypes about schools and school stereotypes about business. This may explain why a significant number of project leaders cited the challenge of building relationships and communication with businesses and the challenge of providing appropriate training and support to businesses, school staff, and youth to ensure success. Many of these project sponsors had particular expertise in working with underserved youth. Businesses relied on them to offer them knowledge, training, and support to better understand youth participants: Who were they? What were their strengths, their needs? What could the business expect of the youth involved? What support and opportunities are needed for such youths to succeed?
- **With one exception, responses from the Making Work Work projects covered difficulties fairly equally across the board. There was a slight tendency to focus on the challenges of a partnership’s initial stages -- opening doors, making the case, relationship-building, and developing ownership and commitment -- which made sense, since the initiative was just starting out in 2001. But more than half of the projects said that the need to provide training and support to business partners and low-wage workers was a problem. Businesses expected such training and support because it believes the nonprofit has expertise with the participating population. As with WS/LS, businesses relied on nonprofit partners to know what support and opportunities low-**

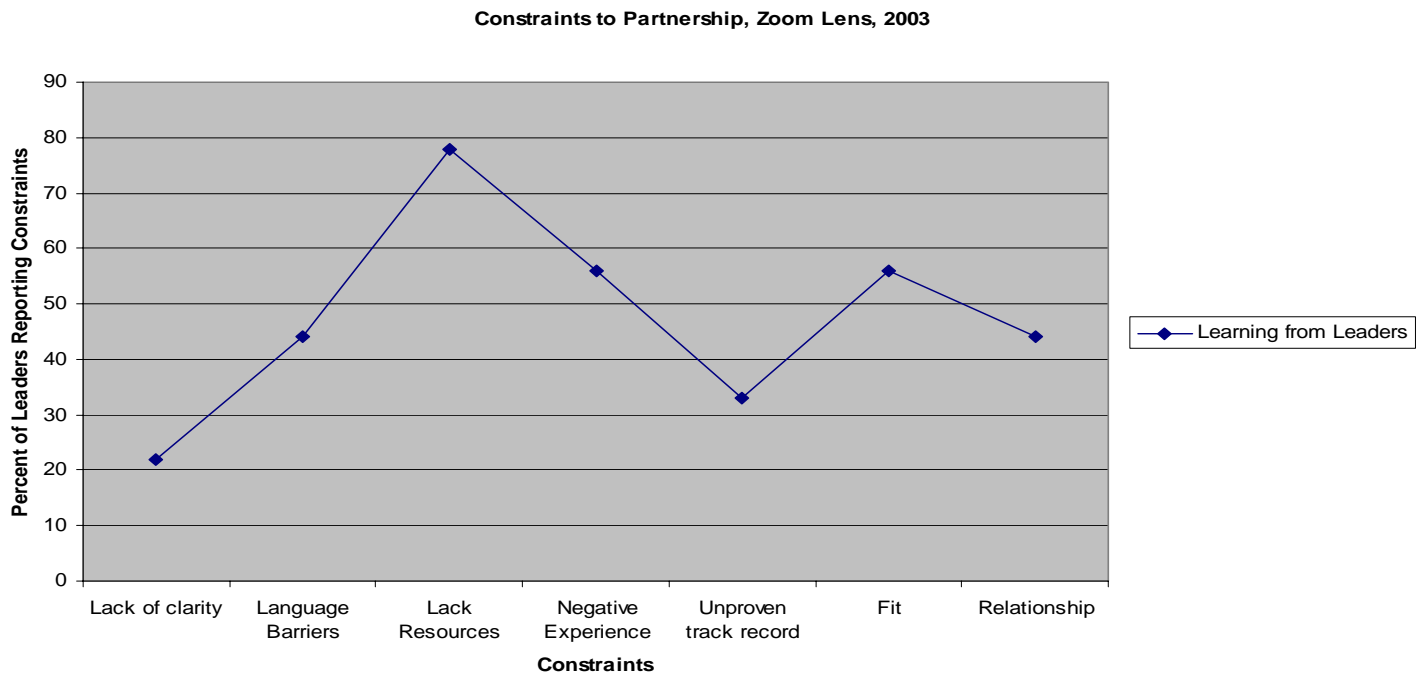
wage workers need to succeed. The nonprofit partner was expected to fill this gap for the business, to be their human resource arm and provide the assessment, case management, and training the business did not have the resources to provide in-house. In addition, in some cases, business partners relied on nonprofits to provide training and support to help supervisors better understand low-wage workers and what they need to succeed. Again, this was sometimes a daunting task for nonprofit partners and a potential limit upon partnership development.

Across all three initiatives, only two projects cited developing selection criteria and determining a fit with business partners as a problem in 2001. This would change in the 2002/03 Learning from the Leaders survey.

ZOOM LENS, 2002-03, LEARNING FROM THE LEADERS COHORT

In 2002/03, the evaluation team examined constraints more closely through the Learning from the Leaders Survey. The survey also provided an important opportunity to capture the business perspective on key issues. Thirty-two business partners were interviewed in the survey. The results confirmed some of the core challenges. But they also revealed different issues – those of the greatest concern to businesses and more information about problems that surfaced as partnerships progressed through planning and implementation.

The following graph summarizes constraints as reported in 2002-03 by the Learning from the Leaders cohort only (N= 9 business-community partnerships). The discussion includes a qualitative analysis focused specifically on the 32 business partners interviewed.



Although some difficulties carried over from 2001 – such as relationship-building and providing adequate training and support to ensure a positive experience for all – there were

some differences in the types of challenges discussed in 2002-03. In part, this may reflect a growing sophistication. Partnerships were a year older and the focus was on the leaders. But for the first time, a significant number of business partners had different views about key partnership problems, which suggests that businesses may have a lower tolerance for “failure” and are cautious in assuming risks that arise from such projects. Specifically, business partners cited:

- **Inexperience:** A lack of experience and clarity around expectations, roles, and purpose of a nonprofit partnership.
- **A fear of negative experiences:** Many business partners interviewed said it was important to ensure a positive experience for the business. They worried that negative experiences or “getting burned” would limit their ability and interest in establishing future partnerships with nonprofits and local communities.
- **An unproven track record:** A nonprofit’s lack of a proven track record could be a big deterrent to partnership development. Business partners said time and again that they first looked for a nonprofit’s reputation and track record in the community.
- **A lack of time and resources:** Almost all business partners said one of their greatest challenges was finding adequate time and resources to commit to the corporate citizenship project at the level they thought necessary.

All of these constraints point to the difficulties inherent in partnership development. We asked project teams for metaphors to describe how their partnerships. Needless to say, not a single one came close to the balance and stability associated with a three-legged stool. The problems cited by business leaders may explain why.

OUR PARTNERSHIP HAS GROWN AND DEVELOPED LIKE ...

A moth – I’d like to say butterfly, but it is too soon to tell. Both start out life kind of ugly and get worse through metamorphosis. The moth ends up as frog bait and the butterfly is admired.

A forest...But the change was fast and substantial. The change has slowed and it is becoming hard to see the trees for the forest. Is the oak forest we started out with transforming to a pine forest without us knowing it?...

Like a child -- Born with a brain not fully developed. The eyes foggy, limbs not controllable, and it can’t grasp what it wants. Eventually the brain develops, eyes clear, and the limbs can grasp exactly what s/he wants.

A computer chip at Intel – Fast and furious.

A bug bite – Sometimes itches like crazy but the picnic is worth it.

Like a slow-growing cucumber seed -- It has been taken out of the package, carried to the garden looking for the right soil. It is planted the best we know how. Then we wait, water, fertilize, and talk to it. The seed sprouts life. Slowly it grows. But the vine has not produced a flower to bear fruit yet. We must continue to find food and water for this growing project. We cannot let it die. We must have hope and wait for the sunshine. Time will give us a result. It will bear fruit or it will wilt and die.

A big explosion – We are a dream. We are a reality. We were weavers and mothers. We are a community asset. We had simple responsibilities. We have major responsibilities. We are moving forward with success and stamina.

3.4 THEME #3: CHANGE IN POLICY AND PRACTICE

Business and nonprofits working together can change policy and practices in business and in organizations, affecting the quality of life of economically isolated people. Though not as widespread as anticipated, there was evidence of significant changes in organizational culture, policies, and practices in both businesses and nonprofits. Success seemed to depend on several factors:

- The case for change must be compelling and must connect to both shared values and added value for both partners. The change must fulfill the mutual needs or priorities of both the nonprofit and the business partner.
- Nonprofits have to be adept at assessing their business partner's readiness for change and supporting the business in making changes.
- Change requires leadership ranging from the top of the business through to mid-management and supervisors to be implemented successfully.
- Successful, sustained changes in policy and practice require consistent, on-going follow-up and communication.

When these factors came together, change did occur both inside businesses and inside nonprofits.

INSIDE BUSINESS

Businesses succeeded in changing internal policies and practices when they saw a clear and compelling reason to do so. These changes included:

- Changes in human resource policy and practices.
- Development of new policies or practices to address key employee issues.
- Expanded and improved training as well as advancement opportunities.
- Changes in organizational culture and improvements in communication and relationships with employees.

Changes in human resource policy and practices. There are several powerful examples of business partners making changes in benefits, performance appraisals, job descriptions, expectations, or hiring practices as a result of the Foundation-supported partnerships.

- UPS changed hiring practices for youth in the Southend Community Services program to provide them with more opportunities to understand the local facility and the work. A job-shadowing component for young people was added to give them a better sense of the job. UPS also began formal exit interviews with as many employees as possible to better understand retention issues and make adjustments accordingly.
- Advocate Bethany Hospital worked with North Lawndale Employment Network to open its doors to hiring ex-offenders – employees others will often not consider.
- Adalet explained that WIRENet has helped them “rethink” their hiring criteria. The business hired WIRENet clients that they would never have considered in the past

because of the clients' lack of work history. Adalet's Human Resources Manager explains, "[WIRENet] helped me change some of my views on different segments of the population." As an example, the manager cited a mother who has no experience away from the home. She "actually has work experience from home to consider." Other WIRENet business partners have changed employee recruitment, relying on WIRENet and its training programs as a major source of new employees, with the benefit of WIRENet's pre-screening and training.

- FIELD partners Rio Bravo Tomato Company and Bear Creek Rose Corporation are attempting to create year-round employment for agricultural workers by helping business partners see the value in sharing the workforce for seasonal work.
- Partners of Citizen Schools and MYTURN have changed their personnel policies to reflect their commitment to corporate citizenship. Accurounds, a MYTURN business partner, changed the job description of its human resource manager to include outreach to the community. Hale and Dorr Law Firm, a Citizen Schools partner, now has at least one full-time staff position dedicated to charitable giving with a high level of management support.

DEVELOPMENT OF SPECIFIC POLICIES OR PRACTICES TO ADDRESS KEY EMPLOYEE ISSUES

In other cases, business partners developed specific policies to address priority employee issues.

- The Family Violence Prevention Fund (FVVPF) is a good example of how a project led to changes in key employee policies. Working with FVVPF, business partnerships that include Blue Shield of California, Verizon Wireless, Liz Claiborne, and American Express enacted an array of specific policies to address domestic violence. These efforts included: time off for victims of domestic violence; programs and processes for supporting and assisting employees; and the creation of high-profile training and awareness information on domestic violence for employees and supervisors.
- CDTech is another strong example of specific new practices to address a priority employee issue -- boosting savings and asset development by employees. Several of CDTech's business partners, including American Apparel and Suss Design, successfully implemented employer-based Individual Development Accounts (matched savings programs), an asset-building program for employees.

INCREASES IN AND IMPROVEMENTS OF ON-SITE TRAINING AND ADVANCEMENT OPPORTUNITIES

More frequently, internal changes in business practices centered on improving on-site training and advancement opportunities. This was an effective way to address the business priorities of retention and advancement while also improving conditions for underserved participants.

- UPS/Southend Community Services changed the intake process for youths to give them more complete exposure to job demands.

- Working with their business partners, CDTech, WIRENet, NLEN, and FIELD all have assisted in improving on-site education and training programs for employees in such areas as: hard and soft skills; ESL/basic skills; money management and financial literacy; and preventive health care.
- Advocate Bethany Hospital has been instrumental in the success of NLEN's health care committee and a health care career awareness campaign to promote health care careers among North Lawndale residents.

CHANGES IN ORGANIZATIONAL CULTURE AND IMPROVEMENTS IN COMMUNICATION AND RELATIONSHIPS WITH EMPLOYEES

Some changes were more subtle than a change in a policy or a hiring practice or an improvement in training. Yet these changes were equally powerful in their effects on partners and project participants. These included changes in organizational culture and in employee-business communication patterns and relationships.

- With input from Southend Community Services, UPS worked on its organizational culture – particularly on improving supervisor-employee relationships – in order to increase retention. Actions included: improved training to help supervisors better support entry-level workers and to give supervisors tools to work with youth hires; increased communication between supervisors and employees through weekly meetings to talk about working conditions, problem areas, and opportunities for improvement; creation of a retention committee to address turnover; and the creation of formal recognition for employees.
- One of FIELD's agricultural partners moved beyond contract negotiations with employees to establish broader lists of common interests, to improve relationships with workers and increase worker productivity.
- The program with Citizen Schools allows Liberty Mutual staff the opportunity to meet people outside their immediate unit and has resulted in unanticipated opportunities. As one participant observed, "People working together outside their normal business relationships...Doing meaningful work like this binds people together and that's good for the business climate, too."

Sometimes, policy changes were **external** in nature, including:

- An increased commitment to corporate citizenship and partnership development at top management and leadership levels.
- Businesses willing to reach out to other potential partners on behalf of the partnership.
- An increase in the frequency of external community involvement.
- A clearer, more sophisticated understanding of business's role in providing support and opportunities for employees and getting involved in community issues.

INCREASED COMMITMENT TO CORPORATE CITIZENSHIP AND PARTNERSHIP DEVELOPMENT AT TOP MANAGEMENT AND LEADERSHIP LEVELS

Many of the business partners in the Learning from the Leaders cadre demonstrated commitment to the partnership at the top levels of the business. For example:

- Citizen Schools: CEOs, artists, judges (including U.S. Supreme Court Justice Stephen Breyer), and others participate in high-visibility WOW events with young people. Their involvement serves to increase their commitment to corporate citizenship and to making a difference in the lives of young people in Boston.
- Southend Community Services: Jim Casey, founder of UPS, long ago set the tone for UPS and its commitment to its employees and corporate citizenship. UPS created a national-level multi-site project to encourage local facilities and give them “the license to be good corporate citizens.” UPS demonstrated top-level commitment to the partnership by lending an executive to manage the partnership development process.
- Family Violence Prevention Fund (FVPPF) raised top management’s awareness about domestic violence as a pervasive problem affecting the workforce at many of its business partners. As a result, they developed workplace policies and programs to address domestic violence. This also increased their commitment to the partnership itself.

BUSINESSES WILLINGNESS TO REACH OUT TO OTHER BUSINESS PARTNERS

We found increased willingness to reach out to other businesses on behalf of a nonprofit partner, particularly when there was clear evidence of a partnership’s success and where its results were tracked and reported.

- Citizens Schools’ partner Liberty Mutual leveraged its business-to-business relationships and its successful partnership to bring John Hancock Insurance Company on board.
- Advocate Hospital System was more willing to encourage other hospitals to participate in community initiatives because of its partnership with NLEN. One goal of the NLEN health care committee was to engage more hospitals and health care companies and provide better linkage between training programs and employment in health care companies.
- WIRENet business partner Thermagon said that a favorite aspect of the partnership was the opportunity to network and leverage other businesses in support of one another.

INCREASE IN FREQUENCY AND VISIBILITY OF COMMUNITY INVOLVEMENT

Many business partners increased the time, effort, and resources they put into engaging with the community. Many CEOs and Presidents joined the Boards of Directors or key advisory groups of their nonprofit partner. For example, the Mellon Corporation’s CEO joined the Citizen Schools board. The top leadership of several WIRENet partners joined its board. And

Advocate Bethany Hospital's human resource specialist helped to create NLEN and served as one of its board members. Other examples include:

- Accurounds, a MYTURN partner, changed the expectations of human resources personnel to include community involvement and outreach. The Director of Human Resources explained this process: "I will admit I did find myself saying a few times in the beginning, 'What am I getting myself into?' [with this partnership]. But now I see my purpose and now it is written into my job description as director of human resources. [My job description includes the words] 'outreach to community'." Given this new mandate by the Accurounds' owner, for example, the Director of Human Resources expanded her community outreach beyond the original school-based project to participation on the regional Workforce Investment Board.
- Adalet, a WIRENet business partner, also deepened its involvement with the community and WIRENet. It gives seminars on human resource issues to clients who participate in WIRENet's WorkSource Program; serves on WIRENet's Employment and Training Committee, which develops forms and techniques all WIRENet members can use; and attends HR Breakfast Club roundtable meetings where members exchange ideas about recruitment and training. Adalet's president is about to become involved in MIND (Manufacturing Innovation for the Next Decade), a new WIRENet roundtable/learners groups on innovation in manufacturing.

CLEARER, MORE SOPHISTICATED UNDERSTANDING OF THE BUSINESS ROLE IN PROVIDING SUPPORTS AND OPPORTUNITIES FOR EMPLOYEES AND GETTING INVOLVED IN COMMUNITY ISSUES

Many business partners talked about what they had learned from their nonprofit partners about the supports and opportunities employees, particularly the underserved targeted by their projects, needed to succeed and the role business could play in providing them. For example:

- NLEN has worked with business partners to understand and get involved in community issues in North Lawndale, including support of subsidized housing.
- UPS (Southend Community Services) supported case workers who joined young employees alongside worksite supervisors. UPS came to understand the need for daily contact among staff from all partners on the shop floor at UPS so that mentors and job coaches could understand the UPS work environment. And the UPS supervisors could better understand youths and the support and opportunities they needed to succeed.
- CDTech business partnerships created a forum to bring small businesses together to discuss broader community development issues, such as housing. Business partners like American Apparel and Suss Design are learning to be public players and taking positions on policy issues and talking to legislators.

INSIDE NONPROFITS

For nonprofits, the changes in policies and practices, although somewhat less obvious, led to a strengthened infrastructure and were no less important in improving their ability to better

conditions for the underserved participating in their programs and activities. Changes included:

- Improvements in program design, assessment, and case management.
- Articulation of a strategy for business partner development, including a clear focus on why and how to assess, define, and engage businesses.
- An increased capacity to assess what businesses need from the nonprofit and to provide services and products that added value for the businesses.

IMPROVEMENTS IN PROGRAM DESIGN, ASSESSMENT, AND CASE MANAGEMENT

Several respondents said that the partnership yielded important business input and information that allowed them to improve program design, assessment, and case management to better meet business partner needs. Those changes also improved programs to support and expand opportunities for underserved participants.

- Southend Community Services/UPS – The partners struggled throughout the initiative to systematically think through their work with young people: Was there a model embedded in the activities and programs it was offering? Where did the corporate citizenship/business partnership piece fit in the puzzle? As a result of the partnership with UPS and the time it provided to “talk through” what Southend Community Services was about with other partners (business and community organizations on the steering committee), they were able to conceptualize and articulate a model of youth intervention. This encompassed a graduated sequence of services that youths could move through, depending on their age and the stage of their development and personal biography, from residential activities to youth businesses to structured work experience to work. This model provided the basis for working with other business partners and for determining where gaps existed in Southend Community Services’ programs and services.
- MYTURN demonstrated its ability to be flexible and change its programs and activities based on business input and feedback. When Accurounds’ representative found that the first year of involvement with MYTURN did not meet its business expectations because of a lack of clarity and a connection to the partner’s knowledge of manufacturing, MYTURN changed both the school partner and the project in the second year. MYTURN worked closely with Accurounds, GTR Manufacturing, and Southeastern Technical School to develop a project that would meet the needs of employers (e.g., a future pool of skilled labor, the use of business partners’ expertise in manufacturing) *and* the needs of students and the school (e.g., expanded learning and youth self-esteem and leadership development opportunities, aid in finding employment, and pre-job skills). Working together, they constructed a project and experience that, though still challenging, worked for both employers and students.

ARTICULATION OF A STRATEGY FOR BUSINESS PARTNER DEVELOPMENT, INCLUDING A CLEAR FOCUS ON WHY AND HOW TO ASSESS, DEFINE, AND ENGAGE BUSINESSES.

Another change that many Learning from the Leaders nonprofit organizations made was to create –for many, for the first time – a strategic plan for business partner development. These included establishing goals for moving to a desired state; articulating a rationale for forming partnerships with businesses and determining how to assess, define, and engage businesses; and using this strategy to make decisions about opportunities, risks, and implementation.

- Although CDTEch is providing HR services to business partners, it sees this as part of a larger strategy for business partner engagement. It seeks to build on its relationships by providing a valuable service and then developing business cooperation in creating asset-building programs for its workers. Ultimately it's about more than meeting immediate business needs. It is also about looking ahead in the name of low-wage workers, helping to grow a business, create good jobs, and bring people into those jobs. At the same time, the CDTEch team is flexible and opportunistic. For instance, small ethnic food processors were concerned about compliance with food safety regulations. CDTEch helped bring regulators to the table to develop a compliance program. The relationship evolved from adversarial to cooperative, leading to employment and promotion opportunities for low-wage workers. Working with businesses on regulatory issues resulted in a training program for workers in Hazard Analysis Critical Control Points and created new occupational opportunities. Workers who complete training in food handling and safety can move into better-paying quality control positions and get promoted--a career path for production workers. By keeping its long-term strategy in mind – engaging the cooperation of business in creating and growing good jobs for workers – CDTEch was able to take advantage of these opportunities.
- Citizen Schools quickly realized the importance of “being strategic” in its approach to working with corporate partners. It now has a formal process of conducting thorough research and analysis to understand how a potential partner’s senior leadership defines corporate citizenship, community service, volunteerism, and philanthropy before approaching the firm. Founders have articulated a clear vision, a clear strategy for getting there and a clear strategy for how and why to involve businesses. Citizen Schools took this strategy further when it decided on a goal of developing corporate partnerships in seven key sectors: legal, business, technology, science/mechanics, arts, architecture, and journalism/publishing. Citizen Schools tries to understand each potential partner’s corporate structure and interest in service. Potential partners can attend “Wow!” events or visit Citizen Schools’ sites to see the program in action. They can become as engaged from providing volunteers, to offering financial and/or in-kind support, to serving on the board. Director of Organizational Development, Anuradha Desai, explains, “By treating each sector as both a unique opportunity and a unique challenge, Citizen Schools thinks about how it can revise its model and what it can offer a prospective partner before the first approach to a corporation.”

INCREASED CAPACITY TO ASSESS WHAT BUSINESSES NEEDED FROM THE NONPROFIT AND TO PROVIDE VALUE-ADDED SERVICES AND PRODUCTS.

Finally, several respondents from the Learning from the Leaders cohort described the change in their capacity to determine and assess business needs. They noted an increased capacity in their organization's ability not only to assess what businesses needed, but also to more effectively articulate and provide valuable services and products to meet these business gaps and needs.

- Building business partnerships is core to CDTech's work. Their success in recruiting businesses is due in large measure to its needs-focused approach. The organization is not trying to market pre-existing workshops and programs. Rather they ask about business needs and develop solutions to meet those needs. One staff person observed: "Our approach is to ask: 'Where does it hurt for you? What can we do to help fix it?' Many of the companies CDTech works with are too small to have separate Human Resources functions. CDTech offers options that they are unable to provide in-house."
- The array of roles, strategies, and changes, both within business and within nonprofits, demonstrates that it is possible to improve conditions, support, and opportunities for economically and socially isolated people when partners are adequately prepared. It is our hope that the "new business essentials," project stories, and the analytic framework that emerged from the cluster evaluation can help others assess the opportunities and challenges of business-community partnership and move toward "making active business decisions which respect, nurture, and strengthen the long-term health and vitality of community..."

4. "INSPIRE THE NEXT." RECOMMENDATIONS FOR THE FOUNDATION

"A word grows to a thought – a thought to an idea --- an idea to an act.

The change is slow, and the Present is a sluggish traveler loafing in the path tomorrow wants to take."

B. Markham [1942] 1983, *West with the Night*

The process of learning from mistakes and capitalizing on opportunities may have slowed the pace of anticipated change among a number of participating projects. But that process also yielded significant policy changes, improvements in support and opportunities for economically isolated people, and cogent lessons for nonprofits and businesses doing similar work.

While there is no "one way" to operate effective partnerships, the stories of these organizations moving from a thought, to an idea, to action offer sound guidance for grantmaking, initiative strategies, policy influence, and research and evaluation.

When we started this study in June 2000, we were eager to test the Foundation's theory of change and its image of the three-legged stool. Our job was to do so in a way that would deepen the Foundation's understanding of business-community partnerships and promote insights and further innovations. "Tell me something I don't know," Foundation staff often

urged us. After all, this is the Foundation that took “the road less traveled” and claimed ownership of “A Pioneering Approach to Global Corporate Citizenship.”¹¹ The Foundation also produced “Global Corporate Citizenship – Rationale and Strategies,” an impressive compendium of cases for business managers that identified many strategies and characteristics we found in the field. In other words, The Hitachi Foundation has a reputation for learning, knowing, and disseminating knowledge about corporate citizenship. Indeed, Hitachi Ltd. created The Hitachi Foundation as a “manifestation of corporate responsibility and as an experiment and model of cross-cultural and global cooperation.”

Based on the lessons from this cluster of projects, we offer a few modest recommendations to deepen the Foundation’s understanding of the corporate citizenship field. We hope they will assist business and nonprofit partners in closing the gap between “what we know” and “what we do” to address the quality of life for underserved people in America. These recommendations are in four areas: grantmaking, initiative strategies, policy influence, and research and evaluation.

GRANTMAKING

The corporate citizenship cluster grants have resulted in new assets for the Foundation. These include both a network of people more knowledgeable about and more experienced with business-community partnership and a new analytical framework for advancing these partnerships. The Foundation should build on this network by investing in partnerships that are moving toward sustainability. Seek projects that demonstrate the new business essentials identified by the Learning from the Leaders study and that can set strategic goals for advancing their partnerships according to the continuum of practice. Focus on projects and organizations that are aimed at accomplishing real changes in policy and practice, for both business and nonprofits.

In addition to “sticking with the leaders” and expanding the network, we strongly recommend that the Foundation upgrade its project reporting framework to conform to these goals and the outcomes and impact statements in initiative logic models. This would enhance the Foundation’s internal evaluation capacity while requiring project leaders to focus on quantitative results for economically isolated people as well as the process of partnership development. This last point is a challenge and a balancing act. The Hitachi Foundation’s grants are often modest supplements to overall budgets and are hardly sufficient to demand extensive project-level evaluations. However, we believe project leaders would welcome a streamlined scorecard if the framework was clear and the reporting burden minimized.

INITIATIVE STRATEGIES

We are limiting our recommendations to those that evolved directly from this study. While we can create many exciting strategies consistent with the Foundation’s mission, we will only present three that flow from one of our central lessons: that partnerships are made up of people,

¹¹ The Road Less Traveled By: A Pioneering Approach to Global Corporate Citizenship. Hitachi Foundation, November 1997.

and they ultimately succeed or fail based on the engagement, will, knowledge and leadership of those people.

CAPACITY BUILDING. First, invest in the people doing the work. Specifically, invest in the development of tools to assist nonprofits engaged in business-community partnerships. Participating projects consistently sought help with core management skills, best practices for partnerships, and evaluation strategies. We believe their work would have been buttressed by more information about these subjects. Think about creating a practical nonprofit companion to “Global Corporate Citizenship – Rationale and Strategies” and consider its dissemination through meetings and “Idea and Action Institutes.” Specifically, produce and widely disseminate a practitioner toolkit on the “New Business Essentials” emerging from the cluster evaluation. The Foundation could also consider re-convening projects from these initiatives in a seminar to learn about and further hone these tools.

FIELD BUILDING. Second, think long-term. If not with continuous grants to any one group, consider invitation-only events for sharing updates and lessons among projects and even others who can contribute to or gain from such sessions. Engage small and medium-sized employers and associations in these learning circles. The Foundation has demonstrated its capacity to create a positive learning community among this cluster of projects. Broadening the agenda and growing the constituency for business-community partnerships deserves further investment.

POPULATION FOCUS. Finally, with regard to new grants, consider projects targeting two groups of low-wage workers frequently mentioned by earlier participants – new immigrants and young, minority women. These groups are disproportionately represented in the low wage workforce and rarely served by educational and training initiatives. By inventing and replicating family-friendly policies, business-community partnerships could address through child care, education, and job training some of the toughest obstacles to labor market success for these two groups.

POLICY INFLUENCE

As Barbara Dyer has observed, “Income doesn’t build a future, wealth does.” There is a national policy movement afoot that the Foundation could contribute to in significant ways. It is called asset development and hinges upon federal policy reforms to increase income, build wealth, and develop human capacity. Of course, we would add that business-community partners have a role to play in asset development as well. Using the concept of the three-legged stool, the Foundation could facilitate government-business-community dialogue and leadership at the national level, creating a broader perspective on asset development and social policy.

RESEARCH AND EVALUATION

The cluster evaluation was a necessary first step in understanding the range of business-community partnerships. More is now known about the practice of corporate citizenship and about evaluation options. Our recommendations are two-fold: 1) At a minimum, continue to

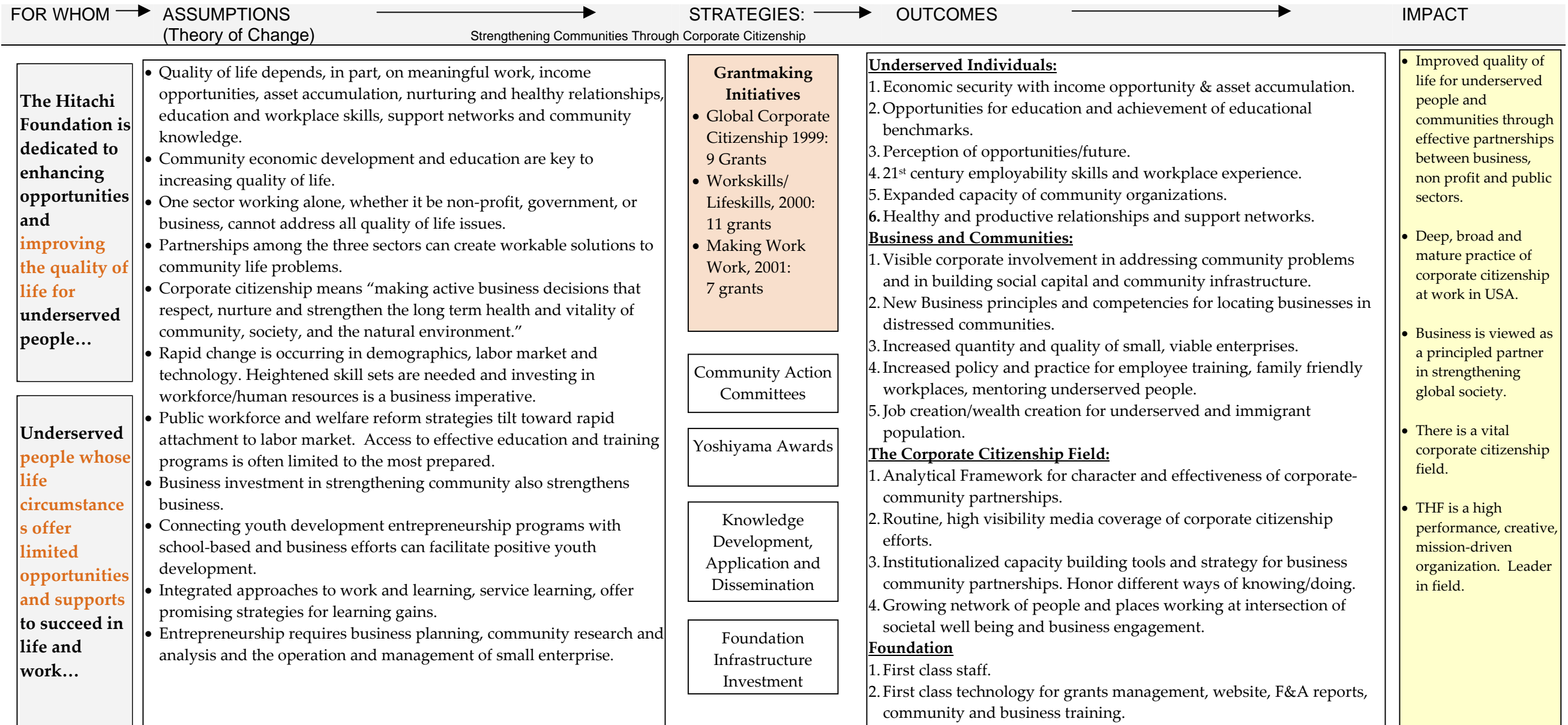
document the quality, challenge, and impact of the Learning from the Leaders cohort over the next several years by combining third-party evaluation with results-based reporting to the Foundation; 2) Invest in project infrastructure and Management Information Systems that would be needed to support a longitudinal study, employing qualitative and quantitative methods to measure precisely the changes in the quality of life of underserved people. This would get at unanswered questions about the ultimate impact of the partnerships: Are poor people in poor places better off because of them?

Finally, we recommend that the Foundation consider investing 7-10% of the annual grant-making budget in research and evaluation. That would more than double the past investment in the cluster evaluation. It would approach the recommended American standard for evaluation studies in foundations and learning organizations. This would provide for reasonable mixed methods, a longitudinal study, and a solid companion piece featuring “numbers plus stories” for the Foundation’s on-going national survey of corporate citizenship in the United States.

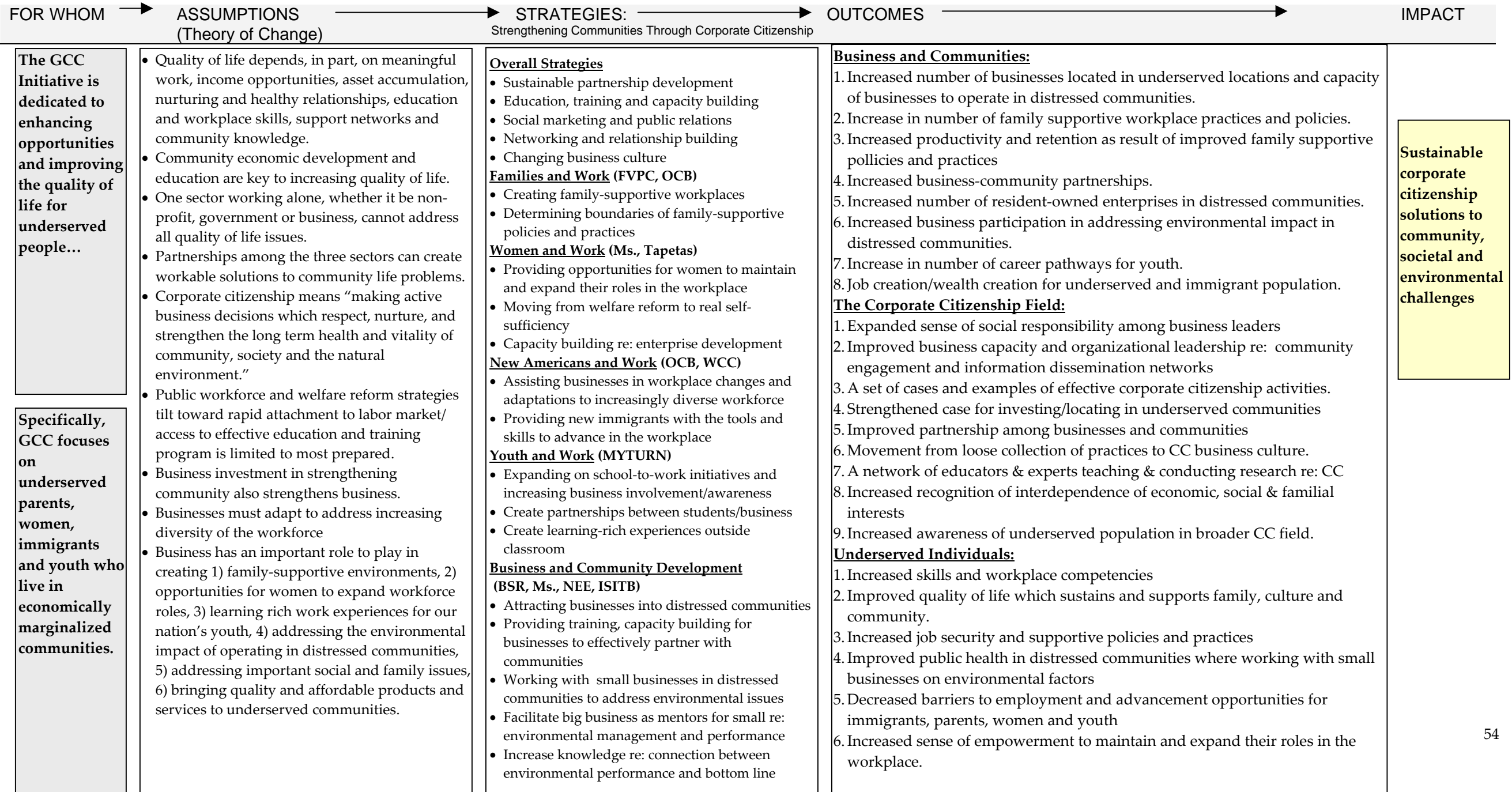
“There is absolutely no inevitability as long as there is a willingness to contemplate what is happening.”

Marshall McLuhan

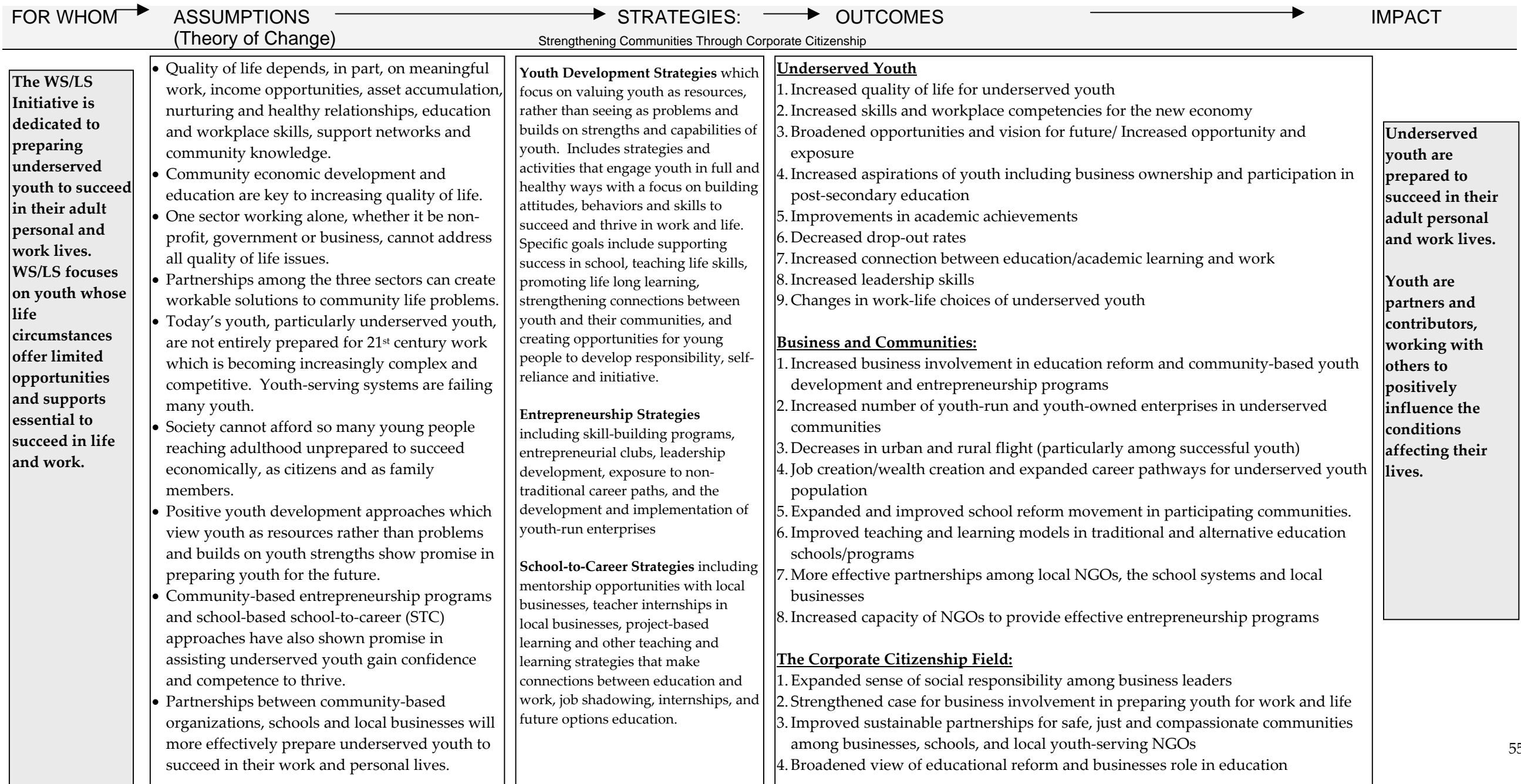
FOUNDATION-WIDE CORPORATE CITIZENSHIP PROGRAM LOGIC MODEL: FROM THEORY TO NEW INITIATIVES AT THE HITACHI FOUNDATION



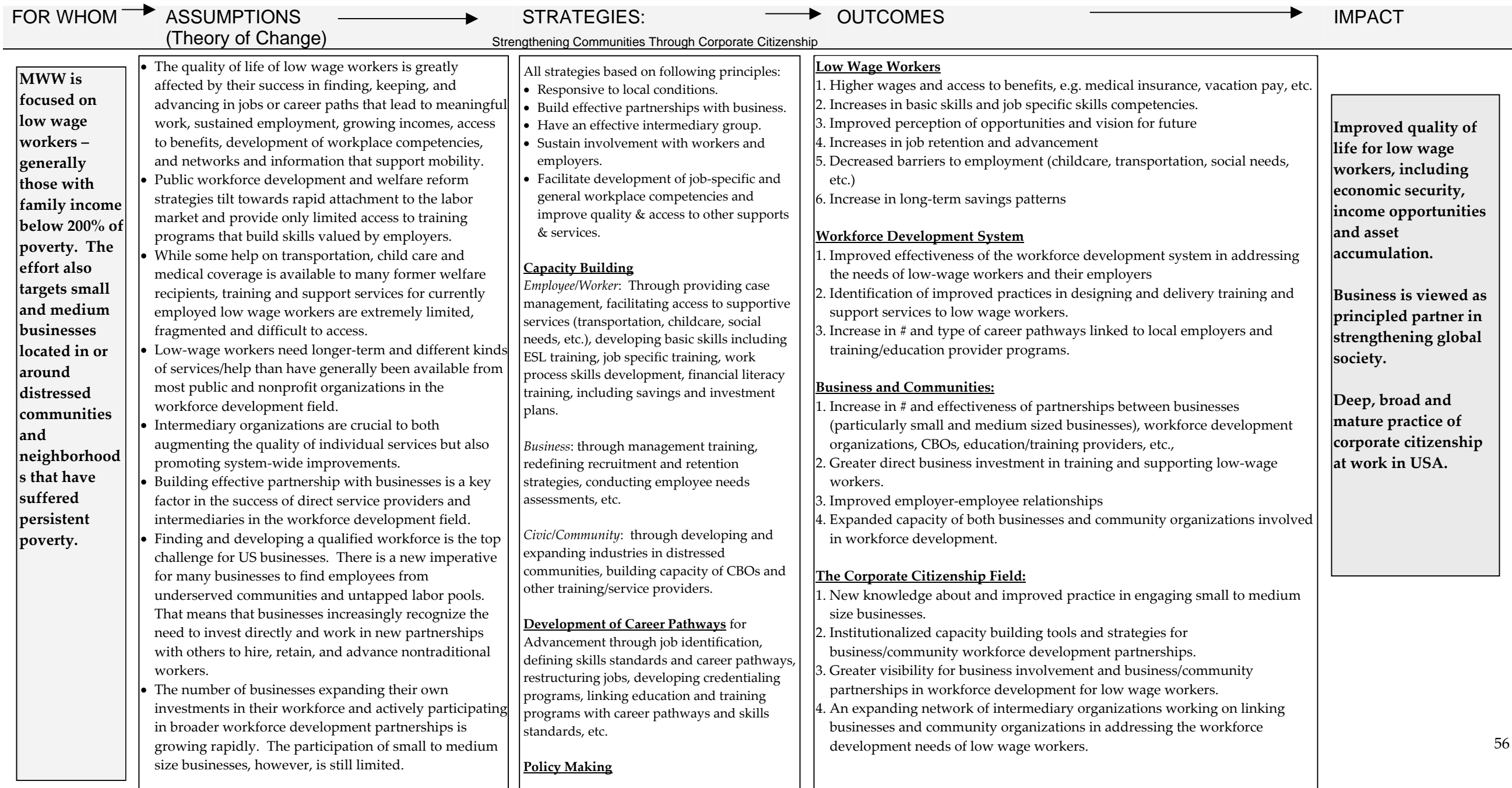
THE GLOBAL CORPORATE CITIZENSHIP INITIATIVE LOGIC MODEL



**THE WORK SKILLS/LIFE SKILLS INITIATIVE: PREPARING THE NEXT GENERATION
LOGIC MODEL**



MAKING WORK WORK: BOOSTING JOB RETENTION AND ADVANCEMENT OF LOW WAGE WORKERS LOGIC MODEL



CLUSTER EVALUATION ACTIVITIES
JUNE 2000-OCTOBER 2004

ACTIVITY	PURPOSE	DATES	WHO WAS INVOLVED?
Development of Foundation-Wide Logic Model for Corporate Citizenship Initiatives	LM accepted as shared vision with aligned strategies and outcomes. Dynamic framework to describe the Foundation's corporate citizenship initiatives, expectations, and to benchmark progress. In addition, the logic model development process helped refine key learning questions for the initiative, as well as the design and data collection methods, which would most effectively address these questions.	06/00 – 10/00	Curnan, Brandeis with Foundation input/ review
Development of Initiative-Specific Logic Models for the 3 Initiatives	Provide a picture of each initiative and highlight unique assumptions, strategies and outcomes	<ul style="list-style-type: none"> • 11/00 GCC • 03/01 WS/LS • 04/01 MW2 	Curnan and LaCava, Brandeis with Foundation input/ review
Evaluation Capacity Building Sessions for Grantees	<ul style="list-style-type: none"> ▪ Introduce Logic Models ▪ Revise initiative-specific logic models ▪ Provide grantee teams with knowledge and tools to engage in project-level evaluation 	<ul style="list-style-type: none"> • 12/00 GCC • 04/01 WS/LS • 11/01 MW2 	Curnan, Brandeis Grantee Teams from each initiative
One-on-One interviews with Grantee Teams	To determine baseline / starting point for each grantee and determine best practice, lessons learned and stumbling blocks	<ul style="list-style-type: none"> • 12/00 GCC • 04/01 WS/LS 	Curnan, Brandeis
Translate LQs into outcomes and indicators of success	Focus evaluation goals and determine effective data collection techniques to address priority learning questions	11/01	Curnan & LaCava, Brandeis Dyer, Popovich, Hron Gomez, Foundation
Development and Implementation of Learning Benchmark Survey and Interviews	The Learning Benchmark Survey and Interview Process (conducted at the Fall 2001 Institute) was designed to gather data on the strategies and outcomes described in the Foundation's LM with particular attention paid to three areas: 1) synthesizing lessons learned to further the practice of the emerging CC field; 2) clarifying implementation strategies and highlighting effective practice; and 3) providing evidence of outcomes achieved across the initiatives. Combination of interview and survey methods created a reflective learning process through both conversation and writing.	11/01	Curnan, LaCava, Hughes, Brandeis Grantee Teams: 7 from GCC 10 from WS/LS 7 from MW2

APPENDIX C

Analysis of Surveys / Interviews	<p>Report focused on the results / analysis of the Learning Benchmark Survey & Interview Process</p> <p>Uncovered 5 Themes related to “Managing Change”:</p> <ul style="list-style-type: none"> ▪ There is an identifiable continuum of corporate citizenship in the field. ▪ There are precursor questions and silent questions to take into account. ▪ Broadening the definition of corporate citizenship is about managing complex change. ▪ Multiple roles and responsibilities are becoming clear. ▪ Knowledge/skill gaps exist at the nonprofit, business and community level. 	03/02	Brandeis Team: Curnan, LaCava and Hughes
Hitachi Foundation Board Dialogue	<ul style="list-style-type: none"> ▪ Informing and engaging Board members in the learning strategy ▪ Highlights from Benchmark Surveys and Interviews 	03/02	Foundation Board Members Curnan, Brandeis Dyer, Popovich, Hron Gomez, Foundation Staff
“Learning From the Leaders” Site Visits	<p>The site visits are focused on a select group of six grantees. These organizations volunteered to participate and each provides outstanding examples of business community partnerships. Site visit is an opportunity to take a closer look at how business-community partnerships develop, are sustained, and grow and how they affect the nonprofit partners. Ultimately, our focus is on how these partnerships affect the quality of life for underserved people and communities. What do businesses and community organizations need to <u>know</u> and be able to <u>do</u> to effectively work together toward healthy and prosperous community life?</p>	06/02	<p>Citizen Schools Curnan and Frees, Brandeis Popovich, THF</p> <p>Southend Community Services LaCava & Frees, Brandeis Dyer, THF</p> <p>MYTURN LaCava & Frees, Brandeis</p> <p>FVPC Wall, Heartland Hron Gomez- THF</p> <p>FIELD Wall, Heartland Hron Gomez- THF</p> <p>NLEN Hughes, Brandeis Dyer, THF</p>
Board Dialogue	<ul style="list-style-type: none"> ▪ Review overall learning strategy and activities/ results accomplished to-date 	07/02	Foundation Board Members

APPENDIX C

	<ul style="list-style-type: none"> ▪ Highlights from Site Visits ▪ Engage in dialogue about Next Steps/Implications for the Foundation 		Curnan, Brandeis Dyer, Popovich, Hron Gomez, Foundation
Analysis of Learning from Leaders and Preparation for November 2002 Annual Institute	<ul style="list-style-type: none"> ▪ Analysis and synthesis of site visit notes and development of Findings/Insights Summary and two case examples (MYTURN and Our Piece of the Pie) which provided basis for November 2002 Institute capacity building sessions 	08/02 – 10/02	Curnan, LaCava, Hughes, Foundation team
Facilitation of evaluation sessions at November 2002 Annual Institute	<ul style="list-style-type: none"> ▪ Prepared for and conducted four sessions at Annual Institute including: 1) Making the Business Case: What are the key characteristics of effective business engagement, 2) Snapshots of the corporate citizenship field – Benefits, Challenges and Change, 3) Using Evaluation Lessons to Advance Corporate Citizenship: Benchmarking Progress, Measuring and Using Results and 4) Youth Development Theory and Practice 	10/02-11/02	Curnan, LaCava and Hughes
Learning Partner Dialogue and Data Analysis	<ul style="list-style-type: none"> ▪ Ongoing dialogue with learning partners ▪ Synthesis of Institute feedback and information collected ▪ Preparation for Round 2 of Learning from Leaders including the addition of 3 grantees: CDTech, Goodwill Shreveport, and WIRENet and a follow-up visit to Share Our Strength 	1/03-5/03	Curnan and LaCava, Foundation team, Heartland Learning Partners
Implement Round 2 Learning from Leaders	<ul style="list-style-type: none"> ▪ Revised interview protocols and conducted site visit and/or telephone interviews to program staff and key business partners from CDTech, Goodwill Shreveport, WIRENet, and Share Our Strength. 	6/03-10/03	Curnan, LaCava, Frees, and Fitzhugh, Foundation team
Analysis and Synthesis	<ul style="list-style-type: none"> ▪ Analysis of data collected from Round 2 Learning from Leaders to inform findings/insights summary ▪ Development of two additional case examples: Citizen Schools and CDTech ▪ Revisions to Share Our Strength case. 	9/03-11/03	Curnan, LaCava, Frees, Fitzhugh, Foundation team
Facilitation of Evaluation Sessions at November 2003 Annual Institute	<ul style="list-style-type: none"> ▪ Development of PowerPoint presentation on cluster evaluation purpose, goals and insights to-date ▪ Facilitation of evaluation sessions utilizing 2 new case examples: Citizen Schools and CDTech 	11/03	Curnan, LaCava, Frees, Foundation team

- Preparation of corner café discussion guides for additional data collection across grantees
- Documentation and synthesis of corner café discussion sessions.

Synthesis and
Report Writing

2004

Curnan, LaCava,
Lanspery, Hughes,
Frees, Fitzhugh,
Foundation Team

COMMUNITY DEVELOPMENT TECHNOLOGIES CENTER (CDTECH) BUSINESS PARTNERSHIP CASE STUDY

INTRODUCTION

Founded in 1995, the Community Development Technologies Center (CDTech) is a non-profit organization in Los Angeles. Its work is at the intersection of business development (with a focus on small, inner city businesses), workforce development (with a focus on low-wage workers), and community development.

CDTech sees itself as an entrepreneurial intermediary. Staff members describe the organization with terms like hustle, flexible, open to opportunities, and strategic. "People come to us with problems and our job is to help solve them using the network of resources that we have access to." Its resources include partnerships with other community organizations, educational institutions (principally Los Angeles Trade Technical College), and private business. CDTech defines its mission as building livable and economically viable communities in LA through the following:

- *Technical assistance to local business.* CDTech works with small and medium-sized urban manufacturing firms to promote local manufacturing, build and sustain industry-specific collaborative networks, and facilitate relationships with federal, state and local regulators and economic development agencies.
- *Applied research for local nonprofit groups, public agencies, businesses, community organizations, and economic development efforts.* CDTech provides data and analysis of community demographics, housing, business, market feasibility, and other topics of interest. In 2000, CDTech conducted a survey of 1,200 small (> 100 employees) minority-owned businesses in Southern California, and published *The Southern California Minority Business Atlas*. Several related reports followed, including: *African-American Businesses: The Next Generation*; *Minority Women Enterprises: Going to Scale*; and *Minority Business Enterprise: The Tech Advantage*.
- *Education and training programs through LA Trade Technical College.* CDTech developed a comprehensive Community Planning and Economic Development program, which offers a certificate of completion and an Associate of Arts degree for working adults and students. With support from the Fannie Mae Foundation, CDTech also developed a mortgage finance program to increase the number of minority workers in the industry and increase homeownership opportunities for Latinos and African Americans.

BUILDING PARTNERSHIPS BY MEETING BUSINESS NEEDS

Background: Rebuild LA

CDTech was built on the economic development work undertaken by Rebuild LA (RLA), a five-year redevelopment project formed in the immediate aftermath of the 1992 riots. Initially, RLA took a "top down" approach to development, trying to lure major corporations to locate facilities in Los Angeles. In a difficult national economic climate, this effort met with little success.

In 1994, under new leadership, RLA shifted to a "bottom up" strategy that focused on aiding existing businesses. It conducted a census of inner-city Los Angeles businesses and discovered a large and diverse array – more than 15,000 small manufacturing companies employing more than 360,000 people. RLA encouraged the formation of industry networks (small to medium-size firms in the same industry) to enable smaller firms to achieve some of the economies of scale enjoyed by larger firms. Targeted industries included furniture, apparel and textiles, toys, food processing, metalworking, plastics, biomedical and biotechnology, entertainment, and electronics. RLA also surveyed these businesses to identify their business and training needs and then worked with community colleges, private employers, and public agencies to develop vocational and job training curricula to meet these needs. Scheduled to sunset in 1997, RLA transferred its cash assets, computer hardware and software, and active records in 1996 to the Los Angeles Community College District, which hoped to link industries with classroom programs through CDTech.

CDTech's Next Steps

From 1996-98, CDTech significantly expanded the six manufacturing networks RLA had organized, with four to six companies in each. They conducted surveys of business owners to identify common issues around which businesses could work together. Businesses were recruited directly by CDTech staff and indirectly through word-of-mouth by the growing number of participating businesses.

To organize these activities, CDTech formed the Los Angeles Manufacturing Networks Initiative (LAMNI), which staff members describe as a network of networks. The overall strategy was to convene industry associations of small companies to work together to accomplish what they did not have the time or resources to do individually. LAMNI consists of networks in six sectors: biomedical technology, ethnic and specialty food processing, toys, household furniture, metalwork and apparel and textiles. Currently each network has 50-100 members. CDTech provides direct staff support for two of these networks and works with existing industry associations representing the other sectors. They developed workshops and programs to address common business concerns, such as regulatory compliance, marketing, and workforce development. Staff said, "the character of our working relationships evolved almost organically over time."

What makes CDTEch a good partner for private business? Its community economic development strategy casts business owners as assets, not adversaries. CDTEch looks for mutually beneficial ways to work with business owners: “The relationship starts with us looking for ways to assist them in growing their business rather than us looking for them to assist us. That sets us apart.” The organization’s success in recruiting businesses is due in large measure to this needs-focused approach. The organization is not marketing pre-existing workshops and programs, but is instead asking about and developing solutions to business needs:

“Our approach is to ask where does it hurt for you? What can we do to help fix it? Many of the companies we work with are too small to have separate human resources functions. Their main focus is running the business. If they can find a community partner who can offer them options that they wouldn’t normally have in house, then they are going to come in.”

CDTEch has found that the human resources (HR) function is the most important missing piece for small and medium size manufacturers. Businesses see the result of the problem (they can’t find and/or retain workers) but don’t necessarily *understand* the problem. CDTEch informally plays that HR role: “We get in there to provide some of these missing HR services.” To grow the business and expand into new markets, a company has to be able to anticipate what worker skills will be required and how they will get these skills. For workers to have stable jobs and commitment to the industry, they have to know what the career path will look like, whether or not they stay at that company.

However, CDTEch found that its business assistance goals were too ambitious. The original goal was to strengthen participating companies’ HR capacity through developing plans and systems (e.g., formal job titles and job descriptions, skill standards, and career ladders) that would enable employees to advance in the organization. Adverse business conditions, conflicting management priorities, and lack of company staff resources all limited employers’ responsiveness, and CDTEch ultimately dropped this portion of the program to concentrate on the core employee services of saving and financial literacy.

BUSINESS PARTNERS AND WORKFORCE DEVELOPMENT

CDTEch works with its business partners in developing asset-building programs for their workers. “It’s not just about labor force attachment, it’s also how to grow business, how to help them create jobs – good jobs – and how to bring people into that sector, into those occupations.”

CDTEch sees business development as critical to achieving its workforce development goals. Part of this work has to be about keeping the industry stable and growing so that

the total number of jobs increases. It doesn't do any good to create 100 food manufacturing jobs if the entire industry is losing thousands of jobs.

CDTech's strategy is opportunistic. For example, regulatory issues were a major concern for many businesses, such as small, ethnic food processing businesses, which were very concerned about compliance with food safety regulations. CDTech helped to bring the regulators to the table to develop a program on regulatory compliance for the industry. The relationship evolved from an adversarial one to a cooperative one. Working with business on regulatory issues also led to workforce development - resulting in a training/certification program for workers in Hazard Analysis Critical Control Points (food handling and safety), a technical field that offers occupational opportunities and a career path for production workers. Workers who complete the training can move into better paying quality control/quality assurance positions. It was an unintended benefit of the effort to minimize the antagonism between regulators and small businesses.

CDTech has very strong support from federal, state, and local health inspectors who see this as an innovative, prevention oriented program. It lets inspectors target their scarce resources on serious violators. The food manufacturers have made it clear that they are not opposed to regulation; in fact, they believe that more of it will level the playing field.

THE WORKER INCOME SECURITY PROGRAM

CDTech's Worker Income Security Program (WISP) shows how business development, workforce development, and community development can come together in a single initiative. Initiated in 1998, WISP provides services to individual companies and their low-wage employees. For employers, WISP offers business consulting services to build their HR capabilities. For low-income workers (earning less than \$28,000 a year), WISP offers Individual Development Accounts (IDAs - matching worker savings on a 2:1 basis), and on-site training in ESL/basic skills and financial literacy. ESL/basic skills training is tailored to each business, integrating specialized terminology into the curriculum. Financial literacy training covers financial goals, credit, budgeting, home buying, starting a small business, and saving for education.

Employees participating in the IDA can save up to \$80 per month over a two-year period. They may withdraw from the program and remove their personal savings at any time, but cannot access their match until the end of the two years. Employees receive monthly financial statements, which indicate the match they are eligible to receive when they complete all program requirements. The savings can be used for specific purposes, including saving for their children's college education, starting a small business, or making a down payment toward the purchase of a home - all of which also have important benefits for the community.

CDTech found that the start-up period with each company was highly labor-intensive. While its established manufacturing networks facilitated employer recruitment - they could draw from among known companies with whom they share a high level of trust and confidence - recruiting employees was more difficult. At first, few employees wanted to enroll in WISP - they didn't believe they would get a match. Only after the first group of graduates received the match did other employees begin to see it as a legitimate program. At the end of a three-year Hitachi Foundation grant, CDTech had 5 businesses and 340 workers actively participating in the program, with a substantial waiting list. In fact, a number of employees in WISP who were laid off continued to save.

BUSINESS PARTNERSHIPS AND CORPORATE CITIZENSHIP

The employers who picked up on WISP were those who already had a strong commitment to the community, had a sense of civic responsibility, and were entrepreneurial - willing to take risks for long-term benefits. They were more concerned about how WISP would help their workers than about the bottom line - i.e., how it would help their productivity. They think it is just the right thing to do. They saw CDTech as a helpmate to create benefits for employees that they could not provide on their own.

Companies that wanted to provide a better work environment for their employees saw WISP as a way to provide benefits to their workers that they could not provide on their own. One small textile company, for example, has a Friday happy hour after work. The owners and workers get together over margaritas. They are always open to ways to create a family environment. WISP naturally complemented what they were already trying to do for their workers.

CDTech found that many family-owned businesses have a value system that recognizes the importance of employees to the financial well being of their business. Having grown up in the community or lived there for many years, the owners and their families had strong community roots.

Many of the companies in the networks have increased their involvement in the community; for example, by partnering with other non-profits for community events, sitting on boards of community hospitals, and becoming more active in local politics.

CDTech uses its newsletters to highlight socially responsible businesses that bring their social and civic values to the workplace

BUSINESS DEVELOPMENT AND COMMUNITY DEVELOPMENT

CDTech sees business development as critical to its community development goals:

- By working with small family-owned businesses, especially immigrant entrepreneurs, CDTEch sees itself developing the next generation of civic leaders. Historically, the small manufacturing sector has not been seen as a training ground for civic leaders. However, as founders pass the businesses on to their children, CDTEch has found that the younger generation “gets it” in a way that the older generation does not.
- In creating a forum for small businesses to talk together, CDTEch has a productive setting to discuss broader community development issues such as housing. They are learning to be public players, to take positions on some policy issues, and to talk to legislators.

TWO CDTECH BUSINESS PARTNERS

CDTEch’s partners in apparel and textiles include firms that have participated in both its networks and its workforce development programs. The Brandeis team talked with two of these firms: American Apparel and Suss Design. Both see their partnership with CDTEch as a natural fit with their commitment to their employees and their community.

American Apparel

American Apparel owner Dov Charney is an outspoken advocate for corporate citizenship. He advertises the company as “100% Sweatshop Free” and calls it a “business that practices social activism.” He has repeatedly spoken out in electronic and print media against the trend of many companies to look for profits by shifting production offshore and exploiting cheap labor. On the company’s website, he argues that “the challenge for companies like American Apparel is to establish new ways of doing business that are efficient and profitable without exploiting workers.” The entire manufacturing process (except for dyeing) takes place in the Los Angeles factory.

Charney moved the business to Los Angeles in 1998. The company grew significantly over five years, from about 100 to 1,300 employees. 2002 revenues of about \$40 million were expected to increase to about \$70 million in 2003. It is the largest domestic producer of tee-shirts in the United States and the third-largest overall (behind Hanes and Fruit of the Loom, which have most of their production abroad).

Corporate citizenship is an explicit part of HR responsibilities. HR staff define a good corporate citizen as a business that, while it considers the bottom line, realizes that investing in its employees is not only morally right but also a pragmatic business decision. Improving employee skills and well being contributes to workforce stability and dedication. Corporate citizenship also means giving back to the community where you are located and where your employees live, minimizing the environmental consequences of the manufacturing process, and supporting community organizations.

The company gives back to employees through wages and benefits. Workers are paid on a modified piecework basis: that is, they are paid (by type of job – cutters, sewers, etc.) based on the volume of goods they produce, but production for the entire group is combined every day and an average wage is calculated. Everyone in the group earns this wage regardless of their individual production. Rising or falling together builds a strong sense of teamwork and puts pressure on the slower workers. Average pay ranges from \$10-15 an hour.

The company makes a significant effort to promote employee health. Although the company does not provide paid sick or vacation leave, it offers medical insurance to employees and their families for eight dollars a week and dental insurance for one dollar a week, and has recently introduced a dental plan. American Apparel also offers on-site preventive care through Worksite Wellness, a local non-profit. There are massage therapists on site for employees who are at risk of carpal tunnel syndrome.

The company also provides on-site employee education programs, including workshops on preventive health care, ESL, and other special topics. They will soon offer a Spanish class for management and office workers. Finally, they offer a subsidized lunch program through a local restaurant (employees pay \$3 and the company pays \$5).

Suss Design

Suss Design produces originally designed knitwear for men and women, as well as sweaters for children, knitted throws and pillows, jewelry, and a fully stocked yarn store. The company manufactures its own knitwear and sells it through its stores in Los Angeles and New York, as well as through high-end department stores in major cities. The company is owned by designer Suss Cousins and her husband Brian, who is the manager. The company employs 18-20 workers in its factory. They make their own yarns, cut, sew, and knit the finished goods. Annual sales are about \$1 million.

In Brian's view, a good corporate citizen looks at more than the bottom line. It is not just a matter of maximizing profits, but taking responsibility for the well-being of your workers and your community. A good corporate citizen creates jobs and takes care of its workers by paying them a living wage, offering benefits, and helping them learn skills and build careers, even if that means they are eventually going to move on to other employment. There needs to be a basic safety net: if the government isn't willing to provide the total net, he thinks that business has the civic responsibility to step in.

Giving back to the community means contributing to charity, sponsoring youth programs, doing what you can. "It's our decision to get involved. We choose to do it. It's who we are and we're a better company for it."

BENEFITS OF PARTNERSHIPS

Both American Apparel and Suss Design think of their relationships with CDTEch as long term and see the organization as a valuable resource, through its network building and its program development. For example, Brian Cousins has attended CDTEch workshops on access to financing, health benefits, and marketing. The partnership with CDTEch fits directly into both business models – it is a way of expanding the range of benefits available to employees

CDTEch is a source of information on issues common to other small companies in the textile business. For example, Suss Design called CDTEch for information on changes in workers' compensation, a new state requirement for businesses to provide health benefits, and new tax credits. "They keep me on top of what the government is doing that affects our business and our industry, Brian said. The company was also one of the first to enroll in WISP and took advantage of the ESL, basic skills, and money management classes as well as the IDA. Brian saw it as a significant benefit for his employees, far beyond what the company could afford to do: "How could you say no to that?"

CONCLUSION

CDTEch is largely unsupported by public funds. "You cannot do this work with workforce development money. There is no patient capital. Business development money comes in to help a particular firm. Nobody pays for network development, or efforts to change an industry, to redirect it from low-wage to high-wage operations." CDTEch, reliant on foundation money, wants to send a message to the foundation world about the importance of nurturing small and medium sized business as part of a workforce development strategy: "80 percent of the LA economy is driven by small and medium sized business. We need to get these businesses working collectively, as if they were one large company. "

**MASSACHUSETTS YOUTH TEENAGE UNEMPLOYMENT REDUCTION NETWORK
(MYTURN)
BUSINESS PARTNERSHIP CASE STUDY**

INTRODUCTION

Founded in 1984, the Massachusetts Youth Teenage Unemployment Reduction Network (MYTURN) is a community-based, comprehensive school-to-employment initiative that serves several major urban areas in Massachusetts. MYTURN programs, in cooperation with corporate partners, create developmentally appropriate experiences for urban youth that assist in the expansion and awareness of career interests, skills, and decision making. Its mission is to help the community by helping young people. The organization has 28 staff members, most working on-site in schools rather than in the office.

Partnership with business has been part of MYTURN's mission since it was established. It relies on business partners to provide opportunities for young people to learn job skills through field trips, career fairs, job shadowing, internships, and actual job placements.

In 1991, a three-year Educational Partnerships Initiative Grant allowed the organization to begin thinking more strategically about how to work with employers.

MYTURN's goals are to get employers involved with young people through the schools and to build a pool of ongoing partnerships that produce quality projects for young people. The organization focuses on "the forgotten half" of youth, those who are less likely to go to college than to go to work and remain in the community. The sales pitch to employers is that they are helping to craft the next generation work force. By partnering with MYTURN and its flow of job candidates, a corporation can help to assure a steady supply of capable workers and reduce its recruiting costs.

The program model is to identify students who are not college-bound by the end of their junior year in high school and provide them with a variety of services, including:

- Pre-job skills
- Self-esteem and leadership workshops
- Aid in finding employment, including job shadowing, field trips to businesses, career fairs, and internships.

MYTURN reaches out to employers on a regular basis, although it finds word of mouth is the most effective form of outreach. Most employers who are contacted already have some idea of what the organization does and are receptive to becoming involved.

But MYTURN recognizes that word of mouth depends on employer satisfaction with the services provided by the organization in placing young people and working through any problems that come up. Thus, it tries to be welcoming and flexible in its approach to employers. It will **customize** opportunities for employer involvement to find the right mix of activities. The organization also recognizes employer contributions in a variety of ways – such as news coverage, plaques, and personal thanks.

How would MYTURN describe themselves and the kinds of employers they are looking for?
"Passionate, relentless, flexible non-profit committed to serving under-served youth looking for

equally committed, out-of-the-box employers to enhance educational opportunities for young people."

MYTURN BUSINESS PARTNERS: ACCUROUNDS AND GTR MANUFACTURING

The Brandeis team talked with Laurie Pacitto, Administration Manager at Accurounds and Jim Craig, Director of Manufacturing at GTR Manufacturing. (Jim has worked for GTR for 28 years, beginning as a metal worker.) GTR Manufacturing has 73 employees and does sheet metal fabrication and painting. Accurounds has 34 employees and does general purpose machining. They are not business competitors. The MYTURN partnership with Accurounds began in 2000 and with GTR in 2001.

Why did their companies agree to partner with MYTURN?

Jim: "GTR Manufacturing has been in Brockton for 28 years. Brockton has been good to us. We have done well here. Why not give something back? That is not a lot to ask a company. It was our chance to help when we were approached by [MYTURN]... Often it starts lower in the company, like with my interest... I put myself through college and I wanted to provide these young people with opportunities... But you still need commitment from the top... It seemed like a good place to start to get involved in the community... We would work with students who then might be potential future employees. There was something in it for us too, but it still was about giving back. "

Laurie: "The owner of Accuround had a personal relationship with [a staff person from MYTURN]. This staff person made the case about the importance of education reform and project-based learning activities for students and the role of business. And so I found myself involved... That relationship mattered and what she said mattered. But I will admit I did find myself saying a few times in the beginning, 'What am I getting myself into?' It took a bit. But now I see my purpose. And now it is written into my job description – as director of human resources – outreach to the community."

YEAR 1

In the first year of Accurounds' partnership with MYTURN, Ms. Pacitto worked with the Brockton High School science department. She described this year as one of generally treading water. The business and the teachers got to know one another and talk one another's language, but they became bogged down in education terminology and trying to create a project from the principles of education reform – how they wanted to change schools and how and what students learned. They hit many roadblocks and experienced a lot of frustration. She became lost in the education lingo and didn't see what her role might be in this work. In meeting after meeting, the team seemed to be spinning its wheels. She began to wonder why she had agreed to become involved.

The team decided to backtrack. They developed an idea for a project first and then tried to tie the project to education reform goals. Ms. Pacitto thought this worked better, and it did lead to a completed project: a business board game. But she didn't think the board game was ever used or even looked at again. While she contributed general business knowledge, she did not think this project tapped her substantive knowledge of manufacturing. She wondered about the

value of her participation and of the partnership with MYTURN and the schools. She was still not completely satisfied with her involvement.

YEAR 2

In the second year, GTR joined the partnership, and MYTURN decided to link both firms with Southeastern Technical School (a vocational school) – specifically with the metal fabrication shop. Both Laurie and GTR's Jim Craig felt this was a good match -- meeting their needs as employers (potential future pool of skilled labor), using their expertise (specifically in manufacturing), and meeting the needs of students and the school.

Jim and Laurie sat down with teachers to brainstorm projects -- this time following two principles:

1. It had to be a project the business partner could really use.
2. The students would take responsibility for the entire process, from design through production. They had to look at the whole job, including the cost of labor, cost of materials, vagaries of scheduling, etc., so that they would learn basic business skills, not just technical skills.

The project they settled on was metal tool carts. Accuaround and GTR would be true customers: *"The students were to construct the metal carts, and we needed those metal tool carts. We were real life customers."* The students would take responsibility for the entire process of designing and producing the carts for Accuaround and GTR. The project was treated as a real world project – not make-work. Prospective students were interviewed; not all were accepted. When the students began manufacturing the carts, the employers (the customers) visited the school to check on the students' progress. The students did not know Jim or Laurie, which made it easier for them to act like real customers. *"We kept them at a distance. We did not become their friends."* Laurie and Jim described the project as a genuine experience in what it takes to run a manufacturing operation and a good way to develop an appreciation for the work of salesmen and estimators.

There were challenges to be sure. Some students were "fired" during the course of the project as they would have been in the "real world," and others were "hired." Deadlines were not met because the school (the students' other major customer) also had projects for the shop students to complete, which took priority. This presented scheduling issues, led to delays, and ultimately made GTR and Accuaround feel that the school administration did not fully support the partnership or understand its value. The MYTURN liaison was critical in working through such issues, keeping the project on-track, and moving the partnership forward. MYTURN also took the lead in working with teachers to expand what they teach and how they teach it.

In the end, everyone – especially the students - learned from these challenges. The students learned that business is not just about technical skills, but also about planning and management. They learned to take responsibility for themselves. They eventually stopped looking to teachers for answers.

"The students learned much more than the welding part of making the cart. They had to determine how much it would cost... They lost their shirt on the carts, really, but learned

about how to figure in the cost of labor. They were running a business which takes confidence and a sense of responsibility. The last presentation they gave with the finished cart – it was unbelievable how much they had grown and learned.”

The Accurounds, GTR, and Southeastern Technical School partnership was showcased along with other projects at an annual Career Development Conference, which brings together business, college, school, and community partners and gives students an opportunity to display their accomplishments. The hope was that these events would help MYTURN gain support from higher-level school administrators and encourage those administrators to focus more on the possibilities of reaching beyond the classroom for educational value.

In addition, the students from the metal fabrication shop were able to present the carts to the owner of Accurounds and other employees. It gave others a chance to see the real results of these partnerships: both the tool carts themselves – a tangible product - and the pride and professionalism of the students who had built the carts.

CONCLUSION

Both Accurounds and GTR felt MYTURN made a valuable partner because of their commitment to a good match between schools and employers. MYTURN played a key role in bringing employers and schools together – something that neither company would likely have done on their own. And once the partnership was up and running, MYTURN helped address scheduling issues, competing priorities between the school and the businesses, lack of common language, and other barriers.

Laurie and Jim felt the right match and the right project led to the success of their partnership and their desire to keep it going. *“It was relevant and fit what I do on a day-to-day basis. I saw my purpose in this partnership.”*

Afterwards, Jim and Laurie summed up their experience partnering with MYTURN:

- It was fun. They enjoyed working with students, watching them grow in knowledge and confidence.
- It gave them time away from work as well as a chance to rekindle their enthusiasm for their work and for getting involved in the community.
- They had a chance to teach students about business and to dispel some stereotypes. They also taught students that companies want to hire them, that jobs are theirs to take. They expect this to help students when they go out to interview.
- It taught them about schools and education reform, helping to dispel some of their own stereotypes about teachers.
- A positive experience encourages the business to become more involved in the community. At the end of Year 2, the students did a presentation at GTR: “You could feel their anxiety and excitement. It moved us to tears.”
- The experience demonstrated to the owner of Accurounds what the company could do. It has given him a vehicle for an interest that was always there.
- It gave them preferential access to a pool of potential employees.

CITIZEN SCHOOLS BUSINESS PARTNERSHIP CASE STUDY

INTRODUCTION

Citizen Schools was founded in 1995 with 35 youth in an after-school program. As of late 2003, they operated 10 after school and summer programs in Boston and 10 across the country. In the After School Programs more than 1,500 children ages 9 to 14—most from low-income households— work side-by-side with lawyers, architects, web designers, financial managers, and chefs. Through a powerful combination of hands-on, experiential learning and community building, students participate in activities that strengthen their academic skills, develop their personal leadership skills, facilitate their access to resources, and build connections with the community.

The model for Citizen Schools arose out of the confluence of historical and social changes over the course of the last century in three domains: education, society and out-of-school time. Founders Eric Schwarz and Ned Rimer designed the model in 1994 to reconceptualize out-of-school time programs as vehicles for educating children and simultaneously improving communities. Rimer explained their reasons for creating Citizen Schools:

- 85% of 8th graders in Boston were not performing at grade level and lacked the writing, data analysis, and communication skills needed to succeed both in and out of school.
- Youth spend 80% of their waking hours out of school.
- While Boston has only 1,500 professional teachers, there are 1.5 million potential “coaches” -- non-teacher adults who could take active roles in children’s lives.
- 9-14 year-olds experience major developmental changes and benefit from opportunities to develop mastery and self-confidence through hands-on, real-world experiences.

Schwarz and Rimer conducted focus groups with children, educators, philanthropists, and managers in the for-profit and non-profit communities to confirm their vision and help them build Citizen Schools into a sustainable and effective organization.¹

The core of Citizen Schools’ program is its hands-on apprenticeship model. In the apprenticeship program, local volunteer experts – known as Citizen Teachers -- from the business community and all walks of life work together with a small group of students for 10 two-hour sessions to learn about a topic. For example, students learn how to argue a mock trial, design a web page, manage a financial portfolio, start a business, or design a public space. The apprenticeship culminates in a “WOW!” experience, in which the students create a product or performance that benefits the community. Citizen Schools offered approximately 70 apprenticeships in the 2002-03 school year.

¹ Citizen Schools is in the process of a major expansion effort. In 2002, it launched its first programs outside of Boston, adding four affiliate sites in Texas, California, and Massachusetts. In September 2003 it added six more affiliates in New Jersey, Arizona, Texas, and Massachusetts. Citizen Schools aims to be a national leader in the after school education industry by sharing best practices and contributing to education reform.

Citizen Schools got started at a grassroots level, recruiting volunteers for its apprenticeship programs. Many of these volunteers became advocates for the program at their companies or firms. Citizen Schools has a number of business partners; some provide funding, while most provide volunteers or in-kind contributions.

BUSINESS PARTNERSHIP STRATEGIES

Citizen Schools quickly realized the importance of “being strategic” in working with corporate partners. Citizen Schools makes the case to potential business partners by explaining the benefits of the apprenticeship program, including opportunities for leadership, professional development for their staff, networking, and community involvement. Citizen Schools makes an effort to understand each potential partner’s corporate structure and interest in service. Staff conduct thorough research and analysis to understand how a potential partner’s senior leadership defines corporate citizenship, community service, volunteerism, and philanthropy, and customize their approach accordingly. Potential partners are invited in a low-key manner to attend “WOW!” events or visit Citizen Schools campuses to see the program in action. Citizen Schools conducts outreach to and cultivates organizations that express interest, and develop a clear follow up plan.

Citizen Schools recognizes that many businesses want to do more than just write a check. They want their investment to make a difference in the community. The program is able to demonstrate the impact on children through measured improvements in reading, writing, and math. And Citizen Schools makes participation easy. Businesses and their employees make a finite time commitment of only 10 weeks, and often the students are brought to the worksite for the apprenticeships. Staff provides volunteers with a well-structured training and consistent support during their apprenticeship. Citizen Schools also presents a clear intervention that taps the skills of corporations – such as writing coaches from the legal sector and math coaches from financial services/accounting firms.

Citizen Schools’ goal is to have corporate partnerships in eight key sectors: legal, business, financial services, technology, science/mechanics, arts, architecture, and journalism/publishing. It aims to make connections with leaders in each of these fields, with the expectation that these contacts will lead to associations with others in the same field. Citizen Schools gives firms an opportunity to become as deeply engaged as they would like to be—from providing volunteers, to offering financial and/or in-kind support, to serving on the board. “We take a sector-based approach in our own outreach in volunteer recruitment and funding,” said Anuradha Desai, Director of Organizational Development of Citizen Schools. “This way we create a healthy competition in each sector and get a deeper commitment from a corporation.”

CITIZEN SCHOOLS BUSINESS PARTNERS: HALE AND DORR LLP AND LIBERTY MUTUAL INSURANCE CO.

Citizen Schools’ partnerships in the legal sector are particularly well developed. The Brandeis team talked with two firms with whom Citizen Schools has partnered: Hale and Dorr LLP and Liberty Mutual Insurance Co. (especially its legal department).

The Hale and Dorr LLP Partnership

Hale and Dorr LLP, a large corporate law firm in Boston founded more than 80 years ago, has a long tradition of providing pro bono legal services and making charitable contributions. However, by the mid-1990s the firm found itself inundated with requests for support from hundreds of nonprofits. The senior leadership decided the firm should engage in more systematic giving that would allow it to have a more significant impact. It consciously chose a venture philanthropy model of corporate citizenship that would lead to deeper involvement with a few non-profit organizations rather than shallow involvement with many organizations.

The firm formed a community giving task force charged with identifying a core theme for the firm's charitable giving efforts. The chosen theme was young people, and the task force began to look for organizations in which to invest. They were looking for non-profits that served children or youth, were distinctive, offered opportunities for staff to volunteer, and were far enough along in their development that they would not be overwhelmed or defined by a Hale and Dorr investment. The task force also looked for organizations with strong leadership, a capable team, and a great product. Task force members recommended organizations to be considered, rather than soliciting formal applications from non-profits.

Citizen Schools was an excellent fit for Hale and Dorr. Co-founder Eric Schwarz had a well-established reputation from his days at City Year, another innovative non-profit in Boston. Co-founder Ned Rimer was a long-time teacher with extensive experience and expertise in experiential learning methods. Citizen Schools also had the reputation of being the most proactive non-profit in Boston. Its model was considered cutting edge because of its focus on apprenticeships and the natural opportunity for corporate volunteers to become involved. As Citizen Schools' Stephanie Harden recalled, "They did incredible due diligence, researched us, got to know us and ultimately came to believe that we were poised to change the face of after school education. I think also they had confidence in our leadership team and in our ability to fully leverage both their financial support and their volunteers to make change for young people."

Citizen Schools had been cultivating a relationship with Hale and Dorr prior to the firm's offer. They spent a great deal of time researching and analyzing the firm's views on corporate citizenship, philanthropy, and volunteering. "At Hale and Dorr, it was clear at the senior level that there was a commitment," said Desai, "Early on the senior partners at Hale and Dorr decided they wanted to be much more involved than simply sponsoring a table, for example, at a fundraising dinner. They wanted to be strategic in their philanthropy. And we wanted to be strategic in our partnership development." The leaders of Citizen Schools strategically and quietly cultivated this relationship.

Hale and Dorr has provided a steady, consistent stream of volunteers from the beginning. Early involvement of volunteers helped build the partnership and yielded significant financial support. And the firm had a mock trial program that dovetailed perfectly with Citizen Schools' apprenticeship program. Additionally, Hale and Dorr offered other benefits, such as:

introductions at a high level to other potential sources of corporate support, in-kind donations of the use of their office, training, and supplies.

Citizen Schools credits Hale and Dorr with helping them build their infrastructure and connect with the leadership of other Boston law firms. In 1999, a formal Evening of Mock Trials program was launched at the Federal Court House, thanks to Hale and Dorr's brokering a relationship between Citizen Schools and Discovering Justice, another nonprofit. Citizen Schools grew from offering one or two legal apprenticeships per year to 28 per year with volunteers from over 20 Boston law firms and agencies. In 2000, Hale and Dorr renewed its commitment to Citizen Schools for another three years.

At Hale and Dorr, charitable giving is not part of a marketing effort. The firm does it because "it's the right thing to do," according to Senior Partner Jack Regan. Hale and Dorr has two full-time staff positions dedicated to charitable giving, which receives support from the firm's Public Service Committee, as well as a senior partner who oversees the relationship between the firm and its non-profit partners. This is not to say that their efforts do not have business benefits. More and more large companies that seek outside counsel through an RFP process look for firms that engage in pro bono work and charitable giving.

Citizen Schools considers its relationship with Hale and Dorr as a model business partnership. Staff at multiple levels of the organization, including senior management, are committed to the partnership. The firm provides volunteers, financial and in-kind support (including pro bono legal services), and connections to other firms and businesses, while Citizen Schools provides opportunities that match the firm's interests.

However, Citizen Schools also recognizes it cannot sit on its laurels. It hopes that Hale and Dorr will help it to influence the national after school sector as Citizen Schools grows. According to Stephanie Harden, several factors can facilitate their ability to advance the partnership, including "our ability to keep them engaged in different ways, to keep it fresh and new and to broaden our base of support within the firm...We need to continue to make them feel special as we grow and bring on even more partners."

LIBERTY MUTUAL INSURANCE Co.

In 2000, Citizen Schools formed a partnership with the Legal Department of Liberty Mutual, a large national insurance company. Unlike the Hale and Dorr partnership, which began at high levels of the organization, the Liberty Mutual partnership began at the grassroots level. When a Citizen Schools' volunteer, Allison Friend, was interviewing for an associate's position in the Legal Department of Liberty Mutual, she talked about her volunteer experience and her strong desire to continue to work with Citizen Schools. Liberty Mutual saw a partnership with Citizen Schools as a good fit with the Legal Department's existing pro bono program, a way to advance the company's commitment to diversity, and an opportunity to provide middle school children with a positive introduction to the legal system.

Liberty Mutual's Legal Department has now been involved with the legal apprenticeship program for three years. It created a 15-minute video for Legal Department and other staff. The video includes interviews with students and teachers, as well as footage of a mock trial, which is the culminating event for each legal apprenticeship.

Interest has increased substantially, largely by word of mouth, and the number of attorneys and support staff volunteering for the project has doubled. Staff find the experience enjoyable and convenient. They also clearly care deeply about the young participants. Staff talked about crying as particular students overcame hurdles, made progress, and took part in the mock trials at the end of the program.

The program also provides staff with an opportunity to meet people outside their immediate unit. A direct benefit for the Legal Department comes from the team building that occurs when "people are working together outside of their normal business relationships. Doing meaningful work like this binds people together."

Liberty Mutual staff appreciates that their volunteer work makes a meaningful and measurable difference in children's lives. The general partner who oversees the Legal Department's pro bono work is impressed with the improvements in the apprentices' skill levels after their involvement in an apprenticeship.

Other Liberty Mutual departments are beginning to get involved in teaching apprenticeships. In the fall of 2002, the National Markets Sales Team taught an apprenticeship in which the students helped to create an overview of the safety strategies utilized in the construction of the new Patriots stadium in Foxborough, MA. Liberty Mutual's involvement has primarily been through its support of apprenticeships, but it also recently made a \$10,000 donation as a result of its involvement in the apprenticeship program. In spring 2003, Liberty Mutual's Allison Friend was inducted in the Citizen Teachers' Hall of Fame, prompting her company to make another \$10,000 donation.

As a result of this partnership, Citizen Schools has expanded the legal apprenticeship program to other corporate legal departments. As Citizen Schools expands to other locations around the country, it hopes that Liberty Mutual employees from other parts of the country will teach apprenticeships at Citizen Schools programs in their neighborhoods. The Liberty Mutual partnership started through personal connections at the grassroots level. Citizen Schools believes that gaining senior leadership support will be critical to advancing the partnership.

BENEFITS OF PARTNERSHIPS

Both legal partners said that for a partnership to be successful, the work must be mutually beneficial. Citizen Schools has gained talented volunteers, financial and in-kind support, and connections to new corporate partners. Law partners have benefited from a personally rewarding and accessible alternative for staff to perform pro bono work; improved intra- and

interdepartmental connections among staff; training their own potential work force; and the opportunity to make an immediate positive impact on their communities.

Both Hale and Dorr and Liberty Mutual give attorneys who participate in the apprenticeships credit toward pro bono hours that they are expected to perform. In pro bono cases, attorneys sometimes find themselves assisting in cases that are beyond the scope of their typical experience, in which they may lack the relevant legal knowledge or experience necessary to help their clients. At Citizen Schools, however, lawyers only need standard legal skills and an interest in working with young people. As a staff person from Liberty Mutual said, “This is not really about lawyering, it’s about teaching.”

To ensure this experience is positive, Citizen Schools provides the volunteers with strong training and support while they are teaching. Desai explained, “We find out from our volunteers what worked and what didn’t work for them, so we can continually refine our model.”

The hands-on apprenticeships also provide opportunities for staff to feel a positive emotional connection and benefit from their work. One staff person said, “It had us in tears when one parent got up at the end and thanked us for the impact we had had on her child and the other children in the class.” While there are corporate rewards, some of the most powerful rewards are personal.

CONCLUSION

For a partnership to be successful, the corporate partner must feel that the work of the non-profit is important and aligned with the mission of the corporation. For partnerships to be effective, there must be a good fit between a business’ motivations and competencies on the one hand and the non-profit’s needs and capabilities on the other. As Liberty Mutual said, “You need some good idea that clicks.”

Not all business partnerships are appropriate. Hale and Dorr decided to limit their support to a few organizations. Citizen Schools recognizes that it is important to be prepared to say “no” when the corporation has other motives for participating than a shared commitment to solving the problem. At the same time, Citizen Schools does an excellent job of creating opportunities for its business partners, and then moving them up the ladder of giving.

As Citizen Schools grows, its staff realizes that they need to reach out more to corporate leadership. They also recognize that maintaining connections with both volunteers and corporate managers can be a struggle. They acknowledge that “different assets require different levels of nurturing.” As their partnership circles expand, managing relationships will become more challenging. To address this, Citizen Schools now has relationship managers for each partnership. All major communication between Citizen Schools and the business partner flows through the relationship managers, which ensures that senior leadership is kept up to date on projects and can take an active role in overseeing the project and linking it to overall business

strategy. Relationship managers also provide a consistent feedback loop for continuous improvement and ongoing communication between Citizen Schools and its business partners.

Reflecting on their experiences, Hale and Dorr, Liberty Mutual and Citizen Schools offered the following advice to non-profits about establishing and maintaining partnerships:

- Try to find companies where corporate citizenship is already a value. Look in the newspaper for citations of firms that are active in charitable giving, make contact, and ask for recommendations of other firms that might be interested.
- Look for multiple access points. Draw on connections with grassroots volunteers and with executives. Create multiple points of connection in every partnership to ensure growth and sustainability.
- Understand it may take time to build personal relationships and trust, but that those efforts pay off. Take a long-range view when approaching businesses. “Really get acquainted and understand where the points of connection are.”
- Don’t think the firm is only interested in publicity or profits. Good business partners get involved because they care about an issue.
- Give businesses a clear and easy way to give to the community. Ensure that activities fit with the partners’ expertise and interests.
- Present a clear vision and measurable objectives. Partners appreciate being able to see the results of their efforts.
- Let the work speak for itself. Invite potential and current partners to visit the site to see what it does.
- Try to become part of the water-cooler talk - that is, get volunteers talking about their experiences with the kids, which helps the non-profit become part of the corporate culture.
- Show appreciation for business partners’ efforts. For example, give them a no-cost table at a fundraising event to show that you value the relationship as being more than a source of funds.
- Stay in regular contact with the firm. Communication may be a non-profit's most important strategy to maintain an effective business relationship. It may also be the most difficult because there can be so many relationships to manage.

SOUTHEND COMMUNITY SERVICES BUSINESS PARTNERSHIP CASE STUDY

INTRODUCTION

Southend Community Services (SCS) is a youth employment program in Hartford, Connecticut. SCS's efforts draws additional support from other nonprofit organizations, such as Casey Family Services; public agencies such as the Connecticut Department of Children and Families; the Connecticut Department of Labor; the Hartford Public Schools; and its principal business partner United Parcel Service (UPS). All the partners attend monthly meetings, and everyone gets to listen to different perspectives on youth employment issues and different approaches to dealing with those issues. The meetings aim to sustain and enhance a shared commitment to community welfare.

The partnership with SCS is part of UPS's National School to Career Initiative, eight school-to-career projects funded through a modified competition by the Annie E. Casey Foundation in partnership with UPS. UPS has provided an executive on loan to Casey and the partnership for the past two years. UPS has both practical and altruistic interests for engaging in this partnership:

- *Practical interests.* UPS relies heavily on young entry-level workers. Their business strategy is to hire younger people to work as package handlers and to advance them up through the system. Yet they were having increasing difficulty finding qualified entry-level employees, and were having an equally tough time keeping them in the job: at the Hartford facility, average duration of employment for entry-level workers is 5.5 weeks. SCS offered UPS a dependable stream of youth who need jobs, as well as training and support mechanisms to help keep them on the job. Thus the partnership with SCS is connected to one of UPS's core business goals: hiring youth who will stay with the company and advance.
- *Altruistic interests.* The UPS corporate culture values community involvement and addressing larger social issues. Its long history of corporate citizenship and making a difference in the community is rooted in the company from its founder, Jim Casey. Kevin Garvey, the UPS executive on loan, described the company's commitment as "*not a question of talk, it's about actually being involved, doing something.*" National headquarters encourages and supports local UPS facilities to be responsible corporate citizens. Kevin described it as "*not a national directive, it's more a license to get involved. It's important that local facilities have ownership.*"

Southend Community Services worked closely with UPS from the start. The business plan was a joint effort. It has grown into a relationship based on shared mutual goals, honesty, and commitment.

CHANGING POLICIES AND PRACTICES

The reflective meetings and discussions associated with the partnership have led to changes in practices at the local UPS facility:

- Better training for new supervisors to give them a more thorough introduction to UPS and its services for workers; the tools to work with youth hires; and a recognition that UPS needs to keep working with SCS and Casey to help build supervisors' skills in working with youth.
- An extended, multi-step interview process to help youth learn more about the job and the working conditions, and more time to think about the commitment.
- Hiring youth in cohorts to go through training in a supportive group rather than one at a time.
- Improved supervisor-employee communications, particularly in the form of weekly meetings between supervisors and employees to talk about working conditions, what might be improved, what causes problems, etc.
- More occasions for formal recognition of employee contributions.
- Formation of a retention committee to address turnover.
- Tracking of project results to measure progress. The initiative's web-based reporting system uses a version of the UPS TQM model to track youth. Each project can use the web site to see a variety of outcome measures and its hiring and retention rates in real time.
- Conducting exit interviews with as many employees as possible. The corporate directive to human resources is to look for adjustments that can be made to increase retention.

PARTNERS' ROLES AND ATTITUDES

The collaborative has a steering committee that is composed of active participants – i.e., employers who hire youth, nonprofits who get them ready for work, and government agencies that provide social and financial support. Bringing such a committee together regularly to talk about issues based on common experiences and explore solutions increases the possibility of shared learning and innovation.

The partners also follow up to see how the youth are doing after they begin working. The contacts we heard about were not case-by-case reviews; they were more a matter of the nonprofit partner checking to see how things were going, whether any problems had arisen, and whether the business partner was planning any changes that would affect subsequent placements.

The partners are also very present on the shop floor at UPS. SCS provides job coaches who work closely with supervisors. Casey Family Services' lead case manager will sit through the next scheduled supervisor training. Youth Opportunity-Hartford provides mentors. Staff from all of the partners have daily contact on the shop floor, and all of them are involved with youth every day. This helps the mentors and job coaches get a concrete understanding of the UPS work requirements, and it helps the UPS supervisors to better understand the youth and the kinds of issues they may have to deal with.

The success of the partnership can be seen at the shop floor level – a number of current UPS employees have referred young neighbors and relatives to SCS.

There is a genuine commitment to solving problems. Learning and continuous improvement are built into the process. For example, the collaborative discussed the two course corrections made – bringing new hires in cohorts and improved supervisor training. Another example of innovative problem solving concerned how to address UPS' routine layoffs of package handlers in January, when business drops substantially after the holiday rush. But SCS does not want to lose credibility with youth because of the layoffs. The partners worked out a mutually beneficial solution. UPS would provide the equipment to SCS to train the youth in operating package scanners and using the associated software. SCS would pay the youth a stipend. The youth will have an opportunity to qualify for other jobs during the layoff, and UPS would give them priority in hiring.

DEALING WITH RETENTION CONCERNS AT UPS

The steps taken to deal with continuing retention concerns at UPS show the partners' ongoing effort to solve problems. In 2002, the first year of the program, SCS placed 74 youth at UPS, but 52 left during the year, with an average of 15 weeks of employment, and an overall retention rate of only 29 percent. UPS data show that youth left the job for a variety of reasons. From SCS's perspective, one-third left for positive reasons – ten for other jobs, three moved, and five went back to school. SCS would like to count these as positive outcomes. “We’re helping UPS move packages but we’re also helping youth grow as people and as citizens.” But UPS wants to retain its workers and considers all terminations to be negative outcomes. UPS pushed SCS to improve retention and to encourage youth who go back to school to keep working part-time.

In 2003, SCS responded by extending the intake process to give youth a more complete exposure to the demands of the job. Intake now takes 12 hours over the course of a week. Beginning with the first appointment, staff make it very clear that UPS is a hard job – a noisy, dusty work environment, a demanding work pace, and close supervision. Youth are told to be prepared for a lot of criticism from their supervisors. UPS refers to this as “coaching counseling.”

UPS supervisors are responsible for building workplace skills and the SCS job coach is responsible for helping youth cope with personal issues. Both UPS and SCS stress that a concern with “the whole person” is a cornerstone of their approach to youth.

For the second appointment, an hour of job shadowing at UPS gives youth first-hand experience of the workplace. The job coach walks them through the facility, explaining every

job. Some youth ask a lot of questions, some just look around. This first experience can be overwhelming. A line of trucks is backed up to loading docks. Boxes are unloaded and placed on moving belts that wind back and up to a second level. A sorter pulls them off the belts, checks destination addresses, and puts them in one of six chutes where belts move them to be loaded on outgoing trucks. Supervisors push the pace, sometimes loudly.

While making sure youth understand the nature of the job, SCS intake staff also encourage them to work at UPS, pointing out that:

- Part-time workers get full benefits.
- Workers are judged on a few clear, basic performance criteria – number of boxes loaded/unloaded, accuracy of sorting, and attendance.
- Opportunities for advancement are numerous since UPS policy is to promote from within. Workers can move from sorting to supervision, driving, technical support, mechanics, even management.

Since an individual who came through SCS and has worked at UPS as both a sorter and a supervisor does intake, he can answer questions accurately and with conviction. SCS has developed other placement opportunities (CVS, Stop and Shop, and Federal Express) for youth who do not think they can make it at UPS.

Overall, hiring at UPS dropped substantially, but the retention rate improved. As of September, 13 youth had been hired and 10 were still working at the end of the year (77 percent retention.)

OVERCOMING BARRIERS TO PARTNERSHIPS

The most significant barrier our respondents talked about was the need for business and nonprofits to learn a common language, to identify the unspoken assumptions that give simple terms different meanings to each party. Non-profits too often think that business is entirely about the bottom line, so they approach business in terms of practical self-interest. But many firms do recognize that they are part of the community and have an obligation to give back. They will respond to this appeal if given a vehicle to do so. Conversely, business firms too often assume that non-profits lack discipline, and are unwilling to enforce standards or teach young people that actions have consequences. The two sides need to talk through these stereotypes. That is best done in terms of a shared commitment to developing solutions to mutually recognized problems.

In the end, this partnership is a two way street. SCS is learning about UPS business and tailoring its approach to UPS needs, and UPS is making changes to its policies and practices to better support young workers.