

PARTNERSHIPS



Think about a partnership or collaboration in which your organization is involved?

Why are you participating in the collaboration/partnership?

What outcomes matter most?

In what ways is the coalition/partnership effective?

What impedes the effectiveness of this coalition/partnership?



Types of Non-arts Partners (# of Projects)	Types of Arts Partners	Types of Projects
Schools and Libraries (5 projects)	<ul style="list-style-type: none"> • Cultural council • Musical theater • Arts incubator • Visual arts gallery • Artist colony • Dance company 	<ul style="list-style-type: none"> • Arts in curriculum • Artists' residency programs • Summer dance camp • Theatrical performance series
Social Service Organizations (10 projects)	<ul style="list-style-type: none"> • Rural CDC arts program • Children's theater • Artist support organization • Arts and humanities councils • Annual arts festival • Coalition of small cultural organizations • University printmaking shop 	<ul style="list-style-type: none"> • Intergenerational oral history • Neighborhood health festival • Mural project by incarcerated teens • Art exposure for adolescents • School grief and loss program • Youth theater production • Printmaking classes for seniors • Exhibit on Latino culture • World music festival and year-round performance series
Housing and Community Development Organizations (5 projects)	<ul style="list-style-type: none"> • Art and performance gallery • Art college • Immigrant museum • Theater company • Latino arts and cultural center • Large art museum • City cultural affairs department 	<ul style="list-style-type: none"> • Youth development and cultural tourism • Community oral histories • Youth-focused art gallery • Business and cultural promotion • Community mural project
YMCAs and Boys and Girls Clubs (4 projects)	<ul style="list-style-type: none"> • Large theater company • Oral history center • Photography training studio • Dance company • Large performing arts center 	<ul style="list-style-type: none"> • Cross-neighborhood oral history program • Mural and banner project • After-school dance program • Summer Shakespeare camp • Musical concert by developmentally disabled adults and teens
Religious Congregations (4 projects)	<ul style="list-style-type: none"> • Local art commission • Rural heritage association • History museums • Art promoters • Large orchestra 	<ul style="list-style-type: none"> • Preservation of religious artifacts • Musician residencies • Arts activities for children in public housing • Community-based play drawn from resident interviews

What makes a partnership work?	What makes a partnership not work? Or what are challenges to overcome?	Notes
Reciprocity	One-way benefits Missionary or outreach approach	
Clear & defined common goal (s)	Differences about what is needed, intended	
Respect for partner and partner's knowledge	Ownership issues Ownership of the project Ownership of the issue, Documentation, Art	
Trust	Lack of trust Resistance based on historical injustices Perceptions of the other Questions around motivation	
Listening and knowing partner's identity Community, institutional culture, value, realities One to one relationships	Cultural, generational, class, other differences Lack of time or commitment to learn and talk about such differences	
Acknowledge & address inequalities Staffing, money, power/agency	Inequity Lack of consideration that the stakes are higher for some	
Shared authority, decision making	Issues of power Who sets priorities? Who controls resources?	
Stretching out of comfort zone	Fear of the other, the unknown, losing control	
Critical self-analysis Perseverance through difficulties	Blinders or blind spots to impact of actions Not taking time to reflect on one's own and one's organization's actions, relations, etc.	
Flexibility	Entrenchment	
Open Communication	Assumptions	

Cooperation	Coordination	Collaboration
<p style="text-align: center;"> lower intensity →→→→→→→→→ higher intensity </p>		
<p>Shorter-term, informal relationships</p> <p>Shared information only</p> <p>Separate goals, resources, and structures</p>	<p>Longer-term effort around a project or task</p> <p>Some planning and division of roles</p> <p>Some shared resources, rewards, and risks</p>	<p>More durable and pervasive relationships</p> <p>New structure with commitment to common goals</p> <p>All partners contribute resources and share rewards and leadership</p>

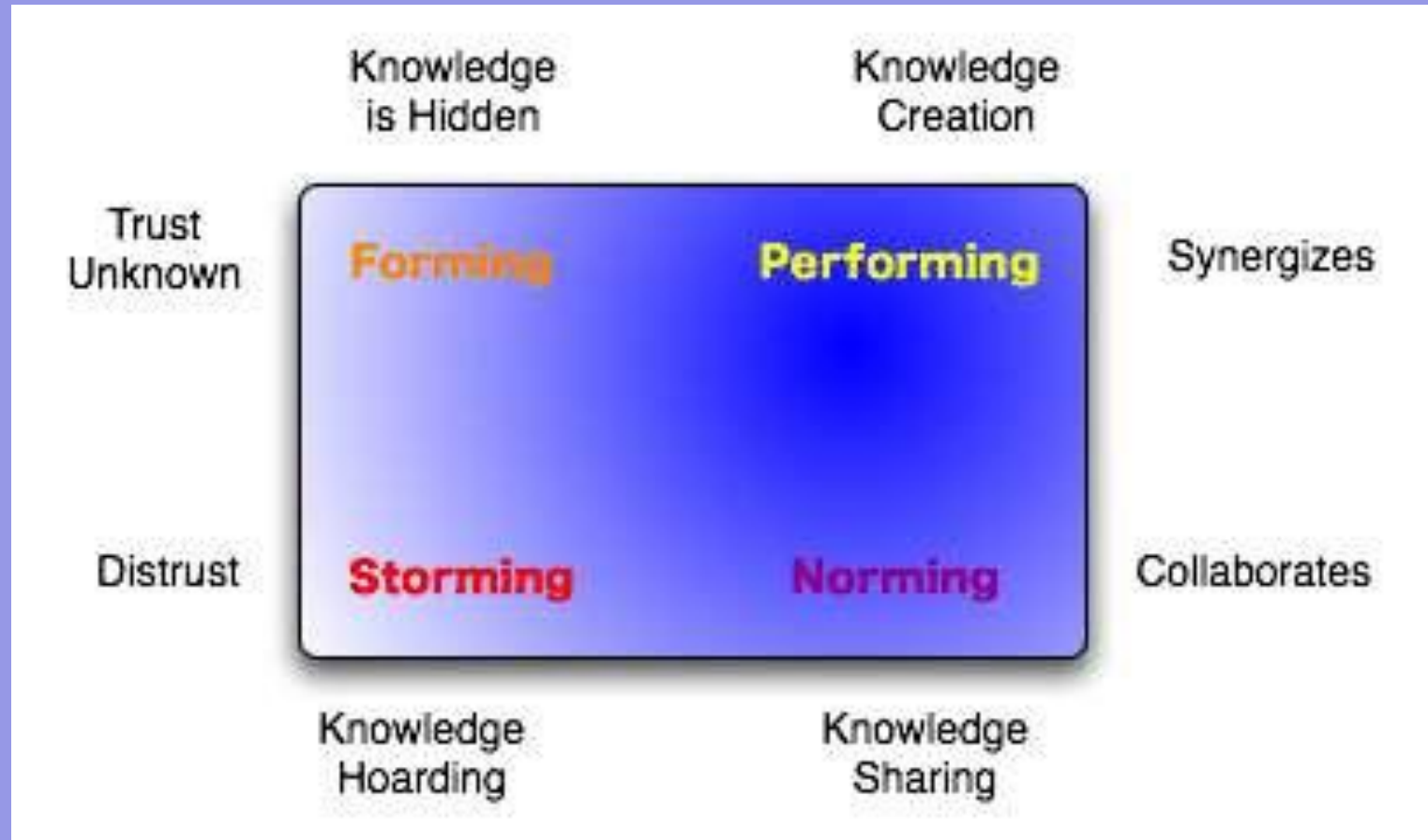
By Carol Lukas and Rebecca Andrews
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Degree of Intensity	Administration	Development/ Advocacy	Service Delivery
High	Centralized purchasing, benefits programs	New funding streams Packaged funding requests	Region-wide service delivery system
↑	Shared staff (proposal writer, bookkeeper)	Advocacy on policy issues e.g., welfare reform, community violence	Niche specialties shared through contracts
	Co-location		New program development
	Asset management	Media/marketing campaigns	Coordinated intake & referral
	Board/staff development	Community forum	Staff exchanges
Low			
Difficulty, Time, Impact Low → High			

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Teams normally go through five stages of growth:
Forming, Storming, Norming, Performing
Tuckman(1965)

Do you need a Memo of Understanding for Your Partnership?



The process of development provides an opportunity to clarify and quantify vague expectations.

The process of adoption, by the governing boards of all partners, fosters a deeper level of understanding and commitment.

The identification of goals helps partners focus on priorities for action.

The establishment of standards and indicators for performance provides a basis for evaluation.

		Clear and Functioning	Needs discussion	Written Agreement	Comments
Partnership Boundaries	Purpose and partnership goals				
	Definition of what it means to be a partner/member				
	Areas of joint action				
	Annual action agenda				
Partnership Operations	Leadership roles				
	Decision making processes				
	Systems for inter-agency communications and information exchange				
	Systems for fiscal/financial management				
	Responsibility for resource development				
	Responsibility for public communication				
	Established success indicators & evaluation measures				

		Clear and Functioning	Needs discussion	Written Agreement	Comments
Partner Responsibilities	Executive and or trustee level commitment				
	Financial contribution				
	Appropriate representation at meetings and events				
	Information Sharing				
	Active participation in executing partnership projects and activities				
	Participation in joint planning				
Other					

	Perceived Potential Assets	Perceived Potential Liabilities
Arts Organizations		
Reputation	Creativity; insight; cultural conservation and innovation.	Elitism; insularity; narrow self-interest.
Constituency	Elite patrons and donors. Strong attachments formed by subscribers and other patrons.	Only focused on arts; appeal only to elite or <i>avant garde</i> ; lack of community support.
Capability	Staff artistry; cultural awareness; performance or gallery space; connections to arts and cultural funders.	Limited to specific types of performance or exhibition space; reliance on individuals with rare skills or talent.
Mission	Arts and cultural creation or preservation. Emphasis on quality of art.	Inflexibility in pursuit of creative excellence and artistic control.
Non-arts Organizations		
Reputation	Dedicated and hardworking staff; advocates for the least fortunate.	Self-righteous; suspicion of creative ideas and approaches.
Constituency	Minority and low-income communities and adherents to social causes; diverse support from foundations, government, and individuals.	Demands for social programming; resistance to departures from customary activities; hamstrung by community process and pull of multiple interests.
Capability	Knowledge of program services and educational models and practices; ownership of facilities.	Overworked and underfunded.
Mission	Mission of social and community improvement. Emphasis on efforts to help least advantaged.	Sense of entitlement to public and community support.

FOUR KEYS TO COLLABORATION SUCCESS

Clarify the purpose

Let form follow function

Involve the right people

Get it in writing

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