



The Collaboration Spectrum

*How to enter into community
partnerships while maintaining
organizational identity*

Literacy Texas 2023
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What scares you
about the idea of
collaboration?

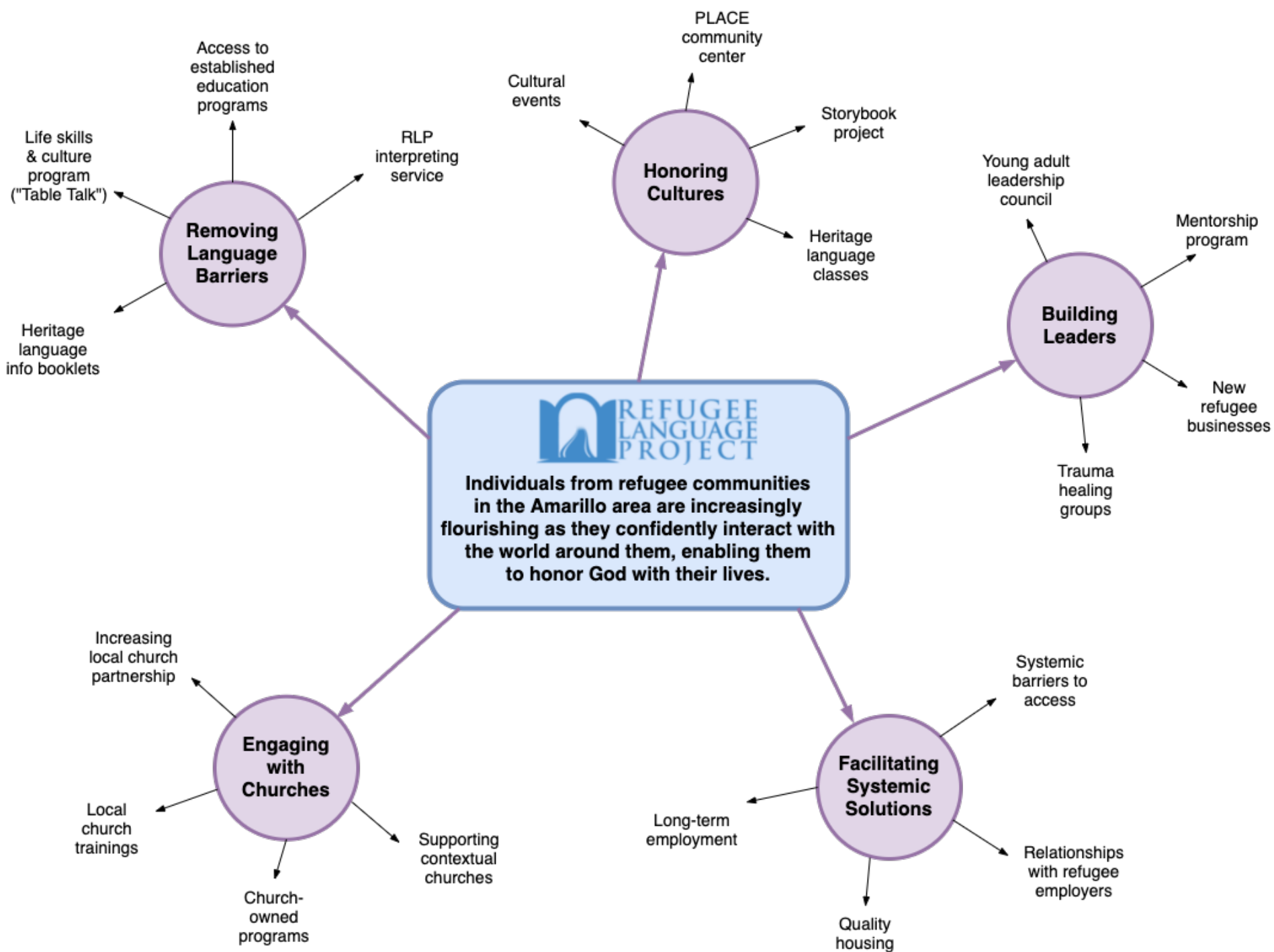


VISION & MISSION

Refugee Language Project exists to ensure that individuals from refugee communities in the Amarillo area are increasingly flourishing as they confidently interact with the world around them, enabling them to honor God with their lives.

We accomplish this vision by removing the language barriers refugees face, honoring their cultures, overcoming obstacles to build leaders, facilitating systemic solutions for long-term issues, and engaging with local churches.





A brief RLP history

2008-2016 *Background*

- ★ SIL Papua New Guinea translation and linguistics

2017 - 2018 *Incubation & Research*

- ★ RLP Launched out of Redeemer Christian Church
- ★ Dr. Pennington began research and relationship building
- ★ Engaging Amarillo residents with refugees through various programs





A brief RLP history

2019 *On Our Own*

- ★ RLP becomes standalone non-profit
- ★ Conducted needs assessments

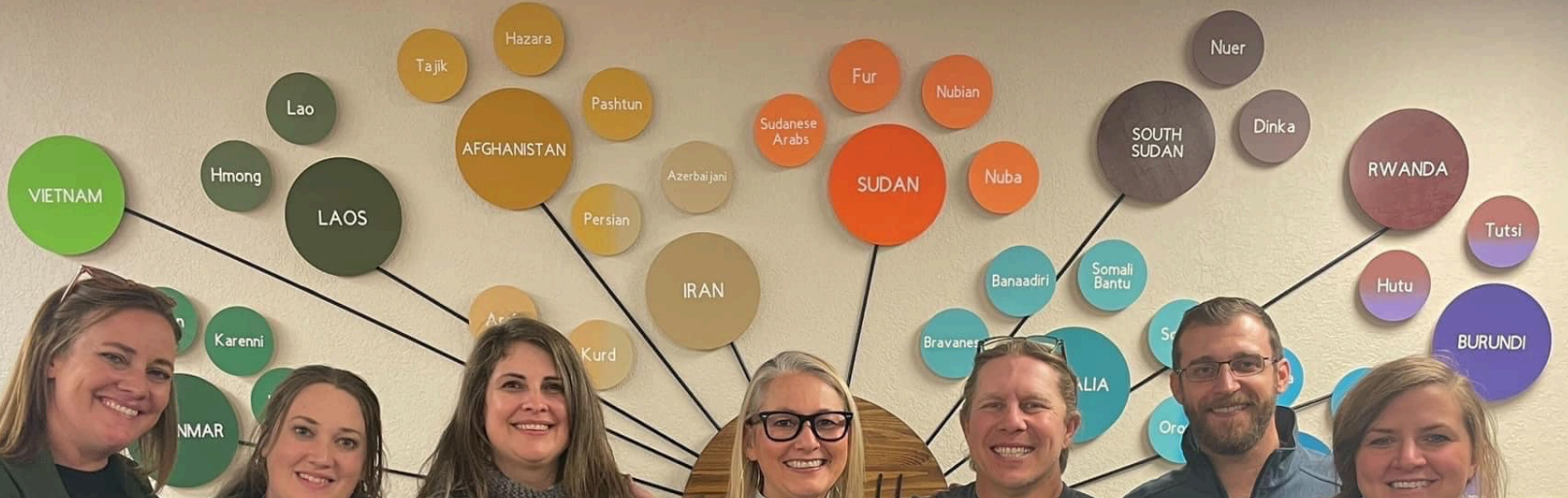
2020 - 2021 *Growing the Team*

- ★ Staff hired and moved into first office
- ★ Analyzed findings and shared results with broader community

2022 - 2023 The PLACE

- ★ Multicultural Community Center, ongoing experiment





the place for **PLACE** language art culture & economic growth

the PLACE

place for

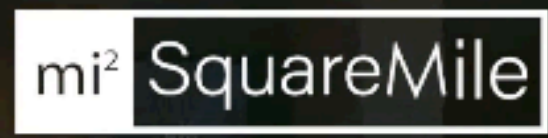
language

art

culture &

economic growth

Multicultural Community Center



Today's Goals

- Walk through a framework to evaluate current and potential partnerships
- Understand the importance of establishing a clear organizational identity
- Examine lessons learned from collaborations



Strategic Collaboration Continuum

Networking		Cooperation		Coordination		Coalition		Alliance		Integration	
<ul style="list-style-type: none"> Share ideas Exchange information Informal communications 		<ul style="list-style-type: none"> Reach agreement on joint goal or activity Share responsibility & decision-making Communicate as needed 		<ul style="list-style-type: none"> Reach agreement on joint need Formalize needs & responsibilities Share risks and rewards Communicate as a joint effort 		<ul style="list-style-type: none"> Agree upon shared means to achieve goal Cultivate vision for success as group Create formal leadership Develop plan of action Share resources 		<ul style="list-style-type: none"> Form a legal partnership with a fiscal lead Used for joint advocacy/programs or shared services Determine clear accountability Share resource(s) formally 		<ul style="list-style-type: none"> Form a new legal structure, including joint venture, parent-subsidiary or merger Develop new policies and procedures to ensure mission impact and financial sustainability Create new leadership structures Communicate new brand & vision 	
COMMON FOCUS		COMMON GROUND		COMMON PROJECT		COMMON IDENTITY		COMMON STRATEGY		COMMON BUSINESS MODEL	
Example: Two nonprofit leaders met for lunch on occasion and share notes on programs, community or new thinking.		Example: Two social sector leaders – one in nonprofit and another in government – agree to refer clients to each other and share data on success.		Example: Three arts organizations – all with events celebrating XYZ Month – work together on joint marketing and communications.		Example: Many social sector leaders come together to push common agenda and have an agreed-upon action plan.		Example: Two nonprofit leaders who have a long-term relationship decide to share staff member or co-locate at facility.		Example: Two or more nonprofits legally merge into a single organization.	
Forms Of Collaboration								Strategic Restructuring			

Possible Collective Impact Initiatives



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Networking

- Share ideas
- Exchange information
- Informal communications

COMMON FOCUS

Example:

Two nonprofit leaders met for lunch on occasion and share notes on programs, community or new thinking.

- **Amarillo Independent School District**
- **CNMC**
- **RHPNA**
- **Amarillo Public Library**

Cooperation

- Reach agreement on joint goal or activity
- Share responsibility & decision-making
- Communicate as needed

COMMON GROUND

Example:

Two social sector leaders – one in nonprofit and another in government – agree to refer clients to each other and share data on success.

- Health Dept.
- DHDC
- Resettlement agencies
- ESL programs
- Area churches

Coordination

- Reach agreement on joint need
- Formalize needs & responsibilities
- Share risks and rewards
- Communicate as a joint effort

COMMON PROJECT

Example:

Three arts organizations
– all with events
celebrating XYZ Month –
work together on joint
marketing and
communications.

- RHPNA Leadership Team
- Refugee Roundtable

Coalition

- Agree upon shared means to achieve goal
- Cultivate vision for success as group
- Create formal leadership
- Develop plan of action
- Share resources

Possible Collective

COMMON IDENTITY

Example:

Many social sector leaders come together to push common agenda and have an agreed-upon action plan.

- PLACE —> working toward Alliance

Alliance

- Form a legal partnership with a fiscal lead
- Used for joint advocacy/programs or shared services
- Determine clear accountability
- Share resource(s) formally

e Impact Initiatives

COMMON STRATEGY

Example:

Two nonprofit leaders who have a long-term relationship decide to share staff member or co-locate at facility.

- PLACE moving towards this level
- Redeemer Christian Church

the place for **P** language **L** **A** art **C** culture & **E** economic growth

Multicultural Community Center



Integration

- Form a new legal structure, including joint venture, parent-subsubsidiary or merger
- Develop new policies and procedures to ensure mission impact and financial sustainability
- Create new leadership structures
- Communicate new brand & vision

COMMON BUSINESS MODEL

Example:

Two or more nonprofits legally merge into a single organization.

- This is the big leagues!

Time to reflect...

Know thyself!



What is the motivation?

1. Does this actually benefit the intended recipient or does it just look good to funders/the public?
2. What does the other entity aim to get out of this partnership?
3. What do we aim to get out of this partnership?

Be open-handed

- Be aware of the imbalance of social capital
- Share attention, credit, speaking opportunities
- You are just one part of the bridge, not the whole thing

Count the cost



Identity Blur



Stay in your lane...
and enjoy it!



Share in the wins...and the failures



Ultimately, collaboration is just people working with other people. If you don't maintain those relationships, your partnerships will fail.



Q&A

