

Forging Productive Partnerships

CPB National Conference for PTV
Volunteers and Station Managers

Washington, DC

March 22 – 23, 2007

Kay Sprinkel Grace, Facilitator

What We Will Cover

- ◆ Welcome and introductions
- ◆ The nature of nonprofit partnerships: internal and external
- ◆ Why public television's future depends on growing partnerships
- ◆ What public television partnerships look like
- ◆ How to maximize their effectiveness
- ◆ Summary and close



Successful Relationship and Community Development

Partnership and Process

Partnerships Defined

- ◆ (Nonprofit) partnerships are powerful alliances of dedicated people working together on behalf of an organization.
- ◆ To be effective, partnerships need to be understood, encouraged and rewarded.
- ◆ Ultimately, our primary partnership is with our community.
 - Kay Sprinkel Grace, Beyond Fundraising, Wiley, 2005

The Nature of Nonprofit Partnerships: Internal and External

- ◆ Staff/volunteer (administrative and program)
 - Most important partnership: Board Chair and GM. Based on respect and understanding of each other's roles ("team of equals" – Drucker)
- ◆ Staff/staff (development, administration, program/production)
- ◆ Volunteer/volunteer
 - Committees, task forces ("subverting mediocrity" – Grace)

The Nature of Nonprofit Partnerships: Internal and External

- ◆ Staff/community (outreach)
- ◆ Volunteers and staff/donor-investors
 - Cultivation, stewardship
- ◆ Volunteer/community
 - Ambassadors, Advocates, Askers

Purpose of Partnerships

- ◆ Leveraging resources
- ◆ Ensure understanding of common goals and vision
- ◆ Leadership growth through engagement
- ◆ Given the dual leadership of nonprofits, partnerships, especially Chair and GM, are critical
- ◆ In development and fundraising, partnerships ensure success

Basis for Partnerships

- ◆ Shared vision
- ◆ Shared understanding of the importance of the station's goals and the strategies to achieve those goals
- ◆ Open communication: regular opportunities for honest and substantive exchange
- ◆ Trust

The Development Partnership

- ◆ “Development” is NOT a synonym for fundraising – “development” means developing relationships that will ensure the maximum engagement of the community in your station
- ◆ All volunteers, staff and engaged donors are part of your station’s development effort
- ◆ The development partnership is cooperative and coordinated: people work together to ensure five vital outcomes for your station:

Outcomes of Successful Development Partnerships

1. Attainment of shared financial and outreach goals, including the engagement and retention of donor-investors
2. Involvement of volunteers in appropriate development tasks that are motivating and rewarding
3. Mutually satisfying results, including better donor relationships and better board/staff communication

Outcomes of Successful Development Partnerships - 2

4. Strengthening of board and staff respect for each other and the unique roles each can play in the donor and fund development process
5. Realization, by funding partners, of their investment in an organization that is enhancing the community

Who Is Involved in This Partnership?

- ◆ CEO/Station Manager
- ◆ Chair and members of the board, in appropriate roles
- ◆ Development Director and his/her professional and support staff including membership and corporate/foundation support
- ◆ Volunteer development committee
- ◆ Other volunteers engaged in program, administrative or development support
- ◆ Program staff as expert support for cultivation, solicitation and outreach



Creating Partnerships for the Advancement of PTV

What it takes

Why it is important

Why now

What it Takes

- ◆ Internal marketing of the development purpose and function to board and staff
- ◆ Sometimes difficult to implement: requires shared vision, spirit of cooperation and willingness to take time to delegate, empower and involve
- ◆ A rallying of board and staff leaders around these three things: what the partnership entails, why it is important, the impact it can have

What It Entails

- ◆ Development partnership is inclusive, growing from an initial core development team to a mature organization where everyone is aware of and involved in “development” of relationships and all staff are involved in supporting the vision of the station for maximum impact on the community and engagement of members and viewers
- ◆ Commitment by leadership to the importance of partnerships and willingness of leaders to be involved

Why it is Important

- ◆ Partners are mutual stakeholders
- ◆ Sense of ownership is vital to the commitment required to involve the community deeply and continuously: resource development is everyone's responsibility
- ◆ Gradual involvement of the entire organization in a partnership to achieve growth and impact is a powerful process

Impact of the Development Partnership

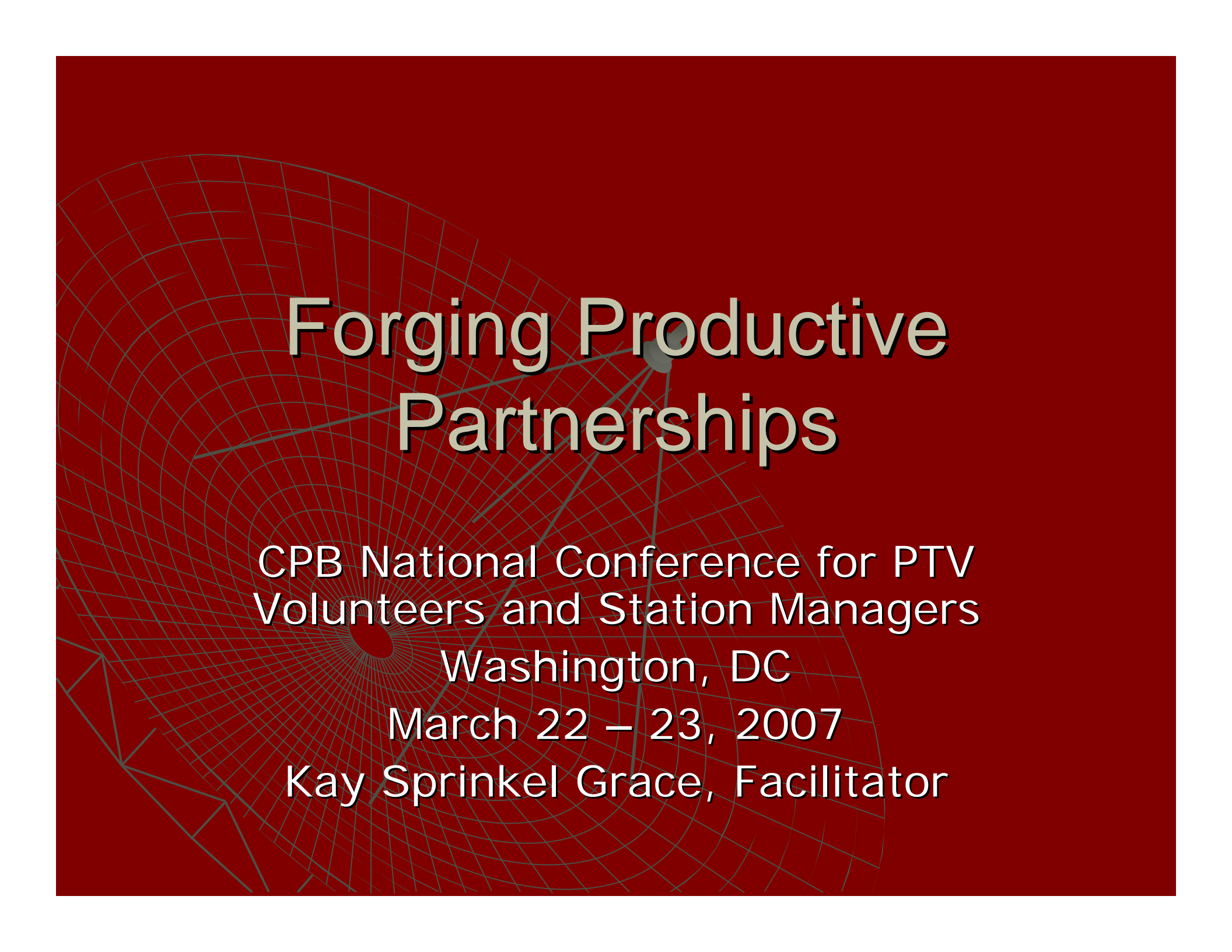
- ◆ Creating a culture of philanthropy
- ◆ Perception by the community
- ◆ Consistency in outreach and stewardship of all individual, foundation, corporate and government funders
- ◆ Station leadership is viewed as “all of a piece” with CEO and chair/board, other staff and volunteers, reassuring the community about the security of their investment

Partnerships and the Culture of Philanthropy in Public Television

- ◆ Station commitment to engage full staff in a partnership to enhance resources and impact:
 - OPB
 - ◆ Involvement of full station staff
 - KQED
 - ◆ Commitment of leadership to the culture of philanthropy
 - Others?

Maximizing Partnership Potential

- ◆ Clarity of expectations (job descriptions for committees including goals) especially of board chair and CEO
- ◆ Consistent feedback and encouragement
- ◆ Acknowledgement/rewards
- ◆ Regular and open communication
- ◆ Respect and trust



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