

Mission Critical: Engaging Corporations and Nonprofits in Organization Building

Context

At Three Guineas Fund (www.3gf.org), we believe that solutions to complex social problems benefit from a diversity of voices around the table. For-profit and nonprofit organizations are increasingly working together to develop innovative approaches to vexing social problems. They are building bridges across sectors and capitalizing on one another's unique strengths and assets.

Several of Three Guineas Fund's grant partners are early-stage or "start up" organizations (less than five years old) that explicitly build partnerships with businesses and corporations to achieve their goals.

Through the Fund's grantmaking, we have had the opportunity to observe corporations and nonprofit organizations effectively work together to create social change. Three Guineas Fund's partners are creatively enlisting corporate strengths and resources, people and financial, to achieve their missions, and are building relationships that benefit corporate partners.

What is Mission Critical?

The term "mission critical" was coined by Jane C. Leu, Founder and Executive Director of Upwardly Global, a grant partner of Three Guineas Fund. Throughout this report we use the term to refer to partnerships between nonprofits and businesses where corporate impact or partnership is central to the mission of the nonprofit organization.

In the Spring of 2004, Three Guineas Fund conducted a study of our nonprofit partners to understand better how they are leveraging corporate relationships and resources to achieve their goals. This report profiles the partnerships they have built.

In this study, we found a surprisingly wide range of creative corporate partnerships and alliances. It is our hope that nonprofit organizations, foundations and corporations will find the lessons shared here to be useful as examples or models as they develop mission critical strategic alliances.

For this study, we conducted interviews with the following individuals and organizations:

Non-Profits

Girls For A Change
Niko Clifford

Lower Eastside Girls Club
Adriana Pezzulli

National Women's Law Center
Talia Bilodeau

Northern New England Tradeswomen
Tiffany Bluemle

Strategic Actions for a Just Economy
Gilda Haas

Upwardly Global
Lisa Lepson

Women's Technology Cluster
Amber Nystrom

Corporations

California State Automobile Association
Derrick Carr

Eileen Fisher
Amy Hall

Howard Rice
Deborah Marshall

Intel
Ericka Ammons

National Semiconductor
Joan Scott

Piper Rudnick
Lisa Dewey

Staples Center
Martha Saucedo

We extend our sincere thanks to these individuals for their thoughtfulness and time.

How this is Different

Recent research on partnerships between corporations and nonprofit organizations documents the types of relationships, the benefits and the risks. The literature generally focuses on large, national nonprofit organizations. Little attention has been paid to small, early-stage nonprofits that tend to operate in an entirely different terrain.

The existing literature also focuses on how nonprofits adjust their practices to negotiate cross-sector relationships. Little is said regarding the adjustments corporations can make to navigate potential nonprofit partnerships.

In this study, we attempt to fill these gaps.

The following resources helped guide our approach to this project:

- Independent Sector's Mission & Market
http://www.independentsector.org/mission_market/
- London, Ted and Dennis Rondinelli, "Partnerships for Learning: Managing tensions in nonprofit organizations' alliances with corporations." *Stanford Social Innovation Review*. Winter 2003.
www.ssireview.com
- Wymer, Walter W. and Sridhar Samu, "Dimensions of Business and Nonprofit Collaborative Relationships." *Journal of Nonprofit and Public Sector Marketing*. 2003, Vol. 11, Issue 1, p. 3.
<http://users.cnu.edu/~jnpsm/>
- Blended Value Proposition
www.blendedvalue.org

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More Information:

If you are interested in learning more, please contact Three Guineas Fund at info@3gf.org

Key Lessons and Trends

While the nature of each cross-sector partnership is unique to the engaged organizations, there are several key lessons that nearly every partnership shared. The lessons offer guidance to both nonprofit and for-profit participants in cross-sector collaborations:

- Clearly understand and articulate what goods or services are being offered or requested.
- Consider help and support beyond money—what other kinds of assets could be leveraged?
- Invest in developing a long-term relationship. Start small and let the relationship evolve.
- Carefully evaluate potential partners. Ensure fit from both a business case and cultural perspective.
- Establish a standard of candor and transparency between partners.
- Ensure parity in the relationship; each partner realizes specific value from the interactions together.
- Lastly, to succeed, nonprofit organizations seeking business partners must make a "business case" and ensure that the partnership offers business value.

The following pages profile the cross-sector partnerships of each organization included in this study. It is our hope that sharing our learning in this domain will inspire discussion, creative thinking, and greater cross-sector partnering.

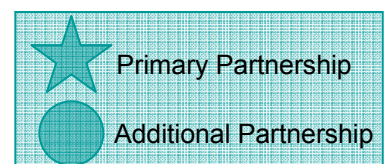
--Three Guineas Fund
Summer 2004

Summary of Organizations Profiled

For the partnerships profiled in this report, we employ the following definitions of the kinds of cross-sector relationships in which the organizations engage:

- **Corporate Philanthropy:** nonprofits raise money from corporate foundations, or corporations engage with nonprofits by offering in-kind support in a variety of ways.
- **Cause Marketing:** corporations build brand identity and market awareness through partnerships with nonprofits with progressive social missions. This appeals to consumers who want to do good and feel good via their spending
- **Social Venture:** entrepreneurial nonprofits build a business as an earned-income revenue strategy. A corporation is often the “client” of the nonprofit’s goods or services.
- **Mission Critical Partnership:** corporate impact or partnership is critical to the mission of a nonprofit organization. It determines the nonprofit operational structure. In some cases, the corporate mission is positively transformed through the nonprofit partnership.

Organization	Mission Critical Partnership	Social Venture	Cause Marketing	Corporate Philanthropy
Girls For A Change	★			●
Lower Eastside Girls Club		★	●	●
National Women’s Law Center				★
Northern New England Tradeswomen		★		●
Strategic Actions for a Just Economy	★			
Upwardly Global	★	●		●
Women’s Technology Cluster	★	●		●





Girls For A Change

www.girlsforachange.org

Overview

Girls For a Change, launched in 1999, helps girls to see themselves as powerful social-change agents --and leaders. Women coaches guide teams of girls through year-long community action projects. GFC's annual cycle is launched with a Summit bringing together 1,000 urban girls and 500 women. Girls are recruited through school partnerships and women coaches are recruited through partnerships with corporations, including Intel, Sun Microsystems, Hewlett Packard, Oracle, and National Semiconductor.

Girl Action Team projects have included school recycling programs, campus "anti-war" debates, and girls' health conferences.

Cross-Sector Partnerships

Cross-sector relationships are critical to GFC's mission. Professional women employed by GFC's corporate partners serve as coaches for the girls. The primary ways GFC engages with corporations are:

- **Mission Critical:** Hundreds of women within companies volunteer for GFC as coaches and consultants to the teams, offering their expertise in a particular industry or function. They work with the girl teams to help them achieve their goals.
- **Corporate Philanthropy:** Corporate foundations support GFC financially and through in-kind donations of space, equipment, and services. Corporations sponsor GFC's two major events each year: Girl Summit and Girl Action Team Completion Ceremony. Their support underwrites many of the costs associated with the events.

Benefits Realized

Girls For A Change builds engaged relationships with its corporate partners. Their preference is for the corporation to support GFC through multiple mechanisms. Corporations provide funding and other support to GFC, demonstrating their commitment to the community.

Women coaches receive leadership training, which they bring back to their workplaces. They gain experience in public speaking, project planning, budget management, networking, and other skills they might not learn through their normal course of work. In this way, GFC is helping to develop the corporation's internal talent, and potentially increasing retention and advancement of mid-level female managers. The coaches also develop networks, and learn the language of social change. As a result, they are advocating for themselves and others in the workplace, and mirroring the girls' empowerment process.

Additionally, GFC girl participants, who might never otherwise see the inside of a corporation, hold many girl action team meetings inside these corporations. As a result, they are exposed to opportunities that await them when they graduate, and the companies begin to see them in a different light. The people who work inside the corporation see urban teenage girls producing professional budgets, work plans, and deliverables. The girls' presence in these corporations demonstrates to the coaches and their colleagues the capabilities and strength of an underrepresented demographic in corporate America.

For nonprofits:

- Develop and leverage your network of nonprofit peers to help identify and connect with potential partners.
- Research potential corporate partners. Try to understand how they support nonprofits, and what their structure is before talking with them. Be prepared with creative ideas.
- Find a point of entry that is not a fundraising request. Invite them to events so they can learn about your work. Once you've developed rapport with people within the company and they are excited about your organization, funding is easier to find.
- Strive for a true partnership, where each player gains from the relationship.
- Keep in touch. Let the corporation know what your organization is doing, and how their involvement has facilitated some of your successes.
- Be candid about what is going on within your organization. Corporations like to solve problems, so letting them understand current challenges can open new opportunities for engagement with that partner.

For corporations:

- Determine your philanthropic mission and strategy. For example, do you want to engage deeply with a handful of organizations, or do you want to provide support to lots of organizations? Do you want to encourage employee involvement?
- Take some calculated risks. If an organization is intriguing, you can start small in your relationship. Based on the outcome of a "pilot," you can decide whether or not you want to continue the partnership.
- Involve your corporate community in your partnership. Host events, publicize the relationship internally, and encourage employees to be involved.
- Share what you've learned from existing partnerships with other nonprofits you support. Help develop networks and disseminate leading practices.
- Be clear about what you can offer to the nonprofit, and how to navigate the corporate structure. Think broadly about what you can offer; providing space for an event or helping to create a network of corporate partners can be equally valuable.



Lower Eastside Girls Club

www.girlsclub.org

Overview

The Lower Eastside Girls Club is dedicated to providing a place where girls 8 to 18 can grow, learn, have fun, and develop confidence in themselves and their ability to make a difference in the world. By delivering strong and innovative arts, athletic, cultural, life-skills and career oriented programming, LESGC provides girls with the vision to plan – and the tools to build – their future.

The Lower Eastside Girls Club baking company, Sweet Things, provides entrepreneurial training and technical skills as well as employment opportunity. The business and marketing plan enables LESGC to employ girls after-school and during the summer while teaching them the essentials of operating a business.

Cross-Sector Partnerships

The Lower Eastside Girls Club relies heavily on corporate partners for its annual budget.

- **Social Venture:** Sweet Things clients and customers include corporate cafeterias, movie theaters, and other businesses in the community.
- **Cause Marketing:** LESGC benefits from relationships with stores and local merchant associations. The businesses hold events where a percentage of the sales benefit LESGC.
- **Corporate Philanthropy:** LESGC receives funding from corporate foundations. Corporations help cover costs of fundraising events, such as the annual Willow Awards.

Benefits Realized

As a result of these partnerships, the Lower Eastside Girls Club has been able to increase its visibility in the community. Customers of stores who sponsor cause marketing events are exposed to LESGC and its work. The visibility provides funding to the Girls Club. It also helps them find volunteers, board members, capital committee campaign members and employees.

Corporate partners and employees are making a difference by supporting Sweet Things. The store events they host bring new customers who are interested in supporting the LESGC. Their relationship helps boost employee morale and pride in the company. For partners that have a specific philosophy centered on community involvement, working with Lower Eastside Girls Club is an effective channel for furthering that corporate aim.

Lower Eastside Girls Club, lessons learned

For nonprofits:

- Working with the right partner can be incredibly fruitful. For example, support from one corporate foundation evolved into a distribution channel for Sweet Things products. This partner continues to find opportunities to support LESGC.
- It can take a long time to cultivate a successful corporate relationship. Be honest with yourself about where the partnership is going, and be willing to walk away if it is not a good fit.
- Know your operational capacity and be candid with potential partners. Recognize that corporations function with many support systems in place that nonprofits do not have access to, for example administrative and technical support. Professionals in a nonprofit setting can find themselves stretched across functions and activities, doing a little bit of everything. There are different demands for attention in for-profit and nonprofit cultures. Social Venture models, in particular, need to be prepared to negotiate those differences, in order to meet the clients' expectations.
- Don't try to fit a square peg into a round hole. Once you've identified a potential partner, frame the relationship as, "This is how we fit into your funding strategy." Your proposal may or may not actually fit their criteria, so be open to feedback from the partner.

For corporations:

- Be clear about what you are offering to a nonprofit partner. What is your intent or mission?
- Visit the potential partner and get to know the people involved in the organization.
- Make the relationship visible within your organization. Let your employees know who you are working with.
- Be creative. Small things to a corporation, like a link on a website, could mean huge benefits to the nonprofit.
- Network with other corporations who are engaging in philanthropy. Don't operate in a vacuum.

Overview

The National Women's Law Center (NWLC) works to create broad-based systemic changes in the law that remove barriers and help women lead economically secure and fulfilled lives. NWLC is using a full arsenal of legal and policy tools --research, analysis, litigation, advocacy, education and media outreach-- to encourage reform of programs and policies.

Cross-Sector Partnerships

The National Women's Law Center partners with law firms in order to further its Title IX work. The structure of these relationships can be characterized as **Corporate Philanthropy**, as NWLC benefits from attorneys' pro bono work as well as other in-kind support from partner firms.

Benefits Realized

Through these partnerships with law firms, NWLC and its clients access quality legal support. The pro bono work provided by traditional law firms expands NWLC's capacity to pursue litigation. NWLC's partner firms provide access to research, databases, conference room space and other in-kind support. By offering training and engaging in long term relationships, NWLC has a group of highly trained and informed attorneys to call upon. Working with law firms that have branch offices gives NWLC access to legal and advocacy communities in multiple states. These partnerships also offer the possibility for NWLC to leverage its corporate relationships to fund fellowships for attorneys and law students interested in working with NWLC.

Through their partnerships with NWLC, law firms find opportunities to contribute to their communities and for professional development of their associates. For example, NWLC conducted a Title IX training program for a partner firm that was delivered via video-conference and included staff from many of the firm's offices nationwide. As a result of the training, NWLC has an informed pool of Title IX attorneys, and the firm has a team trained in the issues. The partner firms also find that their associates are able to gather real-world experience with pro bono clients and cases, facilitating their professional development. Having an established and engaged relationship with NWLC allows the law firm to streamline its management of pro bono cases. It can support a variety of Title IX issues and cases, relying on one strong partner organization rather than managing several, unrelated cases.

For nonprofits:

- Use all of your contacts in reaching out across sectors.
- Don't be afraid of working with a for-profit partner. The nonprofit/for-profit dichotomy is a false one. You have more allies than you think.
- Help the potential partner understand how it is in their interest to partner with you.
- Communicate long-term goals of the partnership while simultaneously identifying concrete projects for immediate work.
- Be patient, because an effective partnership will be a relationship that is based on communication and mutual understanding.
- Invest in the relationship. It is challenging with the daily demands of a nonprofit, but if the intent is to expand your organization's reach through corporate relationships, you must take the time to do it. It will pay off in the long run.

For corporations:

- Be patient, because an effective partnership will be a relationship that is based on communication and mutual understanding.
- Candidly communicate your expectations and goals.
- Be diligent in understanding the various ways the relationship creates value for the nonprofit partner: public relations, press, access to space, etc.

Overview

Northern New England Tradeswomen (NNETW) is a nonprofit organization founded in 1987 to help Vermont women enter, advance and remain in the skilled trades or other non-traditional employment through a comprehensive program of recruitment, training, referrals, placements, networking, advocacy and retention activities.

One of its programs, Rosie's Girls, is the nation's first summer program for 11-13 year old girls designed to build skills in carpentry and other skilled trades. Through Rosie's Girls' unique three-week trades camp, middle-school girls expand math and science skills and push past gender stereotypes. The program, named for the fictional character "Rosie the Riveter," was launched in July 2000. In 2003, NNETW launched the Rosie's Girls Institute to replicate its innovative model nationally.

Cross-Sector Partnerships

Through all of its programs, Northern New England Tradeswomen enables workforce development. Its training programs are tailored to meet the needs of local employers. Businesses engage with NNETW through the following models:

- **Social Venture:** The Rosie's Girls Institute trains teams from around the country to bring Rosie's Girls programs to other states. Rosie's Girls receives fees from participating teams and charges a licensing fee. NNETW also offers an apprenticeship program enabling local contractors to employ skilled workers. The organization may charge a placement fee for these hires.

- **Corporate Philanthropy:** NNETW receives financial support from local companies through event sponsorship, scholarships to its summer camp, and financial support for adult women's training programs. Local contractors also offer in-kind support, participating in the delivery of NNETW's training programs, providing access to venues, and sharing their knowledge.

Benefits Realized

Through its relationships with local companies, NNETW is able to provide local women access to valuable skills and training that prepares them to work in the field. NNETW leverages its relationships to increase job placement. It has developed a reputation in the marketplace as a channel to skilled workers.

The companies that partner with NNETW benefit from access to highly trained workers. Their relationship with NNETW demonstrates commitment to hiring a diverse workforce in the construction industry. The partnership also provides the businesses with opportunities to promote their work and publicize their relationship with a well-respected organization.

Northern New England Tradeswomen, lessons learned

For nonprofits:

- Reach out to potential partners. Send a letter and follow up with a call. Be bold about initiating the partnership.
- Articulate the value that the partnership brings. Provide businesses with a business case, rather than a request for charity.
- Make it easy for the business to be involved in your programs and events.
- Use industry and trade events as opportunities to demonstrate your commitment to understanding a business' needs. Industry events are a great way to network.
- Ask a potential partner for advice. Through the conversation, you can vet ideas and talk about the value of your program in a non-threatening way.
- Ask existing partners to help you access their peers at companies where you would like to establish partnerships.

For corporations:

- Get to know a potential partner. Be engaged with the organization and visit the programs you are supporting.
- Take time to understand the business of the nonprofit. Human services work is almost never a straight-line trajectory; it can be messy and hard to measure.
- Support tried-and-true programs, as well as new ideas. Programs that have been successfully implemented still need support. New programs offer exciting learning opportunities.

Overview

SAJE is an economic justice and popular education center that has been building economic power for working class people in Los Angeles since 1996. Over the past eight years SAJE's combination of community organizing, coalition-building, and grassroots policy has gained significant benefits for the community. Its accomplishments include creating the nation's first welfare-to-work bank account and the nation's most comprehensive community benefits agreement with an international developer.

Cross-Sector Partnerships

SAJE's mission is to change public and corporate policy to provide economic benefit to working-class people and increase economic rights. The organization leverages cross-sector relationships to implement strategies and solutions in the community. SAJE's primary partnership structure is **Mission Critical**, providing value for the corporation and furthering SAJE's ability to fulfill its mission.

Benefits Realized

SAJE has used corporate relationships to further its mission with respect to financial literacy and community benefits. The organization collaborates with local banks to increase access to traditional banking. The goal is to move people in poor communities away from high-cost check cashing stores. The relationships allow banks to demonstrate their commitment to the community, and increase their customer base.

SAJE helped create the Figueroa Corridor Coalition for Economic Justice. The Coalition provides employment, affordable housing and living wages for low-income women in the community. The agreement inserted the community's voice into a corporate redevelopment plan for L.A.'s inner city. The partnership allowed SAJE to establish a jobs program and other initiatives central to its mission. Because of the partnership, the development project is proceeding without displacing the community.

For nonprofits:

- Recognize that you are offering the corporation something of value. What is it that you offer that another organization might not?
- Understand and use your leverage to establish grounds for negotiating an amenable agreement for all parties.
- Focus on the long term. Develop an iterative relationship, where both sides learn from each other.
- Work collaboratively with the corporation and offer creative solutions that meet the needs of the business, as well as the needs of the community.

For corporations:

- Corporations can develop greater respect for non-profits; they influence communities' support for (or opposition to) corporate plans.
- Consider how the relationship can be an asset to your business: new market, publicity, etc. The relationship is strongest when it is a part of a business plan, rather than "community relations" or charity.
- Create an atmosphere that is conducive to dialog. Have an open door policy for recommendations, suggestions and ideas, and give the nonprofits candid feedback regarding feasibility of ideas.
- Be flexible in how you think about partnerships, and what you are willing to contribute to them.



Overview

Upwardly Global helps highly-skilled immigrants, refugees and asylees reclaim their careers in the United States. The organization connects American employers with this hidden talent pool, and helps employers understand how to manage an increasingly diverse workforce.

Success stories of Upwardly Global clients include the story of Alicia, an immigrant from Mexico with a Ph.D. in Optical Networks Design. Her first job in California was as a cashier at a fruit and vegetable stand. Upwardly Global helped her land her current position as a Post-Doc Research Associate at Lawrence Livermore National Laboratory.

Cross-Sector Partnerships

Upwardly Global is a network of immigrant professional jobseekers, American professional mentors, and employers. Corporations are a crucial piece of the organization's mission.

- **Mission Critical:** Upwardly Global facilitates a corporation's ability to recruit and manage a diverse workforce, at the same time helping qualified immigrant professionals find appropriate employment.
- **Social Venture:** Upwardly Global receives placement fees for candidates who are hired, for subscriptions to their online resume database, and for workshops and training of HR professionals.
- **Corporate Philanthropy:** Corporations provide funding through foundations, or through corporate giving programs. Upwardly Global produces annual seminars with various levels of corporate sponsorship.

Benefits Realized

Upwardly Global has used corporate partnerships to help dozens of immigrant professionals find employment in the U.S. Through the Workplace Diversity Advisory Council, made up of managers from local employers, Upwardly Global is able to manage its corporate partnerships and receive feedback on its programs and services.

Upwardly Global helps HR executives source job candidates, from Upwardly Global's pre-qualified and screened applicant pool of bilingual workers.

Corporate partners, who demonstrate a commitment to workplace diversity, are prepared to manage a diverse workforce, and help their communities. An additional benefit to the corporation is access to peers through Upwardly Global seminars. These events provide an opportunity for professionals across industries to network and share best practices.

For nonprofits:

- Recognize that there are different planning timeframes: Businesses tend to plan 3-5 years in the future, while social change follows a much slower path.
- Approach the relationship as if it were a traditional business alliance. Be professional and organized, and always follow-through.
- Learn each company's process and structure. Understand budget cycles and identify appropriate contacts.
- Be able to articulate your value to the corporation. Make the proposition valuable for the corporation and for your organization.

For corporations:

- Be open to working with nonprofits in new and different ways.
- Be sure the nonprofit partner can provide value to your company, and be sure that you can offer valuable support in return.
- As an advocate for the cross-sector partnership, leverage the nonprofit partner in selling the relationship to your leadership and to the rest of the company.
- Establish multiple contact points for the non-profit partner; either density at one level or at multiple levels throughout the company.



THE WOMEN'S
TECHNOLOGY
CLUSTER

Women's Technology Cluster

www.wtc-sf.org

Overview

The Three Guineas Fund launched the Women's Technology Cluster (WTC) in 1999 as a model to break structural and cultural barriers to women's access to capital. The key components of its model aim to accelerate growth, reduce risk, and facilitate access to angel and venture capital financing to women technology, life science and social entrepreneurs.

Cross-Sector Partnerships

The Women's Technology Cluster is an incubator for women entrepreneurs. Corporations are a crucial piece of the organization's mission. There are several means by which they partner with the WTC:

- **Mission Critical:** The WTC exists to help businesses access funding. Though it functions as a nonprofit organization, the WTC's primary mission is based on a business model that engages businesses throughout the value chain, as clients and as sources of funding.
- **Social Venture:** Some of the WTC's partners are service providers who co-locate in the incubator, pay rent and engage on multiple levels. WTC staff also earn income sharing their expertise with the field of business incubation and social entrepreneurship.
- **Corporate Philanthropy:** Law firms, banks, and other service firms engage to varying degrees, as funders and mentors to WTC clients, participating on the Advisory Board and offering pro bono work in legal, IT, and business development. Corporations provide other types of in-kind support, such as donating venues for events.

Benefits Realized

Through the strength of its corporate relationships, the Women's Technology Cluster offers its clients access to business mentors and a network of influential professionals. In-kind donations of services help entrepreneurs access expertise they might not otherwise receive. The WTC's service offerings and network of investors are powered by corporate sponsorships and partnerships. This network facilitates cross-sector learning opportunities that an entrepreneur might not be able to access on her own.

WTC corporate partners that invest in technology have first access to the WTC's start-up companies. Corporations also receive the benefits of publicity, access to potential new clients, early-stage investment opportunities, and employee professional development. When a corporation sponsors an event, its associates and employees attend, gaining the same knowledge as WTC entrepreneurs: presentation skills, business valuation, etc. There is an intangible employee benefit in the excitement that comes from working with entrepreneurs. The employees learn to be more entrepreneurial, and bring that creative spirit back to their companies.

WTC events are also a way for companies to engage its own clients; for example, by inviting them to participate as panelists. Through their relationships with the WTC, individuals gain credibility in their clients' industries, and are able to convert that credibility into other opportunities that raise their firms' profile.

Women's Technology Cluster, lessons learned

For nonprofits:

- Identify your value proposition to the potential corporate partner. Are you offering a business-based or a socially-based partnership? What are the specific returns?
- Hone your pitch and use corporate language to help potential partners understand the value proposition.
- Many companies are proprietary about their charitable giving. Approaching a potential partner with a business-based proposition makes it easier to establish the relationship.
- Think broadly about the partnership. Corporations have many things they can offer: space, service, human capital, catering, etc.
- Give companies a place where employees can put their time, not just their money.

For corporations:

- Build a robust, reciprocal relationship.
- Identify what you can offer a potential nonprofit partner. Remember that as a corporation, you have many assets other than traditional financial support.
- Leverage existing research and knowledge to identify potential nonprofit partners. There are organizations that have already evaluated the field and identified strong nonprofits.
- Understand that nonprofits use a different language. Don't overlook a good idea simply because it is not presented in business language.