

Regional NPO Leaders Survey

The Sustained Collaboration Network uses the term "Sustained Collaboration" to capture a broad continuum of long-term, organizational collaborations that represent a fundamental change to the business model of two or more partnering nonprofits. These can include: back office consolidation (by contract or agreement, or by creation of a new organization), programmatic joint venture, merger (fully integrated, or with separate corporate structures), alliance, or acquisition.

1. To what extent do you agree with the following statements:

Mark only one oval per row.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know or N/A
My organization regularly (e.g. annually) considers sustained collaboration as an option to enhance and sustain mission impact	<input type="radio"/>					
My Board members perceive sustained collaborations as a strategic option to enhance and sustain mission impact	<input type="radio"/>					
I am comfortable discussing sustained collaboration opportunities with my Board	<input type="radio"/>					
Philanthropies/foundations provide adequate sustained collaboration funding	<input type="radio"/>					

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Regional Funders Survey

The Sustained Collaboration Network uses the term "Sustained Collaboration" to capture a broad continuum of long-term, organizational collaborations that represent a fundamental change to the business model of two or more partnering nonprofits. These can include: back office consolidation (by contract or agreement, or by creation of a new organization), programmatic joint venture, merger (fully integrated, or with separate corporate structures), alliance, or acquisition.

1. To what extent do you agree with the following statements:

Mark only one oval per row.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know or N/A
My organization supports nonprofit capacity building	<input type="radio"/>					
My organization considers sustained collaborations as a strategic option to enhance and sustain mission impact	<input type="radio"/>					
INSERT INITIATIVE NAME (e.g. The Nonprofit Repositioning Fund), focused on supporting sustained collaborations, is a valuable resource for my nonprofit community	<input type="radio"/>					

2. How does your organization support sustained collaborations in your region? (Check all that apply)

Check all that apply.

- Direct financial support (e.g. provides direct grants to nonprofits)
- Financial contribution to sustained collaboration support initiative
- Verbal sustained collaboration encouragement and/or referrals to sustained collaboration support initiative
- Provide third party pro-bono technical assistance (e.g. lawyers, accountants)
- My organization does not currently support sustained collaborations
- Other (please describe)

3. If other, please describe:

4. For which activities does your organization currently provide support?

Check all that apply.

- Sustained collaboration exploration (strategic or technical discussions and due diligence before a formal resolution to move forward with a sustained collaboration)
 - Sustained collaboration implementation (costs associated with sustained collaboration implementation activities)
 - Seed funding
 - Other sustained collaboration funding
 - None of the above
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National and Regional Board Members Survey

The Sustained Collaboration Network uses the term "Sustained Collaboration" to capture a broad continuum of long-term, organizational collaborations that represent a fundamental change to the business model of two or more partnering nonprofits. These can include: back office consolidation (by contract or agreement, or by creation of a new organization), programmatic joint venture, merger (fully integrated, or with separate corporate structures), alliance, or acquisition.

1. To what extent do you agree with the following statements:

Mark only one oval per row.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know or N/A
The nonprofit board(s) on which I sit consider sustained collaboration as a strategic option to enhance and sustain mission impact	<input type="radio"/>					
I am comfortable discussing sustained collaboration opportunities with the CEO/ED	<input type="radio"/>					

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Grantee Post-Exploration Survey

The Sustained Collaboration Network uses the term "Sustained Collaboration" to capture a broad continuum of long-term, organizational collaborations that represent a fundamental change to the business model of two or more partnering nonprofits. These can include: back office consolidation (by contract or agreement, or by creation of a new organization), programmatic joint venture, merger (fully integrated, or with separate corporate structures), alliance, or acquisition.

Note: survey should be administered to all exploratory partners, not just lead agency.

1. Regardless of outcome, the sustained collaboration exploration process was valuable.

Mark only one oval.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

2. To what extent has sustained collaboration exploration impacted the following areas of your organization(s):

Mark only one oval per row.

	Very negative impact	Negative impact	Neutral/no impact	Positive impact	Very positive impact	Don't know/not applicable
Board engagement	<input type="radio"/>					
Internal clarity and strategic direction	<input type="radio"/>					
Ability to think strategically	<input type="radio"/>					
Employee well-being	<input type="radio"/>					
Organizational culture	<input type="radio"/>					
Financial strategy/awareness	<input type="radio"/>					
Fundraising/fund development capabilities	<input type="radio"/>					
Openness to future strategic partnership opportunities	<input type="radio"/>					
External reputation	<input type="radio"/>					
Other (please list)	<input type="radio"/>					

3. Please add any additional comments or context to your answers above, if needed.

4. In your opinion, how would you characterize the value/helpfulness you received during the exploration/negotiation process from the following sources:

Mark only one oval per row.

	Very unhelpful	Unhelpful	Neutral	Helpful	Very helpful	Don't know/not applicable
Initiative manager (e.g. Nadya K. Shmavonian)	<input type="radio"/>					
Initiative website	<input type="radio"/>					
Consultants	<input type="radio"/>					
Application process	<input type="radio"/>					

5. Other (please specify)

6. How would you describe your experience of finding qualified consultants to facilitate your sustained collaboration negotiation/exploration?

Mark only one oval.

- Very difficult
- Difficult
- Neutral
- Easy
- Very easy
- Don't know or N/A

7. How would you describe your level of satisfaction with your negotiation/exploration consultant?

Mark only one oval.

- Very unsatisfied
- Unsatisfied
- Neutral
- Satisfied
- Very satisfied
- Don't know or N/A

8. Identify the option that best describes the sustained collaboration's primary field of work.

Mark only one oval.

- Agriculture, fishing, and forestry
- Arts and culture
- Community and economic development
- Education
- Environment
- Health
- Human rights
- Human services
- Information and communications
- International relations
- Philanthropy
- Public affairs
- Public safety
- Religion
- Science
- Social sciences
- Sports and recreation
- Unknown or not classified

9. If you selected "unknown or not classified" above, please describe your primary field of work:

Grantee Two (2) Year Post-Implementation Survey

The Sustained Collaboration Network uses the term "Sustained Collaboration" to capture a broad continuum of long-term, organizational collaborations that represent a fundamental change to the business model of two or more partnering nonprofits. These can include: back office consolidation (by contract or agreement, or by creation of a new organization), programmatic joint venture, merger (fully integrated, or with separate corporate structures), alliance, or acquisition.

Note: survey should be administered to lead agency.

1. Have you completed your sustained collaboration implementation?

Mark only one oval.

- Yes
 No

2. How long did it take?

Mark only one oval.

- Less than six (6) months
 Six (6) months to one (1) year
 One to two (1-2) years
 More than two (2) years

3. Regardless of completion, was the sustained collaboration implementation time longer than expected, shorter than expected, or about what was expected?

Mark only one oval.

- Shorter than expected
 About what was expected
 Longer than expected

4. Identify the option that best describes the type of sustained collaboration undertaken.

Mark only one oval.

- Back office consolidation - by contract or agreement
 Back office consolidation - creation of a new organization
 Programmatic joint venture
 Merger - fully integrated, including those with some brand independence retained
 Merger - merged governance, management, programs, and operation with separate corporate structures
 Alliance
 Acquisition

5. Identify the option that best describes the sustained collaboration's primary field of work.

Mark only one oval.

- Agriculture, fishing, and forestry
- Arts and culture
- Community and economic development
- Education
- Environment
- Health
- Human rights
- Human services
- Information and communications
- International relations
- Philanthropy
- Public affairs
- Public safety
- Religion
- Science
- Social sciences
- Sports and recreation
- Unknown or not classified

6. If you selected "unknown or not classified" above, please describe your primary field of work:

7. To what extent do you agree with the following statements:

Mark only one oval per row.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know or N/A
Reflecting on my implementation experience as a whole, I consider my sustained collaboration successful	<input type="radio"/>					
In hindsight, I would enter into a sustained collaboration again	<input type="radio"/>					
I have achieved my sustained collaboration goals	<input type="radio"/>					
I would recommend exploring a sustained collaboration to another nonprofit organization	<input type="radio"/>					
I am more likely to pursue additional partnerships in the future than before the sustained collaboration process	<input type="radio"/>					

8. If you disagreed with any of the above statements, please elaborate:

9. Reflecting on your implementation experience as a whole, how, if at all, do you perceive your organization's sustained collaboration to have impacted your internal operations?

Mark only one oval per row.

	Very negative impact	Negative impact	Neutral/no impact	Positive impact	Very positive impact	Don't know/not applicable
Operating/administrative costs	<input type="radio"/>					
Talent recruitment/retention (board and staff)	<input type="radio"/>					
Expertise or knowledge (operations, administrative, or programmatic)	<input type="radio"/>					
Brand and/or reputation	<input type="radio"/>					
Financial health	<input type="radio"/>					
Fundraising ability	<input type="radio"/>					
Other (please list below)	<input type="radio"/>					

10. If you answered "other," please list other impacts to internal operations:

11. Reflecting on your implementation experience as a whole, how, if at all, do you perceive your organization's sustained collaboration to have impacted your community?

Mark only one oval per row.

	Very negative impact	Negative impact	Neutral/no impact	Positive impact	Very positive impact	Don't know/not applicable
Program range/scope (i.e. types of programs offered or numbers served)	<input type="radio"/>					
Geographic scope of services (i.e. number of communities you serve)	<input type="radio"/>					
Programmatic outcomes (i.e. results for those you serve)	<input type="radio"/>					
Other (please list below)	<input type="radio"/>					

12. Please identify any challenges this sustained collaboration presented. Select up to three (3).

Check all that apply.

- Accepting change
- Achieving a shared vision
- Addressing lack of staff or allocation of staff resources
- Clarifying partner roles
- Concerns about risk/risk management
- Conflict between or among partners
- Coordinating/merging/integrating operations
- Coordination/integration of programs and services
- Costs of the sustained collaboration
- Creating a shared culture
- Defining and measuring success
- Facing competitive factors in the operating environment
- Internal and external communication
- Lack of trust between or among partners
- Leading and/or managing the sustained collaboration
- Raising funds or integrating fund development to support the sustained collaboration
- Reaching agreement in marketing/branding
- Retaining staff or staff departures
- Zoning/development of physical (shared) space

13. Is there any further information you wish to share if you experienced a positive impact on your internal operations or community due to your sustained collaboration?

14. Is there any further information you wish to share if you experienced a negative impact on your internal operations or community due to your sustained collaboration?

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Initiative Evaluation Dashboard

Measurement Concept	Indicator	Administrative Collaboration			Programmatic Collaboration			M & A		
Initiative Activity and Outcomes		2020	2019	% Change	2020	2019	% Change	2020	2019	% Change
Demand: number of applications received	Total # of pre-exploratory applications received (if applicable)									
	Total # of exploratory applications received									
	Total # of implementation applications received									
Demand: \$ amount of grants requested	Total \$ amount of pre-exploratory grants requested									
	Total \$ amount of exploratory grants requested									
	Total \$ amount of implementation grants requested									
Demand: number of grants made	Total # of pre-exploratory grants made (if applicable)									
	Total # of exploratory grants made									
	Total # of implementation grants made									
	# of unique grantees/NPO beneficiaries									
Demand: \$ amount of grants made	Total \$ amount of pre-exploratory grants made (if applicable)									
	Total \$ amount of exploratory grants made									
	Total \$ amount of implementation grants made									
Number of resulting partnerships	Total # of sustained collaboration partnerships implemented									

Note: We recognize there will be variation in what information each initiative can provide.

Note: It is highly likely the dashboard will be reconfigured as SeaChange develops the data collection platform.

Initiative Evaluation Dashboard

Measurement Concept	Indicator	2020	2019	% Change
Demand: number of preliminary "conversations"	Total # of preliminary conversations			
	Total # of organizations represented in preliminary conversations			
Field-building (as applicable)	# of educational sustained collaboration/initiative presentations conducted			
	Estimated # of touchpoints at educational sustained collaboration/initiative presentations			
	Consolidated # of training events held for sustained collaboration grantees, funders, and consultants			
	# of written reports/findings or case studies shared publicly			
Sustained collaboration normalization: umbrella agencies	# of sustained collaboration-related workshops/sessions/trainings in region for funders and/or grantees			
Value of informal IM technical assistance	Consolidated total # of pro bono technical assistance hours provided by IMs to potential grantees			
Sustained collaboration readiness speed	Average # of weeks between first preliminary conversation with potential grantee and grant approval			
Funder normalization	# of introductory/educational conversations with funders			
	Total # of funders supporting the Initiative			
	Annual funder "renewal rate"			
	Total \$ contributed to support the Initiative			

Note: It is highly likely the dashboard will be reconfigured as SeaChange develops the data collection platform.