

## Collaboration for Community Change Application Guidelines

The Collaboration for Community Change (C<sup>3</sup>) aims to enhance collaboration among non-profit organizations to develop greater cost efficiencies and program effectiveness. The project will target high functioning nonprofits working in health, human services, education, and arts/cultural fields in Richland and Lexington counties.

### Background

C<sup>3</sup> was established in fall 2009 by nine funding partners in the Midlands to encourage the creation of a more effective, efficient and innovative non-profit sector. This program is designed to support innovative new partnerships among nonprofits—from smaller individual programs and up to strategic mergers. The partners involved are: Bank of America Charitable Foundation, BlueCross BlueShield of South Carolina, Central Carolina Community Foundation, Colonial Life, John S. and James L. Knight Foundation, Palmetto Health, Sisters of Charity Foundation of South Carolina, The Cultural Council of Richland/Lexington counties and United Way of the Midlands.

### How does C<sup>3</sup> work?

Organizations seeking to form collaborations apply jointly to the C<sup>3</sup> program. If accepted, C<sup>3</sup> provides a Technical Assistance Team comprised of professionals with experience in non-profit work to help organizations implement collaborations. The Team provides:

**Assessment** of current operations and the quality and function of existing collaborations.

**Development** of specific recommendations for enhanced collaborations, cost efficiencies, and strategic restructuring opportunities that would enhance the ability of the organization to serve clients effectively and function well financially during difficult economic times.

**Implementation** of strategic restructuring opportunities including advanced facilitated discussions between organizations.

C<sup>3</sup> does not provide program, capital, or operating support for the agency. Grants are not provided directly to agencies; rather the services of the Technical Assistance Team are paid directly by the C<sup>3</sup> program. As a pilot program, level of assistance available and length of program engagement will vary based on the type and extent of your proposed collaboration and available financial resources. Generally, length of program engagement is up to one year.

Due to the potentially confidential nature of collaboration discussions, limited public information will be provided on participating agencies. Information provided to the C<sup>3</sup> Steering Committee and Technical Assistance Team is confidential. At program completion, limited public information will be made available on participants and results of collaborative efforts.

### C<sup>3</sup> Eligibility

To be eligible for consideration, the following minimum requirements must be met:

- At least one organization in the application must be a 501 (c)(3) or qualify public charity.
- At least one organization in the application must be headquartered in Richland or Lexington county.
- None of the organizations applying may discriminate based on race, gender, national origin, disability, or any other status protected under law. Exceptions may include an organization whose mission is to serve a specific population such as a domestic violence shelter for women.
- All organizations applying must have engaged agency executive staffs (Executive Director/CEO) and Board leadership (Board Chair) in discussions of the potential collaboration. A formal, documented vote of the full Board authorizing discussions is preferred.

### Applying to C<sup>3</sup>

The C<sup>3</sup> website ([www.uway.org/C3](http://www.uway.org/C3)) contains resources on types of collaborations and other materials to assess your organization's restructuring potential. If you have a concept for a collaboration or restructuring opportunity, please contact one of the funding partners to discuss or C<sup>3</sup> program staff Karen Oliver at 803.733.5416. Applications are accepted on a rolling basis.

Applications will be reviewed by C<sup>3</sup> staff and a Selection Subcommittee of the C<sup>3</sup> Steering Committee to determine initial feasibility of the proposed collaboration. If initially screening is successful, the application is reviewed by a member of the Technical Assistance Team to assess the organization's capacity, viability, and potential to collaborate successfully. A recommendation is then made to the Steering Committee for C<sup>3</sup> acceptance. The C<sup>3</sup> Steering Committee makes the final determination on acceptance into the C<sup>3</sup> program. Once accepted, the organizations begin work with the Technical Assistance Team to implement the collaboration.

**Submit one complete single-side, unbound hard copy to Jennifer Moore:**

Collaboration for Community Change  
Attn: Karen Oliver  
United Way of the Midlands  
1800 Main Street  
Columbia, SC 29201

### Application Questions

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