“ORGANIZATION REDESIGN”
LITERATURE SCAN
“ORGANIZATION REDESIGN” LITERATURE SCAN

Below is the initial literature scan for organization redesign. It represents approximately 20 hours of research time. There are five components:

1) Observations and issues encountered in the process of conducting the scan;
2) Background – description of the scan’s purpose, types of resources used, scope of the scan and possible next steps;
3) Literature on mergers, acquisitions, strategic alliances and collaborations;
4) Literature from books, periodicals and blogs; and
5) List of foundations funding various aspects of redesign

I – OBSERVATIONS/ISSUES

There is a significant body of literature on “organizational redesign” or “organizational restructuring.” However, most items in this report were retrieved using these narrower categories e.g. strategic alliances, collaboration, mergers and joint ventures. The broader terms appear to be less commonly used, or are not commonly defined. The terms “organizational redesign” and “organizational restructuring” led to materials about financial restructuring, social impact, nonprofit effectiveness, social network, and even more specific efforts such as health care or educational redesign. A number of false hits occurred because many sites do not support phrase searching i.e., the words “organizational” and “redesign” may occur in an article, but not together.

Annotations/descriptions, where added, are generally from the source’s site. A few are from the Catalog of Nonprofit Literature and a few are original. Annotations should not be reproduced for a broader audience without prior permission.

The process of extracting and re-formatting citations requires considerable time since there is no standardization across sites; this is a consideration if the list is to be expanded. It may be more cost-effective going forward to list sites with a brief content description rather than pull out individual items, although this requires more time and effort on the part of the reader.

For the funder list, where possible, there are examples of actual grants that fell within "organizational design” parameters. The primary research tool for funders is the Foundation Directory Online, but also searched were the websites of those funders with searchable grant databases, e.g. Ford. It is not an exhaustive list of all funders who support any kind of management assistance or capacity building. If needed, more research can be conducted.
II – BACKGROUND ON LITERATURE SCAN

Purpose: The goal of the scan was to identify who is writing about, conducting and/or funding organization redesign work, and to identify resources on organizational redesign that can be used in toolkits and other materials. Sources searched include:

- Websites of funders and philanthropy infrastructure organization that publish or collect articles on funder or grantee partnerships.
- Websites of nonprofits, generally involved in capacity building, that publish and/or post relevant materials in print or e-format.
- The Catalog of Nonprofit Literature, published by the Foundation Center
  http://foundationcenter.org/gainknowledge/cnl/contents.html
- Philanthropy Studies Index Indiana University-Purdue University Indianapolis (IUPUI)
  http://cheever.ulib.iupui.edu/psipublicsearch/
- Wiley Online Library http://onlinelibrary.wiley.com/

Resource types include; full text PDFs, downloads, podcasts, webinars, books and articles from the philanthropic press. Items range from the late 1980s to date. This could be adjusted to reflect only recent items, but there could be value in retaining older works for comparative purposes, i.e. to examine whether issues and strategies the same or different over twenty-plus years.

Scope With the exemption of a few articles, materials come from the nonprofit sector, primarily from practitioners and non-academic journals. The list is representational rather than exhaustive. Priority was given to those sites identified by the SC and MAP as important. In the interests of time, a few older sources from the early 2000s that appeared duplicative were omitted; these can be added if required.

Next Steps: If more research is needed, a suggested next step could be to look at the major schools of nonprofit management, beginning with those in the metro area. Baruch has several articles listed (see citations on list). Given the rapid expansion of programs in nonprofit management and philanthropy, this would be a larger project. It is also possible that a review of corporate management sources or business periodicals might also yield articles about nonprofits (see citations at Lamb Advisors) or relevant to them. However, this was not part of the scan.
Alliance for Nonprofit Management


Original presentation by Deborah Pruitt, Ph.D. of Group Alchemy Consulting from the Alliance for Nonprofit Management's August 2013 National Conference.

https://4good.org/alliance-admin/making-shared-leadership-work-5-steps-to-mastering-collaboration

Amherst Wilder Foundation


A free tool to assess how your collaboration is doing on 20 research-tested success factors.

Annotation from site.

http://www.wilder.org/Wilder-Research/Research-Services/Pages/Wilder-Collaboration-Factors-Inventory.aspx

Baruch College (CUNY) Center for Nonprofit Strategy & Management CNSM Working Papers

Organizational Restructuring

- “Giving Up the Single Life: Leadership Motivations for Inter-organizational Restructuring of Nonprofit Organizations.” David Campbell, Binghamton University
- “Integrated orDisconnected? Examining Formal and Informal Networks in a Merged Nonprofit Organization.” Bin Chen, Baruch College, City University of New York and Jack Krauskopf, Baruch College, City University of New York

https://www.baruch.cuny.edu/spa/researchcenters/nonprofitstrategy/workingpapers.php

Bridgespan


http://www.bridgespan.org/Publications-and-Tools/Funding-Strategy/Bringing-Mergers-and-Acquisitions-to-the-Nonprofit.aspx#.UxI0g7Cx7IU
(Originally appeared in the Spring 2009 edition of Philanthropy magazine, pp. 14-17.)


Milway, Katie Smith, Maria Orozco, and Cristina Botero. “How to Talk Mergers with Boards and Senior Staff.” The Bridgespan Group. (PDF available also). Spring 2014

The full article appears in the Spring 2014 issue of Stanford Social Innovation Review.

CompassPoint
http://www.compasspoint.org/mword

LaPiana, David. “Should Your Nonprofit Be Considering a Merger?” CompassPoint’s Board Café August 9, 1998
http://www.compasspoint.org/should-your-nonprofit-be-considering-merger

Fieldstone Alliance (formerly part of Amherst Wilder Foundation)
http://www.fieldstonealliance.org/client/tools.cfm#assessment

Lukas, Carol and Ron Reed. A Nonprofit Merger Case Study.
The story of the successful merger of Family Service of Greater Saint Paul and East Communities Family Center. “Editor’s note: Although this merger was completed in 1989, the lessons learned are still relevant today.”
Lukas, Carol and Rebecca Andrews. *Four Keys to Collaboration Success*. No date. Consultant to more than 50 collaborations in the past ten years, Lukas has identified four keys that—while not a guarantee to success—are essential to a well-functioning collaboration.

McLaughlin, Thomas A. “Don't Replace...Merge.” *NonProfit Times*. December 1, 2004. Merger as an alternative to filling a vacant CEO position.

Triplett, Tom. *Collaborating with a For-Profit: Some Risks but Huge Potential*. Describes different forms that for-profit and nonprofit collaborations can take and offers advice about what to avoid. April 16, 2008, revised 2009.

**Foundation Center**

**Grantcraft**

*Funder Collaboratives; Why and How Funders Work Together*

In this guide, contributors share strategies for structuring a collaborative to fit its purpose, building strong relationships and resolving conflicts, and figuring out if the collaborative you're in is working. Contributors also offer ample proof that collaboratives are leading the field in bringing the voices of nonfunders -- grantees, intended beneficiaries, experts, and others -- into the process of making grants. Annotation from site. http://www.grantcraft.org/?pageid=1386

**Issue Lab**

Coquillette, Janet W., Mary Anne Crampton, Carol K. Willen, and John A. Yankey. Publisher: Yankey Associates. *Learning from a Funders' Collaborative: The Human Services Strategic Restructuring Pilot Project*. Dec 1, 2013

In 2009, eighteen funders in Northeast Ohio joined together in the Human Services Strategic Restructuring Pilot Project (the Collaborative) to examine how to support nonprofit organizations in strategic restructuring. This the final report on that project. Annotation from site. http://www.issuelab.org/authors/profile/janet_w_coquillette

**Nonprofit Collaboration Resources**

Includes searchable database of information from more than 650 nonprofit collaborations drawn from the 2011 and 2009 Collaboration Prizes, created by the Lodestar Foundation. Site also includes articles, podcasts, blog posts, and an infographic on nonprofit strategic restructuring from both the nonprofit and funder points of view. http://foundationcenter.org/gainknowledge/collaboration/
Grantmakers for Effective Organizations (GEO)

Collective action is an effective way for nonprofits to increase their impact, but key capacities are needed to enable these types of partnerships to thrive. This publication offers insights on the core capacities nonprofits need to collaborate and how funders can help. Description from site. http://www.geofunders.org/resource-library/geo-publications/record/a066000000CsAlGAAV

Greenlights for Nonprofit Success
*Nonprofit Mergers: A Strategic Tool for Impact and Sustainability*. Based on interviews with leaders from 12 nonprofit organizations in Central Texas that have completed a merger. Full text or summary available as download. See also Online Tools and Resources and Merger and Collaboration Case Studies. http://www.greenlights.org/resources/research/mergers-collaborations

James Irvine Foundation

Additional articles available at site.

La Piana Consulting

*Collaboration and Strategic Restructuring*
Web site section with numerous articles, tools, case studies, and resources:

Getting Started:
- The Partnership Matrix – Collaboration can take many forms, from casual cooperative relationships to more integrated partnerships
- Collaboration and Strategic Restructuring Podcast Series – A series of short podcasts answering common questions about nonprofit strategic restructuring
- The Nonprofit Mergers Workbooks, Parts I and II – Our two ground-breaking, practical guides for nonprofits on all aspects of the strategic restructuring process
- Merging Wisely – A thought-provoking article helping nonprofits and foundations weigh merger as one of many strategic options
- Laying the Groundwork for Collaboration – A blog post suggesting three first steps for nonprofit leaders just beginning to consider collaboration
- Mergers: A Cautionary Note – A brief article comparing nonprofit mergers with for-profit mergers and asking: When is merger the right choice?
- New Directions in Strategic Restructuring Assessment – An introduction to our self-assessment tool helping nonprofits gauge their readiness for strategic restructuring

**Digging Deeper:**
- Models of Strategic Restructuring Case Studies: three case studies on consolidations and mergers, featuring Chattanooga Museums, Ready, Set, Parent! and Crittenton Women’s Union.
- The Human Services Strategic Restructuring Pilot Project – A report summarizing a funder initiative of 18 grantmakers supporting nonprofit partnerships in Ohio
- Strategic Restructuring among Domestic Violence Organizations – A series of reports developed for the Blue Shield of California Foundation – Blue Shield Against Violence
- Strategic Restructuring for California Community Clinics – A collection of reports developed for the California HealthCare Foundation
- Arts and Culture Mergers (for causeplanet.org) – A brief article highlighting trends in mergers and strategic restructuring among arts and culture organizations
- Why Nonprofits Should Explore Shared Administrative Services – A brief article on some of the benefits of administrative consolidation among nonprofits
- Funder Collaboration in Support of Strategic Restructuring – A summary report from a March 2012 convening of funders with experience in supporting strategic restructuring
- Which Comes First, the Partnership or the Plan? – A brief article on how various planning processes can support and inform nonprofit collaboration
- SAGE/Task Force LGBT Aging Leadership Initiative: A Case Study in Collaboration - Shared leadership leads to shared success in advancing the field

Annotations from site


Once solely the domain of the private sector, mergers and acquisitions are becoming increasingly common in the nonprofit sector. Sandy Lamb applies her banking skills and experience to fill a need for expert assistance in planning and executing strategic alliances [http://upstart.bizjournals.com/executives/features/2007/11/21/Nonprofit-Banker.html](http://upstart.bizjournals.com/executives/features/2007/11/21/Nonprofit-Banker.html)
Mergers have become more common as the number of non-profits has exploded, intensifying competition for funding. PDF
http://www.ft.com/cms/s/0/8c550962-9c88-11dc-bcd8-0000779fd2ac.html#axzz2vPPnLPId

Lawyers Alliance for New York

Note: The Mandel Center no longer exists as a separate unit. Programs have been expanded and transferred to the Mandel School for Applied Social Sciences (MSASS) and Weatherhead School of Management at Case Western Reserve University. Weatherhead’s new online publication, Leading Nonprofit Organizations, http://lno.case.edu/newsletter-signup/, has a section on collaboration.

MAP (The Management Assistance Project For Nonprofits aka MAP for Nonprofits)
Annotations from MAP. PDF. http://www.mapfornonprofits.org/resources/
Full text articles from Resources-Realignment section include:

MergeMinnesota
Provides step-by-step merger guidance. Tough economic times have served as a wake-up call to many nonprofit organizations that they need to do business differently in the future in order to survive. Increasingly, merger is becoming a palatable and productive strategy.

Realignment Spectrum
It’s not just about mergers! Based on organizational goals, there are many options along the realignment spectrum including program transfer, joint venture and others.

Success Factors in Nonprofit Mergers
A study of 41 direct service organization mergers in Minnesota conducted by MAP for Nonprofits and Wilder Research. Research indicates nonprofit mergers can contribute to the stability of the nonprofit environment and that certain factors, when employed in the merger process, add to the mergers’ success.
What Do We Know about Nonprofit Mergers?
A review of nonprofit merger research literature, compiled in partnership with Wilder Research, that identifies 30 factors that affect a merger’s success.

National Center for Family Philanthropy
*Collaborative Grantmaking* profiles a series of collaborations initiated by members of the Rockefeller family, documenting how each was formed and organized, what problems were encountered and how these were resolved, and what was accomplished. This unique resource will help you plan and develop your own funding collaborations, while helping you identify and address potential problems at an early stage. Annotation from NCFP. Full text posted at [http://bit.ly/1g19Z0I](http://bit.ly/1g19Z0I) by Grantmakers of Oregon and Southwest Washington.

Support Center for Nonprofit Management

TCC Group

Third Sector New England
Collaboration, Strategic Alliances and Merger Resources. Third Sector New England web site section. 2014. [http://www.tsne.org/site/c.ghLUK3PCLoF/b.5565971/k.5FBDB/Nonprofit_Resources__Collaboration_Strategic_Alliances__Merger_for_Nonprofits](http://www.tsne.org/site/c.ghLUK3PCLoF/b.5565971/k.5FBDB/Nonprofit_Resources__Collaboration_Strategic_Alliances__Merger_for_Nonprofits)
IV – BOOKS, PERIODICALS AND BLOGS

Alliance Magazine


Forrer, John, James (Jed) Kee and Eric Boyer. Governing Cross-Sector Collaboration, Sept. 2014. Based on research, interviews with public, private and nonprofit sector leaders, and considerable analysis of organizations involved in public-private-nonprofit collaborations, the book provides insight into cross-sector collaboration at the global, federal, state, and local levels. Through an examination of the primary modes of cross-sector collaboration, including collaborative contracting, partnerships, networks, and independent public services providers, the book presents a clear case for how public managers can assess the trade-offs and use these options to improve public service delivery. Annotation from site.

theguardian.com
Mahmud, Adeeb. “Beyond Charity: three innovative types of business partnerships for nonprofits.” February 27, 2014

The authors define strategic restructuring as the effort to combine resources and expertise with that of other organizations to realize some economies of scale and to be in a position to win more government grants and contracts. They explain the collaboration continuum, noting that strategic restructuring involves an organizational commitment and some degree of power sharing. The book delves into the benefits, costs, challenges, and pitfalls of these arrangements. Numerous case studies are included. Annotation from Catalog of Nonprofit Literature. Published by the Foundation Center.
Nonprofit and Voluntary Sector Quarterly

Abstract: Existing research stops short of explaining why nonprofit organizations develop certain forms of collaborations instead of others. In this article, the authors combine resource dependency, institutional, and network theories to examine the factors that influence the likelihood that nonprofit organizations develop formal types of collaborative activities vis-à-vis informal types. Based on the survey data of 95 urban charitable organizations.

http://nvs.sagepub.com/content/34/3/340.short

Nonprofit Times
Hrywna, Mark. "Restructuring, cost savings at Girl Scouts includes buyouts," August 1, 2013. Looks at staffing changes and restructuring at the Girl Scouts of the USA. Incentive packages are being offered to employees with at least 10 years of service. The biggest financial challenges include donations, decreasing membership and corresponding fees, a reliance on revenue from cookie sales, and a business model "based on a 1950s model." Print. Check for online version. Annotation from Catalog of Nonprofit Literature, published by the Foundation Center. May not be reproduced without prior permission.

http://catalog.foundationcenter.org/cgi-bin/koha/opac-detail.pl?biblionumber=32535&query_desc=au%2Cwrdl%3A%20hrywna

Hrywna, Mark. "Mergers keep doors open, refocuses management," September 1, 2012. Discusses the latest trends in mergers and strategic alliances among nonprofit organizations due to the current economy. Examines local mergers (e.g. arts alliances) as well how national organizations like the American Red Cross are consolidating affiliates. Also looks at the challenges of melding boards and staff. Print. Annotation from Catalog of Nonprofit Literature, published by the Foundation Center. Copyrighted material. May not be reproduced without prior permission from the Foundation Center.

http://catalog.foundationcenter.org/cgi-bin/koha/opac-detail.pl?biblionumber=31776&query_desc=au%3A%22Hrywna%2C%20Mark%22

A framework for visualizing complex problems and a common language for talking about them can mean the difference between the successful execution of an innovation strategy and a frustrating, drawn-out program that yields few results. Annotation by author.

Interview with Cleveland Foundation Center director Cynthia Bailie, describing the Lodestar Foundation-sponsored Nonprofit Collaboration Database managed by the Foundation Center.

 Discusses the importance of revitalizing mature organizations to be adaptive and increase social impact. Suggests that for aging organizations, realignment of organizational systems may be required.

In this article, a management expert identifies three kinds of collaboration platforms—exploration, experimentation, and execution—and then outlines what organizations can do to put these platforms to work for them. Annotation from site.


Seldon, Willa, Thomas J. Tierney, and Gihani Fernando. “High Stakes Donor Collaborations.” Spring, 2013. Pioneering groups of foundations and philanthropists have pooled their talent and resources to help solve social sector problems too big for anyone to tackle alone. What can
Donors learn from these efforts?
[http://www.ssireview.org/articles/entry/high_stakes_donor_collaborations#bio-footer](http://www.ssireview.org/articles/entry/high_stakes_donor_collaborations#bio-footer)

When should organizations build new capabilities in-house, rather than work with a partner?
[http://www.ssireview.org/blog/entry/when_collaboration_doesnt_make_sense](http://www.ssireview.org/blog/entry/when_collaboration_doesnt_make_sense)

[http://www.ssireview.org/blog/entry/converting_funder_collaboration_into_collective_impact](http://www.ssireview.org/blog/entry/converting_funder_collaboration_into_collective_impact)

Windwood, Akaya. “The Art of Collaborative Leadership.” Apr. 25, 2013. Podcast. Rockwood Leadership Institute president Akaya Windwood discusses how we can get movements and sectors to work together to advance the common good. She shares specific approaches and tools for leaders to step out of their comfort zones. These enable a collective effort that builds mutually beneficial relationships. Annotation from site.
[http://www.ssireview.org/podcasts/entry/the_art_of_collaborative_leadership](http://www.ssireview.org/podcasts/entry/the_art_of_collaborative_leadership)

Argues that the traditional fundraising model will change in the future, and that “Nonprofit social enterprises are flipping that model around using collaborative disruption—they are putting the funding component front and center by making it an integral part of the core mission, and working with for-profits and other nontraditional partners to deliver on that mission.”
[http://www.ssireview.org/blog/entry/collaborative_disruption_in_the_nonprofit_world](http://www.ssireview.org/blog/entry/collaborative_disruption_in_the_nonprofit_world)
## V – REDESIGN FUNDERS

**Search strategy**  
Foundation Directory Online grantmaker and grants search. Grant descriptions from the Foundation Center  
Field of interest: Philanthropy, voluntarism, nonprofit management  
Type of Support: Consulting services, technical assistance, management development/capacity building

<table>
<thead>
<tr>
<th>Funder</th>
<th>Interest area or sample grant</th>
<th>URL or contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Altman Foundation</td>
<td>65K in 2012 for the NY Merger, Acquisition, and Collaboration Fund, which seeks to encourage collaborations among and/or between nonprofit organizations serving New Yorkers</td>
<td><a href="http://www.altmanfoundation.org/grant_seekers/guidelines">http://www.altmanfoundation.org/grant_seekers/guidelines</a></td>
</tr>
<tr>
<td>American Express</td>
<td>Leadership development. Program interests include &quot;supporting leadership training by an organization to a wider group of organizations within the same discipline or field.&quot; Focus is on training professionals with demonstrated commitment to the nonprofit sector in programs specifically targeted to the arts, environment, higher education and social service arenas.</td>
<td><a href="http://about.americanexpress.com/csr/leadership.aspx">http://about.americanexpress.com/csr/leadership.aspx</a></td>
</tr>
<tr>
<td>Booth Ferris</td>
<td>10K in 2009 to Martin Luther King Cultural Center in Beacon&quot; as part of Foundation's Strategic Restructuring Initiative,&quot;</td>
<td><a href="http://fdnweb.org/boothferris/contact/">http://fdnweb.org/boothferris/contact/</a></td>
</tr>
<tr>
<td>Clark Foundation</td>
<td>Has supported infrastructure groups in the past, e.g. Foundation Center and NPCC.</td>
<td><a href="http://fdnweb.org/boothferris/contact/">http://fdnweb.org/boothferris/contact/</a></td>
</tr>
<tr>
<td>Clark, Robert Stering</td>
<td>Strengthen performing and visual arts organizations by helping to make possible international touring and collaborations that offer broad audience outreach and build lasting partnerships. See site for other program areas</td>
<td><a href="http://www.rsclark.org/index.php?page=grants">http://www.rsclark.org/index.php?page=grants</a></td>
</tr>
<tr>
<td>Foundation</td>
<td>Amount and Year</td>
<td>Description</td>
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<tr>
<td></td>
<td>60K in 2008</td>
<td>gave to Ms. Foundation for strategic alliances among reproductive rights groups.</td>
</tr>
<tr>
<td></td>
<td>10K in 2009</td>
<td>gave to American Red Cross of Dutchess County to investigate shared services with another Red Cross chapter as part of Foundation’s Strategic Restructuring Initiative.</td>
</tr>
<tr>
<td>Ford Foundation</td>
<td>250K in 2006</td>
<td>gave to build strategic alliances between LGBT and reproductive rights groups. See also link for programs on civil society and philanthropy</td>
</tr>
<tr>
<td>The Heckscher Foundation for Children</td>
<td>162K in 2008</td>
<td>gave to CEPA gallery in Buffalo for collaboration to implement phase II of CEPA Gallery, Just Buffalo Literary Center and Big orbit Gallery ongoing merger.</td>
</tr>
<tr>
<td>Helmsley Charitable Trust, Leona M. and Harry B.</td>
<td>500K in 2011</td>
<td>gave to Juvenile Diabetes Research Foundation Int'l for Strategic Alliance Project</td>
</tr>
<tr>
<td>Kellogg Foundation, W.K.</td>
<td>50K in 2010</td>
<td>gave to New Heights Neighborhood Center in Washington Heights for strategic alliance to strengthen youth workforce development. See also link for collaboration-related grants</td>
</tr>
<tr>
<td>Knight Foundation, John S. and James L.</td>
<td>2,250,000 to Channel One</td>
<td>gave for strategic alliance to promote First Amendment and student media.</td>
</tr>
<tr>
<td>Foundation Name</td>
<td>Grant Amount</td>
<td>Description</td>
</tr>
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<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>New York Community Trust</td>
<td>50K in 2011</td>
<td>50K in 2011 to Nassau County Coalition Against Domestic Violence for shared services with another agency.</td>
</tr>
<tr>
<td>New York Foundation</td>
<td>funds TA</td>
<td>funds TA providers (CRE and Lawyers Alliance in 2013) and collaboratives and coalitions for advocacy, community organizing and social justice</td>
</tr>
<tr>
<td>New York State Health Foundation</td>
<td>19,987</td>
<td>19,987 to Greenwich House for strategic alliance with Caring Community to preserve services and consolidate administration</td>
</tr>
<tr>
<td>Noyes Foundation, Jessie Smith</td>
<td>20K in 2012</td>
<td>20K in 2012 for strategic alliance of organizations in the food movement... (Part of a general support grant)</td>
</tr>
<tr>
<td>Tiger Foundation</td>
<td>400K in 2011</td>
<td>400K in 2011 to KIPP New York to support Shared Services Team</td>
</tr>
</tbody>
</table>

Other NY community foundations, such as Community Foundations of the Hudson Valley, provide management support in their regions.

Some small family foundations, e.g. Iris and Richard Abrons may show up in searches but often giving is low and applications are not accepted.