

Westside JCC is Where We Like to Be:
A Partnership Model for the Future

By

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Capstone project submitted in partial fulfillment of the requirements for the
degree of Master of Arts in Jewish Nonprofit Management in cooperation with
Master of Social Work

Hebrew Union College - Jewish Institute of Religion

April 2011

HEBREW UNION COLLEGE - JEWISH INSTITUTE OF RELIGION
LOS ANGELES SCHOOL

SCHOOL OF JEWISH NONPROFIT MANAGEMENT

WESTSIDE JCC IS WHERE WE LIKE TO BE:
A PARTNERSHIP MODEL FOR THE FUTURE

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ABSTRACT

In 2004, Westside Jewish Community Center (WJCC) in Los Angeles, CA took on a new partnership model in which certain programs are outsourced to and run by other organizations. This switch came as the result of several financial and organizational difficulties faced by the center during the previous few years. These program partnerships are based on varying degrees of revenue-sharing, programmatic collaboration and cross-promotion. Currently, WJCC maintains eight program partnerships. This thesis identifies elements of successful partnerships and explores how these are reflected in WJCC's model.

WJCC's partnerships with Lenny Krayzelburg Swim Academy and Super Duper Arts Camp were selected for case study. Interviews were done with staff leadership from each of the three organizations to determine the degree to which the partners consider their relationships to be successful, and to ascertain areas of strength and areas for growth. This study found that while the two partnerships had varying levels of success, they shared the same strengths and challenges. The areas in which the partnerships were the strongest include complementary strengths, common mission and goals, and stability. Areas for growth include expectations and integration, compatible organizational culture, and communication. This thesis offers recommendations for enhancing WJCC's partnership model and improving its partner relationships.

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ACKNOWLEDGEMENTS

I would like to give a big thank you to all of the organizations who agreed to be a part of this study, and to all of the interviewees for their time and honesty. A special thank you to Brian Greene, Executive Director of Westside JCC, for his enthusiasm and support during this process.

Thank you to Leslie Robin, my thesis advisor, for her endless guidance and for bearing with me through many changes and bumps in the road.

I would also like to thank Lori Klein, Assistant Director of the School of Nonprofit Management, for her unwavering support and encouragement.

Finally, thank you to my family and friends for listening to me vent my frustrations and for being my informal advisors. To my parents for being constant sounding boards. And to my classmates for experiencing these past two years with me – we had a blast.

CHAPTER 1

INTRODUCTION

Westside Jewish Community Center (WJCC) holds a very special place in my history. I grew up there – went to preschool and camp, learned how to swim, and made lasting friendships. Many of my first Jewish and non-Jewish memories are attached to WJCC. It seemed fitting to also attach the culmination of my graduate studies to the place that had the strongest hand in guiding my decision to become a Jewish communal professional.

Looking back at my time at Westside JCC, I remember the feelings that the Center created for me. It is difficult to properly articulate, but I felt at home there. WJCC was vibrant and exciting, and I was a part of it. WJCC instilled in me a sense of belonging and connection that stayed with me even through the ten-plus years that I spent away from the building.

When I attended WJCC (1987-1991), all programming was run by WJCC and WJCC staff (in-house). As someone who grew up participating in WJCC's in-house programming, their new partnership approach was initially hard for me to swallow. I was disappointed that children were not getting the same experiences that I got in the same programs that I was a part of – the pool was not the same, Camp Chai was gone. Instead of being run in-house, several programs, including the pool and the camp, were being outsourced to and run by outside organizations. As I reacquainted myself with the Center, however, I began to realize that this model is what allows WJCC to function at

the level that it is currently functioning, and that it does end up benefiting the community. WJCC partners with organizations that provide quality experiences to those involved.

In my work with Westside JCC, first as a substitute teacher in the nursery school, and then as a graduate student intern, I began to learn the ins-and-outs of these partnerships. I noticed areas that thrived and areas of conflict, what seemed to work and what did not. Over time, I began to recognize that my initial assumptions were wrong – it was not the partnership model that was the problem, but how these partnerships were set up in the first place. As an insider that is closer to the outside than most, I felt that I was in a unique position to study these partnerships and determine ways to make them work more efficiently and harmoniously. I realized that this was something that I could do to help WJCC better fulfill its mission and to bring back those childhood feelings of mine to Westside JCC and the community.

In order to accomplish this, I formulated several research questions: What factors contribute to a successful partnership? How are each of these elements reflected in WJCC's partnerships? How important are each of these factors to WJCC and its partners? How can WJCC and its partners maximize the relationship to bring strong, quality programs to the community?

CHAPTER 2

TOWARDS A NEW MODEL OF JCC

Jewish Community Centers in America

The origins of Jewish Community Centers (JCC) are completely non-religious. There was no model for these places in traditional Jewish society. Jewish Community Centers were formed from the structure of the settlement houses of the mid-late nineteenth century. The first settlement house was started in Chicago by Jane Addams. Its purpose was very political, to organize the poor immigrants of the city and teach them democracy, and essentially how to be American citizens. These settlement houses were funded by wealthy gentiles to “help [their] neighbors build responsible, self-sufficient lives for themselves and their families” (www.hullhouse.org). From this model, wealthy German Jews in New York started their own settlement houses to help newly immigrated Russian Jews acclimate to American life. They opened YMHAs – Young Men’s Hebrew Associations – and Jewish Community Centers as places to provide support to these new immigrants, “help ensure Jewish continuity, and to provide a place for celebration” (www.jcca.org).

These Jewish settlement houses began to target Jewish youth. They noticed that these kids were out in the neighborhood alone while their parents were working, and they were forming groups on street corners and getting into trouble. The Jewish settlement houses employed group workers to go out into the community, bring in these kids off the street and get them involved in productive activities. They introduced physical culture to Jewish youth. The group workers organized them into clubs and teams rather than gangs.

Basketball and football were the new focus of newly American Jewish youth (www.jcca.org).

Shortly after World War I, the Jewish Welfare Board, an organization that recruited and trained rabbis for the military, adopted JCCs as part of their merger with the YMHAs. Now that Jews had been given an alternative to the streets, knew English and had been introduced to American cultural norms, the JCCs began to change their mission and purpose. The Jewish Community Centers became places of Jewish gathering that offered spiritual rather than religious culture. They opened summer camps as a way to give Jewish kids a break from city life (Kosansky, 1978; www.jcca.org). The overriding theme of the JCC mission “has been the stress and the struggle to enhance the quality of Jewish life in America” (Dinerman, 1973, p. 13).

Newfound prosperity of the 1950s and 1960s drove many Jewish families out of urban areas and into the suburbs. The Jewish Community Centers were now housed in larger facilities, and offered numerous recreational activities. The JCCs opened Jewish nursery schools, offered informal educational programs and services for seniors, and even housed other Jewish agencies and organizations, basically becoming the center for Jewish life (www.jcca.org).

Westside JCC History

The Grand Opening of Westside JCC in 1954 was a celebrated event for the Miracle Mile community. When the Center opened, there were people lined-up out the door waiting to

visit the brand new and modern facility. Founding President, Max W. Bay (z"l) articulated the vision for WJCC as a place that was designed "primarily to provide an atmosphere contributing to the moral well-being of the community," and that all programs were to be open to "people of every race, color and creed, without restriction" (LAT, April 1954). The community was eager to take advantage of all the new educational, wellness, arts, social and cultural programs the Center had to offer. After the first three years of service more than 1.5 million people had attended programs at Westside JCC.

In Westside JCC's first four decades of existence, the Center directly offered services for everyone throughout the lifecycle. WJCC ran programs for youth of all ages, young adults, single-parents, families, and older adults. The facilities were state-of-the-art, boasting a complete fitness and aquatic center, racquetball courts and a full-size gymnasium. Westside JCC was truly a hub of the Los Angeles Jewish and non-Jewish communities.

Membership began to decline, however, in the 1970s and, much more so, in the 1990s. Westside JCC was bloated with staff members and insufficient revenue was being generated to cover their salaries and run their programs. This problem, along with others facing Los Angeles area Jewish Community Centers, threatened the organization's survival. The umbrella organization that previously oversaw the seven LA area JCCs, the Jewish Community Centers of Greater Los Angeles (JCCGLA), had tried several times to either rejuvenate its JCCs or shut them down to mitigate its deficit. In 1998, WJCC's

building was almost sold to Shalhevet High School because of its inability to become self-sufficient (Stroud, February 1998). It was only because of the community's outcry that the plan was abandoned (Stroud, March 1998). After this victory, WJCC supporters began a campaign to raise money for a complete renovation of the building (Stroud, March 1998; No Author, September 2000; Eshman, May 2001; Aushenker, December 2001).

In December 2001, the JCCGLA announced that it would be closing five of the seven JCCs under its umbrella, WJCC included, in order to pay off a \$3 million loan from the Jewish Federation of Greater Los Angeles (Aushenker, December 2001). Again, the community rallied behind the WJCC. Supporters even raised enough money to keep WJCC in operation beyond the imposed date of closure (Aushenker, December 2001). A year later, due to increased community persistence and pressure to give the JCCs greater autonomy, JCCGLA announced that it would relinquish its hold on WJCC, allowing it and two other Centers to become independent entities (Ballon, December 2002). WJCC ceased to be an operating division of the JCCGLA and became a separate legal entity – Westside Jewish Community Center, Inc., a California nonprofit corporation. At this point, new WJCC leadership focused on regrowing the depleted staff, and raising funds for the capital campaign.

Since gaining its independence, WJCC leadership has taken steps toward renovation and renewal. The first was to reopen the pool and locker room facilities, which was made possible by a generous gift from Lenny Krayzelburg, Olympic gold medalist and alum of

the WJCC swim team. Krayzelburg also opened a swim school in his name, a move that attracted hundreds of families to WJCC (Ballon, June 2005; Ballon, July 2005). The pool renovation project began in October 2008 and was completed in Summer 2009. The Harry and Jeanette Weinberg Aquatic Center is just the first phase in a series of renovation plans for WJCC (Kantrowitz, September 2008).

Westside JCC's Mission

- To assure the Jewish future for our people.
- To preserve and celebrate our rich Jewish heritage and to cultivate Jewish values and quality Jewish life in our community.
- To create and maintain a sense of neighborhood by providing gathering places for individuals, families and organizations of Jewish life as well as the general community.

We accomplish this by reaching out to Jews and the greater community by offering stimulating and innovative educational, social, cultural, recreational and communal programs and activities and fostering a strong connection with Israel.

New Program Structure Model – Partnership

In 2004, Brian Greene was brought on as the new Executive Director of Westside JCC. At this point, the only program still being run by the organization was the nursery school. Other than that, the building was essentially unused. There was clearly a desire and a need to introduce new programming to the Center, but there was no money or staff to do so: “I’d like to be able to tell you that it was a strategic decision done with a lot of

thoughtful analysis and brilliant insight and foresight, but it wasn't at all that way."

Several Jewish organizations were coming to Westside JCC with an interest in renting the available office and event space in the building – other Jewish organizations were already doing so and WJCC expanded this practice. This became WJCC's primary source of revenue. It was a necessary arrangement in order to keep the building open and operational.

After the first year, Westside JCC leadership began to envision a shift from this new landlord/tenant model into a program partnership model that would bring new programming back to the Center:

"If we enter into a relationship with other organizations that actually meet our program needs and are within our mission, and those programs generate revenue for the Center, why do we have to term it rent at all? Why can't we say we have a partnership with X organization for Y program and lay claim to it as part of Westside JCC? As we got comfortable with that idea, we began to take great pride in that idea."

This type of model was more attractive than the landlord/tenant model to WJCC because it enabled them to feel like they had a hand in providing programming that they were proud of, and it guaranteed a greater degree of stability than an organization that would rent space and could leave at any time. Though WJCC was not financially able to hire the staff necessary to create in-house programming, they still wanted a way to be of service to the community.

It is important to note that the tenancy model and, to a lesser extent, the early manifestation of the partnership model, were almost completely financially driven. WJCC took on tenants because they had to, not necessarily because they wanted to. Because of this financial need, WJCC was not as selective with tenants and partners as they are now. The missions of these organizations were considered, but the Center was more concerned with generating income:

“When we were more in the rental mode, we were renting out to anybody that could pay the rent and not really thinking about the people in the building as needing to be programs that fulfill the mission of the JCC. So now we have organizations that rent space here, and they are fundraising organizations or political action organizations or organizations that really aren’t fulfilling the mission of a Jewish Community Center. If they were coming along today to rent space from us, we probably wouldn’t rent to them.”

Although revenue generation was the initial motivation for this model, the focus has shifted to providing quality programming for the community. While finances are still important, Westside JCC first looks for partners who can fulfill the programmatic piece of their mission.

Westside JCC’s new program partnerships are based on a profit-sharing structure in which the fee for using WJCC space is set as a percentage of the programs’ gross revenue. In WJCC’s view, this type of structure creates a natural partnership because it creates a mutual interest: “It is in our interest to market them. We want to push them and be part of their success, and if they don’t succeed, we are a part of that failure as well,

and we are really a true partner.” WJCC’s program partnerships are also based on varying degrees of programmatic collaboration and cross-promotion. Partner program leadership consults with WJCC leadership to ensure that their programming continues to be in line with WJCC’s mission. Branding and marketing expectations are written into partnership agreements.

When considering a program or organization for partnership, Westside JCC looks for several qualities:

- First, the program must fit within the mission and values of the Center. They need to be able to look at the program and say, “That’s a JCC program, no doubt about it.”
- Second, it needs to be a quality program run by quality people: “We want to add a quality program to the portfolio of things the Center offers so that people will want to walk through the doors, will enjoy the programs here, and will feel a part of the Center... If you find a partner who has their own entrepreneurship and their own spirit and their own energy that they bring to the project, you can offer a better program than you could on your own.”
- Third, the program leadership should understand that although WJCC is trying to serve the community, they are also running a business. Partner programs must have a viable plan and business model, as well as good business acumen.

Westside JCC needs a partner whose program will generate revenue to support its own operations within the building (lights, maintenance, etc.).

“These partnerships either have to generate a lot of money for us to help support our Center because, ultimately, we want to keep our building open and doing well. Or they have to add to the image of the JCC so that our image in the community and our value in the community will be enhanced. So the program, maybe it doesn’t bring in a lot of income, but it does bring us really good PR in the community, which ultimately might help us with donor dollars. And the best programs will do both. They will have high visibility, high PR and high incomes, and won’t that be wonderful. But if we have any partnerships that don’t do either, then we have to say goodbye to them real quick and not let them hang around hoping that they will get there.”

In deciding whether an organization is appropriate for partnership, Westside JCC likes to start small and see how it goes so they are not dedicating a significant amount of space to something that is not going to succeed: “Our partnership model allows us to start small and grow if it works, and it allows us to also cut it off if it is not working.”

Currently, all of WJCC’s partners are for-profit businesses. Greene says this was not by design, but speculates that it has to do with the implications of partnering with a nonprofit. Having a nonprofit partner program that is run out of the Center might create tension and competition. Other nonprofits would be looking to raise money and start competing with WJCC for donors. Agreements would have to be made about who has a claim on solicitation of certain populations. By partnering with for-profits, WJCC does not have to worry about a partner program soliciting the same donor pool.

WJCC's partnership model is one that is spreading to other JCCs in Los Angeles. For example, the JCC at Milken in West Hills, CA has partnered with two of the same organizations that WJCC collaborates with: Lenny Krayzelburg Swim Academy and Super Duper Arts Camp. Although the Milken JCC no longer is in partnership with Super Duper Arts Camp, they continue to contract out the running of their summer day camp with Camp JCA Shalom. Interestingly, Camp JCA Shalom is a nonprofit that fundraises aggressively. It will be interesting to see how the two nonprofit organizations navigate this issue in the future.

Greene believes that Westside JCC's model will catch on even further and become part of the future of the JCC system. This idea is in line with a statement made by Dr. Steven Windmueller (2009) concerning the economic situation of the Jewish community: "As a result of these new and changing economic and social realities, a different institutional scenario is now being scripted... Mergers and collaborations will be code words that may well define this era."

CHAPTER 3

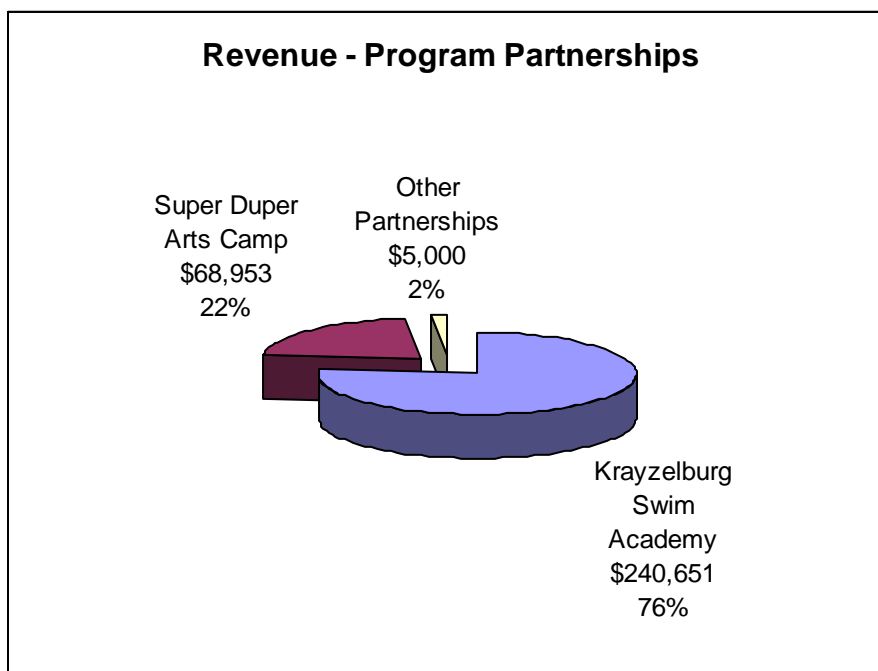
IDENTIFICATION AND SELECTION OF PARTNERS

Within Westside JCC's new partnership model, outside organizations are classified in two ways: tenant and program partner. A tenant is simply an organization that rents office and/or event space from WJCC. Although there is no collaboration, the organization does have to be somewhat in line with the mission of WJCC. Decisions regarding whether or not to rent space to an organization are made on a case by case basis. Examples of past and present WJCC tenants include LA School of Gymnastics, IKAR, Progressive Jewish Alliance (PJA), Americans for Peace Now, and the Jewish Artists Initiative (JAI).

Westside JCC's current program partners consist of for-profit organizations. In these partnerships, leadership from both organizations collaborates on development and implementation of programming. This programming is typically housed within the WJCC building. These are mutually beneficial relationships in which both parties bring something to the table. Westside JCC relies on the program partner to offer expertise in their particular area, while WJCC provides resources, space, and institutional knowledge. These partnerships employ a profit-sharing model, rather than the tenant model of space rental. WJCC gives the program partner the building space, and the program partner provides WJCC with a percentage of their revenue. These percentages vary from program to program. There is also an expectation that, if the partnership becomes more long-term, the program partner will become an investor in Westside JCC's building and facilities – this is, they will contribute to maintenance and improvements. These types of

partnerships require that the outside organization fit strongly within Westside JCC's mission. High compatibility and trust are also key in the decision to form such partnerships. The amount of programmatic collaboration and shared decision making is also different from program to program. The goal is for the relationships to appear "seamless" to the community. Westside JCC wants consumers to feel that they are coming to a WJCC camp or a WJCC swim lesson, rather than an outside program that is merely run out of the building. Set branding and marketing expectations are important in fulfilling this goal.

In 2010, Westside JCC generated a little over \$2.6 million in income. WJCC's three largest sources of revenue are preschool fees (\$1,170,800), program events (\$597,856; which includes partner programs, senior programs, Maccabi Games, etc.), and grants and donations (\$486,000). Approximately \$315,000 of the total income came from revenue-sharing program partners, or roughly 12%. Of the revenue brought in by partner programs, \$240,651 (76%) came from Lenny Krayzelburg Swim Academy, \$68,953 (22%) from Super Duper Arts Camp, and \$5,000 (2%) from the remaining program partnerships (see chart).



Westside Jewish Community Center Program Partners

Lenny Krayzelburg Swim Academy (LKSA)

Private and group lessons are available for both children and adults. Adult classes also include: water aerobics, water yoga, and boot camp. Weekend birthday parties are also offered. Located on the premises of Westside JCC, the swim academy operates out of a completely remodeled aquatic center.

Super Duper Arts Camp (SDAC)

Super Duper Arts Camp operates sessions throughout the summer and winter school breaks on WJCC's campus for ages 4-18. Their mission is to empower through creativity and self expression and to inspire a love of life, learning and exploration.

Royal Basketball School

Basketball classes are offered for all skill levels. The Royal Basketball School emphasizes fundamentals, functional training, and game time performance.

Creative Learning Place

Creative Learning Place is a home-school program that is housed at Westside JCC.

Classes include: art, music, science, storytelling, and Spanish. Children who are home-schooled come to this program for supplementary learning experiences.

Celebrity Play Reading Series

This program runs for two seasons per year (Winter/Spring and Summer/Fall), with 3-5 play readings per season. All readings take place at Westside JCC.

Gilbert Table Tennis Center (GTTC)

The Gilbert Table Tennis Center offers a state-of-the-art facility unlike any other in the Los Angeles area and equipped with 7 world-class tables, locker rooms and showers.

The GTTC is equipped with two fully programmable robots. Each machine offers adjustable velocity, spin and frequency, catering to your individual need, skill and style of play.

Jewish Children's Theater

This program provides acting workshops for the child or teen professional, or for kids who just want to have a fun theatre experience. All classes are taught by a professional actress.

Israeli Folk Dancing

This program offers a weekly Israeli folk dancing night that includes both instructional and recreational segments.

Programs Selected for Further Study

Lenny Krayzelburg Swim Academy (LKSA)

This program partnership was chosen as a case study because the Swim Academy is Westside JCC's first, biggest, most profitable, and most well known program partner. The Swim Academy is also run out of the JCC at Milken in West Hills, CA, and three "partnership locations" in New York and New Jersey. I would like to look into the differences in these relationship structures and what they mean for LKSA.

Super Duper Arts Camp (SDAC)

This program partnership was chosen as a case study because SDAC is also one of WJCC's major partnerships. The camp was also run out of the Milken JCC at one point, but the relationship was severed. I would like to determine the differences in these partnerships and what made one successful and one not.

CHAPTER 4

LITERATURE REVIEW

What is a Partnership?

Collaborations and partnerships (terms which will be used interchangeably throughout this discussion) operate all around us – at home and at work, in for-profits and in non-profits, intra-organizationally and inter-organizationally. With all of these different manifestations of partnerships come an excess of definitions of the term. What is a partnership? After weeding through the varying definitions, I found two that I believe best describe Westside Jewish Community Center’s model. The first, more matter-of-fact in nature, defines collaboration as: “a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals. The relationship includes a commitment to mutual relationships and goals; a jointly developed structure and shared responsibility; mutual authority and accountability for success; and sharing of resources and rewards” (Mattessich & Monsey, 2001, p. 4). The second definition expands this idea, taking the motivations behind partnership into account. Michael Steinhardt, Jewish-American philanthropist and founder of the Foundation for Jewish Life, describes partnership as “a joining together of individuals of like mind who have a shared vision of such magnitude that the goal is beyond the scope of any one individual to achieve using his own resources” (Valley, 2000, p. 3). Steinhardt expands this definition to the Jewish community, suggesting that those who enter into partnerships in the Jewish communal world “see objectives for the Jewish people that at a certain point in time lead to a shared understanding. The shared understanding becomes the basis of partnership” (Valley, 2000, p.3).

Although the terms collaboration and partnership will be used interchangeably (because WJCC and their partners do so), it is important to point out that they are theoretically different. These nuances are hard to point out from the above definitions, but they surface in others. Merriam-Webster defines partnership as: “a relationship resembling a legal partnership and usually involving close cooperation between parties having specified and joint rights and responsibilities.” Most partnership definitions are within this same vein, describing partnerships in more formal, legal and contractual terms. Definitions of collaboration, on the other hand, more often describe a type of relationship and behaviors that occur within those relationships. For example, Straus (2002) defines collaboration as: “the process people employ when working together in a group, organization, or community to plan, create, solve problems, and make decisions” (p. 5). In theoretical terms, partnerships can be collaborative or not, and collaborations are not always legally partnerships.

Sally Weber and Michelle Krottinger Wolf, two Los Angeles Jewish communal professionals, break down the different types of partnerships that they see occurring within the Jewish organizational world. The first distinction they make is between *integration* and *alliance*. In an integration, the corporate structure of one or more of the partnering organizations is changed. In some cases, existing organizations are dissolved and/or new organizations are created. The type that is most applicable to Westside JCC is an alliance. Weber and Wolf describe an alliance as “a strategic restructuring partnership that includes a commitment to continue for the foreseeable future, shared or transferred decision-making power, and some type of formal agreement” (Weber & Wolf,

2009, p. 293). The alliance category of collaboration is further broken down into *administrative consolidation* and *joint programming*. Administrative consolidation is a partnership based on a shared interest in administrative capacity and efficiency. This is more of a business relationship than a collaborative one. A joint programming partnership is a relationship that “includes the joint launching and managing of one or more programs to further the programmatic mission of the participating organizations” (Weber & Wolf, 2009, p. 293). This type of alliance is most similar to Westside JCC’s model of program partnership.

Why Partner?

As organizations grow and develop, they come to face two choices: to attempt to expand and develop more internal independent capacity (expansion of existing programs, development of new in-house programming, etc.), or to partner and collaborate with other like-minded and like-mission organizations. Many turn to such inter-organizational partnerships for several reasons. One of the main reasons organizations pursue partnerships, especially within the Jewish community, is their limited economic resources. Partnerships eliminate “unnecessary overhead and duplication so as to free funds for the programmatic work that underlies the organizational purpose” (Bayme, 2000, p. 6). With less of a financial burden hanging over them, partnering organizations can better focus on creating programs to fill the needs of the communities they serve (Wolff, 2001; Valley, 2000; Bayme, 2000; Barringer & Harrison, 2000). Organizations often partner on projects or programs that they feel are too risky for a single organization to take on alone. When more than one organization is involved in such projects, the risk

is dispersed. If the project fails, the failure and the consequences of that failure are also dispersed. Such collaborations also allow the partnering organizations to pool their client bases. One organization on its own might not have enough of a demand to fill a program, but combining agency clients/followers can lead to a full and successful program (Cordero-Guzman, 2001). Organizational partnerships also “enhance the capacity of the partner agencies” (Lewis, et al., 2006, p. 2). Often organizations do not individually have the internal capacity to launch a program themselves. Finding a program partner allows for the growth of each organization, both together and individually, over time (Cordero-Guzman, 2001). Even if an organization has the internal capacity to grow its programming, it may not have the necessary resources to do so properly. Partnership provides an opportunity for organizations to pool their various resources and areas of expertise to create quality programming and services for the community (Steinhilber, 2008; Cordero-Guzman, 2001).

When Not to Partner

When selecting a business strategy, “it is important to remember that strategic alliances are just one business tool that, if used at the wrong time, can materially hurt an organization” (Steinhilber, 2008, p. 6). Partnerships can make dynamics more complicated. Partnering means double the opinions, double the egos, and double the number of people to satisfy. Steinhilber (2008) suggests that if an organization has the financial and resource capacity to go it alone, they should. Although partnership may mean decreasing certain costs, it also means a smaller stake in the revenue. These numbers need to be taken into account before considering collaboration. Creating a

partnership also means sharing the spotlight. At the beginning it is difficult to know which organization will gain the most visibility. Hansen (2009) calls these factors collaboration costs: “the extra hassles of working across units and their consequences” (p. 41).

Elements of Successful Partnerships

For an inter-organizational partnership to be effective and successful, certain characteristics must be present. Many of those who have done research in the field of inter-organizational partnerships have come up with a collection of elements that they have found to be most important to the success of such partnerships.

Lewis et al. (2006) suggest that the essential variables are:

1. The willingness to collaborate
2. Trust and mutual respect among partners
3. Shared values and vision
4. Membership and representation policies and practices
5. Capacity to collaborate
6. Partners’ decision-making processes and power-sharing norms
7. The mandated or voluntary nature of the collaboration
8. The formalization and nature of governance structures and ability of collaborations to adapt them
9. Internal and external environmental alignment

In their research on coalition building, Mizrahi and Rosenthal (2001) created a conceptual framework that includes only four components:

1. Conditions such as economic realities, community climate, and timing
2. Commitment related to ideology and utility
3. Contributions of resources, ideology and power
4. Competence

Finally, Wagner and Muller's (2009) research revealed eight elements of a strong partnership:

1. Complementary strengths
2. A common mission
3. Fairness
4. Trust
5. Acceptance
6. Forgiveness
7. Communication
8. Unselfishness

After looking at these frameworks and others, and additional research in the field, I came up with my own set of elements that I believe are most applicable to the potential success of Westside JCC's inter-organizational partnerships (the order is completely arbitrary):

1. Trust
2. Quality of communication
3. Complementary strengths
4. Common mission and goals
5. Compatible organizational culture

6. Role definition
7. Reciprocity and information sharing
8. Stability

Trust

The research on inter-organizational collaboration defines trust in a number of ways. But no matter what definition one turns to, two themes seem to emerge in almost all of them: risk-taking and positive expectations. In any partnership, both parties assume the risk that the other might fail. When trust is a part of the equation, each member of the partnership can focus on their own responsibilities, as they are confident the other is doing the same, and risk is minimized (Wagner & Muller, 2009). Stewart (2002) refers to this manifestation of trust as predictability: “The greater the degree of trust the more likely it is that actions will be predictable” (p. 8). Das and Teng (1998) assert that trust and risk-taking “form a reciprocal relationship” (p. 503): trust leads to risk-taking behaviors and decisions, and, when positive outcomes result from such risks, risk-taking leads to increased trust.

Similarly, Boon and Holmes’ (1991) approach defines trust as “positive expectations about another’s motives with respect to oneself in situations entailing risk” (p. 194). Both members of a partnership must hold a positive attitude about the other’s reliability. They must believe that any mistake, wrong-doing, or failure is unintentional. Trust is predicated on the notion that both parties act minimally out of self-interest and

opportunistic motivations, and maximally out of concern for the partnership (Das & Teng, 1998).

Levels of trust are rooted in both the reputation of the partnering organizations, as well as any prior experience either party has had with each other and/or with outside organizations (Stewart, 2002). Feelings of trust can be dependent on so many other factors, including some of the other elements in this framework: communication, culture and values, reciprocity, etc. Because trust is so encompassing, “trust is the linchpin of partnership...Without trust, it is better to work alone” (Wagner & Muller, 2009, p. 77-78).

Quality of Communication

The value of communication in the success of partnerships is often underestimated, as illustrated by its lack of visibility in collaboration research – it came up in only two of the dozen or so frameworks I looked at (Wagner & Muller, 1996; Finger, 2011). A lack of communication, or silence, can lead to misunderstandings or worse. I qualified communication with “quality of” because most of us have experienced the misunderstanding of a memo or an email. There are elements of spoken word and in-person communication that do not transcend in an email.

Communicating is itself an act of collaboration: “when the channels of communication are open, communication between you and your collaborator can become a safe testing ground for new ideas” (Wagner & Muller, 2009, p. 138). This is strongly connected to

the concepts of trust that were discussed earlier. Partners should feel comfortable and trust each other enough to think out loud and take that risk.

A failure to communicate can have several negative effects on a partnership. A lack of communication can set all sorts of ideas off in someone's mind, such as a lack of commitment to or trust in the partnership. Wagner and Muller (2009) refer to this type of thought process as *recursive thinking*: "Communication in a partnership is complicated by the unique and incredible human capacity for reading into a situation what the other people must be thinking" (p. 142). We tend to assume what people mean when they do not tell us themselves. In assuming thoughts, we are really guessing them, and many times we guess wrong. From a practical perspective, the only way to avoid such recursive thinking and "mind guessing" is to properly communicate with our partners. Emails are perfectly adequate for some things (short bursts of information and updates). But for more important conversations, voice-to-voice communication is essential. Many times a phone call will suffice, but "face time will help open the lines of communication and further strengthen your partnership" (Finger, 2011).

Complementary Strengths

The concept of complementary strengths is based upon the idea that, in a partnership, both sides bring certain strengths to the table. Such strengths can range from resources and contacts to information and expertise. The most powerful partnerships are those that bring together assets that are most different from each other – "collaboration is more than doubling up" (Wagner & Muller, 2009). Having an array of strong suits enlarges the

capacity and range of the partnership. It is important to try to discover and capitalize on your own strengths, rather than striving to improve your weaknesses. If an organization recognizes and understands its weaknesses, it will be that much easier to find a partner organization whose abilities complement the others” (Wagner & Muller, 2009).

Common Mission and Goals

When considering potential organizations for partnership, some of the first questions to ask are: Is their mission aligned with ours? Are they trying to accomplish what we are trying to accomplish? Do they want what we want? Wagner and Muller (2009) assert that the primary qualification to participate in a partnership is each party’s ability to help fulfill a shared mission. Without a shared mission, there is no reason for partnership. A partnership must center on a common pursuit; “it exists to serve the goal” (Wagner & Muller, 2009, p. 37).

Although shared mission and goals are essential to a successful partnership, the motivations behind them do not need to align. Having different reasons to pursue the same goals does not usually affect the alliance. This is particularly true when such differing motives are known to both sides of the partnership. In the most effective partnerships, both parties understand what is it that is driving their partner to pursue the common mission and goals (Wagner & Muller, 2009; Finger, 2011).

Compatible Organizational Culture

O'Reilly and Chatman (1996) define organizational culture as “a system of shared values...and norms that define appropriate attitudes and behaviors for organizational members” (p. 160). These values and norms can include shared beliefs, decision-making processes, the role of language and communication, systems of information sharing and dispersal, hierarchies and power dynamics, and more. Organizational structures vary from the public to private sectors, and from organization to organization.

When organizations come together in a partnership, they are confronted with the challenge of making two or more distinct organizational cultures compatible with one another. One of the most important things to be aware of before attempting to deal with this feat is that existing organizational cultures do not often change, even in the case of partnerships (Ouchi & Wilkins, 1985). In a successful partner relationship, both parties will come together to examine their similarities and differences in order to find a way to effectively work together.

In most cases, however, one of three scenarios occurs. In the first, cultural differences are overlooked. Both partners are aware that these clashes are going to happen, and so they choose to ignore them. This is more of a “choose your battles” approach to conflict (Steinheilber, 2008). In the second scenario, organizations risk the occurrence of cultural domination. Cultural domination is when one partner’s organizational culture prevails in the collaboration. Cultural dominance often results in a decrease in trust and communication. The dominated organization will either regress and risk being

swallowed by the partner organization, or the partnership will disintegrate (Buono et al., 1985). In the third scenario, partner organizations will attempt to integrate or combine their cultures. For this to be successful, open and honest communication is necessary from the beginning. Through such dialogue, organizations will be able to sift through their cultural similarities and differences to find what will work best for the partnership. Open communication can succeed in doing one of two things: (1) the partner organizations will achieve cultural integration, or (2) potential partners will realize that they are incompatible and abandon their collaboration (Parker & Selsky, 2004).

Role Definition

When two or more organizations enter into a partnership, they must work together to define each party's roles and responsibilities. Decisions need to be made about relationship structures – who in each organization is going to communicate with whom? This type of structure can have several levels. Maybe people are matched up based on hierarchy or on department. Whichever way the partnership chooses to handle it, this structure needs to be defined at the beginning of the relationship. If the partnership involves a shared workload, responsibilities need to be defined as well. Steinhilber (2008) suggests the creation of a decision-making map that assigns “key players at both [organizations] to those important decisions, and details their level of involvement, such as consultation or actual decision-making” (p. 78). Establishing the partnership structure is key to role definition. It is essential to formulate a contract that determines the parameters of the relationship: What does it mean to be a partner? The

purpose of role definition is to break down the inevitable walls early on in the partnership in order to diminish reasons for conflict and barriers to communication.

Reciprocity and Information Sharing

Related to issues of communication and trust, another important variable that is essential to a successful partnership is reciprocal information sharing. The exchange of information between partners is a major factor in building the elements of communication and trust.

The research has shown there to be two primary reasons why organizations share resources: strategic effects and the creation of new knowledge and ideas. Strategically, sharing information between organizations allows each partner to build up their own resource pool. For example, if partner organizations share their membership or client lists with each other, they both have the opportunity to grow their base. The reciprocity of this information sharing is important so that all involved feel that they are contributing equally and getting something back (Parker & Selsky, 2005).

It is beneficial for organizational partners to share information because of the potential for the creation of new ideas (Hardy et al., 2003). If partners exchange information on programs that they have not yet partnered on, they may discover new avenues for collaboration. Or, perhaps, one partner will offer ideas on how to improve or market the program of the other. It is important to remember the variable of complementary strengths in this situation. Ideally, the partnership is made up of two organizations that

have different sets of strengths. Partners should attempt to capitalize on each others' strengths even for non-collaborative ventures.

Stability

Partnership stability is essential to the success of collaborations as it provides the basis to build such partnerships (Waddock & Bannister, 1991). Why put the effort into strengthening these variables if it is not going to last? I chose to put stability in my framework because I know that Westside JCC wants to create lasting partnerships. If these relationships are meant to be seamless, there cannot be a new camp or a new swim school running things each year. Westside JCC wants its members to have a sense of constancy and consistency when they come to a program in its building.

Building Partnerships

Partnerships do not become successful overnight. The process of building a solid partnership involves developing and working to strengthen all of the elements discussed above. According to Steinhilber (2008), partnerships "are more than just legal contracts. They're living, dynamic relationships between real people" (p. 74). One of the most important factors involved in partnerships are these personal relationships. All of those involved in the partner organizations need to feel like they are a part of the partnership. Additionally, both sides of the partnership need to feel that the other is making the same efforts to build and strengthen the relationship as they are (Mizrahi & Rosenthal, 2001).

One of the most effective ways to immerse oneself and one's organization into the mindset of collaboration is to think in terms "win-win" decisions and to use language of "we" rather than "me." This is not to say that there is not a "time and place to think of your own agenda" (Steinhilber, 2008, p. 76) – there is. During partnership negotiations it is important to advocate for your own wants and needs, and to communicate how you think your potential partner fits into them. Compromise for the sake of the long-term benefits of partnership is also a key point to remember. It is after negotiations that the language should turn from "me" to "we." In a true collaboration, successes are framed as, "We did that," rather than, "I did that" (Steinhilber, 2008).

Steinhilber (2008) offers a few more words of advice for achieving a successful partnership. He encourages the process of getting to know your partner. Knowing their goals, motivations, and work ethic will only aid in future decision-making and negotiations. Steinhilber suggests creating a system for managing conflict before the first conflict arises. This will help smooth an already tense situation. In terms of the relationship, partners should keep the communication flowing and be able to put themselves in their partner's shoes. And finally, have an exit strategy in place. This ensures that no decisions are made in times of stress and that ill feelings are minimized (Steinhilber, 2008).

CHAPTER 5

METHODS

When I first began the process of formulating my thesis topic, I knew that it was somehow going to involve Westside Jewish Community Center. I thought of ways that I could help them in their pursuit to grow their base and expand their programming. These goals led me to the idea of creating a strategic plan for the next steps in the growth of the organization. My main research questions were: (1) which programs do WJCC members currently utilize, and which do they plan to use in the future, and (2) what do WJCC members see for the future of WJCC? In order to answer these questions, I planned to administer a survey of Westside JCC families (Appendix A), as well as interview key WJCC stakeholders (Appendix B).

During this research process, I decided that creating a comprehensive strategic plan was not realistic for several reasons. The first was that I did not get the number of responses to my survey that I had expected. The survey was emailed to preschool and teen program families four times. Additionally, hardcopies of the survey were sent home with the preschool children twice. Out of approximately 1,500 families that received the survey, I received only forty-three responses (approximately 3%). Many of these responses either lacked detail, or read more as a fantasy wish list than a realistic vision. This, coupled with a number of rude emails asking to be removed from the mailing list, indicated that I would not get the amount of involvement from WJCC stakeholders that I felt I needed to complete the type of plan that I had originally envisioned. In conversations with my advisor, I also realized that creating this strategic plan required more time, manpower and

resources than I had to give. I did not want to do something halfway, so I altered my topic.

I decided to focus on Westside JCC's partnership model based on the number of times it came up in my interviews with WJCC stakeholders. Because partnership was such a frequent theme in these conversations, I settled on the topic of organizational partnerships, using WJCC and its partners as case studies.

Participants

After selecting WJCC program partnerships for individual case studies, I selected staff leadership from each organization to interview. These individuals were chosen because of their leadership within their own organization, as well as their close proximity to the inner-workings of the partnership. Two individuals were identified from both Westside JCC and Lenny Krayzelburg Swim Academy, and only one from Super Duper Arts Camp. Once the interview subjects were selected, I contacted them and scheduled an interview at their convenience. They were told to expect the interview to last approximately 50-60 minutes. (For a full list of interviewees, see Appendix E).

Interview Procedures

The interviews usually took place in the subjects' office at WJCC. Before beginning the interview, I provided the subjects with the necessary background information concerning my research. All interviews were recorded using a digital voice recorder with the participants' permission. Each interview consisted of approximately 20 questions

(Appendix C), which the participants were not shown prior to the meeting. When the interview concluded, subjects were thanked for their participation and informed that I might contact them in the future for any follow-up information. Follow-up was done with several participants. After the interviews were completed, they were transcribed.

Design

A qualitative research design was used for this study. I decided to use interviews as my method of gathering information in order to determine the success of and areas for growth in each of the selected program partnerships. Personal interviews were the best method because these organizations are very small in terms of staff size.

Prior to conducting the interviews, I created an interview guide with key questions. The questions were designed to address the eight elements of a successful partnership that I identified through my review of literature on organizational partnerships (in both the private and public sector), collaborations, and community coalitions. Additional questions were designed to address motivations for and attitudes toward partnership. The interview questions were the same for both of WJCC's partner programs, but were modified slightly for Westside JCC leaders (Appendix D).

Limitations

There are a number of limitations associated with using the selected research design. First, qualitative studies are difficult to replicate. If other researchers wanted to replicate my study, the results would likely not be the same. The outcomes of an interview are

based on various factors, such as the chemistry between the interviewer and interviewee, and the ability of the interviewer to draw information out from the subject. Second, qualitative studies are vulnerable to observer bias. No matter how hard an interviewer may try, she will influence her participants' responses. A researcher's presence in the same room as her subjects has been known to affect the subjects' behavior and responses. Additionally, researchers may skew interview results in order to further prove their point.

This study is also limited because of its small size and specific focus. It would be difficult to sufficiently generalize the findings of this study to other situations. Another limitation was the limited size of my sample. I initially considered studying a third WJCC partnership, but had to eliminate it due to limited time. Having a small sample might limit the accuracy and levels of generalization of the findings. Despite these limitations, I believe that my research and findings will be of great benefit to WJCC, its partners, and to other organizations seeking to collaborate.

In this study, I also struggled with my personal biases and history. I came into this project with certain assumptions about WJCC, its partnership model and its partners. It was important that I suspend these assumptions in my interactions with the study participants and in my analysis of each partnership. I attempted to be as objective as possible without losing my passion in the process. Additionally, I struggled with decisions about whether or not to disclose certain information that came up in participant interviews. Ultimately, my goal is to help Westside JCC and its partners improve their

relationships and collaborations. I had to weigh full disclosure against not wanting to divulge certain comments that might get in the way of repairing relationships.

CHAPTER 6

WJCC/LKSA PARTNERSHIP CASE STUDY

Partnership Background

Lenny Krayzelburg, 4-time Olympic gold medalist in swimming (2000 and 2004), had a history with Westside JCC before deciding to operate his business there. As a new immigrant from Ukraine in 1989, Krayzelburg found his aquatic home at the Center, training and working at the Emil and Anna Brown Natatorium, as it was then called. He returned to WJCC in 2004, when he was invited to be the Honorary Chair of their 50th anniversary celebration. Upon his arrival, Krayzelburg was disappointed to see that the pool had been drained and was no longer in use. At this point in his life, Krayzelburg had begun to think about what he would do beyond his swimming career. The thought of running his own swim school was one that he decided to pursue:

“I’ve had a relationship with JCCA [Jewish Community Centers Association] for a number of years – I’ve done swim camps at various JCCs around the country. I felt like it would be a good way to pitch my idea of learning to swim to the JCCA, and we started off trying to pitch to large JCCs and no one was really excited about it. They were all comfortable with what they had going on. I was fortunate enough to come here [WJCC] and meet Brian [Greene, Executive Director].”

Krayzelburg’s motivations for partnering with WJCC were both practical and personal. He knew he ultimately wanted to operate his own swim school, but practically knew that having an existing facility would make things easier for him as a first time business owner. Krayzelburg’s history with WJCC is one that has always been meaningful,

especially to his career as an elite swimmer: “Having close ties to this Jewish Community Center and having the credibility with everything I have done gave me an opportunity to partner up and create trust on both sides. I feel that was an advantage I had over someone else.”

When Krayzelburg expressed his interest in reopening the pool and starting a swim school, WJCC laid out their financial situation: there was no money in their budget for such an undertaking. Lenny came back with a business plan that called for his own financial donation to the pool and a shared revenue structure. This business plan became the foundation of the partnership between WJCC and Lenny Krayzelburg Swim Academy (LKSA). Krayzelburg’s \$115,000 donation to WJCC was used to prepare the pool and pool building for reopening, and LKSA began operations in 2005.

The mission of LKSA is:

- To make every student water safe.
- To provide an environment where everyone learns and enjoys the benefits of swimming.
- To help each student increase self-confidence and independence through swimming.

Like most WJCC partner programs, LKSA started off small, with around 12 hours of swim lessons a week. The success of the program was evident from the beginning, and

today LKSA has almost exclusive use of the pool, and provides 1,500 swim lessons to children per week.

In 2008, WJCC began renovations to improve the existing pool building. WJCC's initial plan for renovation called for work on the pool to be done much further down the timeline. A number of factors led to the decision to redo the pool first. First, the growth of LKSA happened more quickly than either organization had anticipated and began to put a strain on the existing pool facility. LKSA was experiencing what they and WJCC considered too many lost days on pool closures due to equipment malfunction, and also a number of complaints from pool users about inadequate locker room facilities. Both parties realized that WJCC did not have the appropriate facility to keep up with the increasing success of the program.

Secondly, WJCC's capital campaign had recently plateaued between \$5-6 million. The cost of renovating the entire campus was going to be \$20 million, and WJCC was at a standstill. Early donors were becoming impatient with the lack of progress, and WJCC felt pressure to show some advancement in their plan. Once WJCC realized the need to give the pool priority and that renovations could be done for \$4 million, they decided to proceed with updating the aquatic building. WJCC had concerns, however, that such renovations would subsequently require the renovation of the rest of the building to bring everything up to code. WJCC's architectural consultants worked to devise a plan that would allow for the renovation of the aquatic center without triggering upgrades to the rest of the Center facility. They were able to establish with the City that the aquatic

center was a separate building. This was a big breakthrough for WJCC, and they were able to proceed with their plan.

During renovations LKSA relocated operations to an offsite pool facility. Construction started in the Fall of 2008 and the new Harry and Jeanette Weinberg Aquatic Center opened in July 2009.

Partnership Elements

Representatives from both Westside Jewish Community Center and Lenny Krayzelburg Swim Academy were asked to rank in importance (1-8; 1 as highest importance, 8 as lowest importance) and rate how successful (1-10; 1 as low success, 10 as high success) each of the following elements is in their partnership. If participants asked for clarification of element meaning, explanations were given based on the information provided in the literature review (Chapter 4).

| Elements within the Partnership | | | | |
|-----------------------------------|------------------------|------|-----------------------|------|
| | Ranking (1-highest) | | Rating (1-highest) | |
| Partnership Element | WJCC | LKSA | WJCC | LKSA |
| Trust | 2 | 1 | 8 | 10 |
| Quality of Communication | 5 | 4 | 8 | 7 |
| Complementary Strengths | 3 | 7 | 9 | 7 |
| Common Mission/Goals | 1 | 5 | 10 | 5 |
| Compatible Organizational Culture | 8 | 8 | 5 | 3 |
| Role Definition | 4 | 3 | 7 | 9 |
| Reciprocity/Information Sharing | 7 | 6 | 6 | 8.5 |
| Stability | 6 | 2 | 7 | 10 |

Trust

Based on their rankings and ratings, both Westside JCC and LKSA report having high levels of trust in each other and in their partnership. WJCC described this large amount of trust as the main reason the partnership has been so successful and unfolded as smoothly as it has. WJCC expressed that they know that when Krayzelburg says he will do something, even something not explicitly outlined in their contract, it will get done. WJCC knows that Krayzelburg wants what is best for the Center:

“I trust Lenny fully to have the interests of Westside JCC foremost... I have no doubt that he looks out for our interests as much as we look out for his interests. That’s the strongest part of our relationship with him. We trust him.”

LKSA had only positive things to say about the amount of trust in the relationship, as they rated the element at a 10. Trust was a major factor in the decision to enter into the partnership to begin with. There was an understanding that both organizations were going into this unknown together:

“Both parties need to understand the bigger picture in terms of positive working relationship, opportunity for growth, supporting each other. I don’t believe you can allow for potential growth if there’s no trust. Trust is essential in any working relationship, and that’s how I operate. I am fortunate that Brian understands that, as well.”

According to the literature, certain theories assert that levels of trust are based upon the extent of risk-taking behaviors and positive expectations. Although both parties really did not have much in the way of expectations, they did take an enormous risk – WJCC with a large portion of their building and LKSA with their donation. The pool building had not been open for over three years and the Center itself was barely on the radar of the community at the time. Having such a big risk pay off so favorably probably played a large role in cementing the strong trust in the partnership between WJCC and LKSA: “trust leads to risk-taking behaviors and decisions, and, when positive outcomes result from such risks, risk-taking leads to increased trust” (Das & Teng, 1998, p. 503).

Quality of Communication

Based on responses from both WJCC and LKSA, communication between each organization’s leadership is strong. Although he lives out of town, Krayzelburg

maintains an office in WJCC's main building that overlooks the pool, and comes to the Center approximately once per month for about a week at a time. During these visits, Krayzelburg has meetings with Greene. When he is not in town, Krayzelburg has regular phone conversations with Greene at least two times per week. According to WJCC leadership, "we talk about everything. He doesn't hesitate to call, I don't hesitate to call, and we don't hide anything from each other."

WJCC also maintains regular contact with LKSA's executive and administrative staff for the more day-to-day communication surrounding the partnership. This is one area that WJCC expressed can be improved. Much of this communication happens through email and is not always done in a timely fashion. WJCC conveyed frustrations over slow transfers of information, such as the most up-to-date client email lists: "This is the part of the process that does not happen naturally."

LKSA related a desire to improve this staff to staff communication, as well. The possibility of joint staff meetings has been discussed amongst the leadership, and has occurred on a very small scale: two LKSA executive staff member were invited to present their program at a regular WJCC staff meeting. The biggest motivation behind this kind of communication is to keep both organizations' staff apprised of the other's current programming. This knowledge is important to improving the partnership's ability to cross-promote. Both organizations would like to see this type of communication occur more often, but admittedly have not done enough to make it happen. The medium

ranking both organizations gave to this partnership element might indicate that it is not a priority at this point in the relationship.

Complementary Strengths

The element of complementary strengths is a simple one in the WJCC/LKSA partnership, and the basis of the relationship. The pool building at Westside JCC sat empty for several years because the Center did not have the money, staff and expertise to operate it. Running a pool was no longer within the organization's capabilities. WJCC partnered with LKSA because they had the money, staff and expertise to run a quality program. LKSA entered into the partnership not only because of WJCC's available space, but because of the existing name recognition, and their "strength of reaching out to the community and engaging it. We needed that in order to get our program off the ground."

Common Mission and Goals

As an organization with established mission and goals, WJCC feels that LKSA fits perfectly within them. There is no question that teaching kids how to swim should be a part of what every JCC does. But for WJCC, LKSA does more than that for them: "What he wants for success of his program is exactly what we want for the success of the Center: providing the finest quality programs, being a positive force in the community. There is no question that we are on the same page. We have mutual buy-in."

Because LKSA came to the Westside JCC as a brand new venture, it credits WJCC with positively affecting the mission and goals of its organization:

“I have such an incredible working relationship with Brian – it helped to put us at a different level of looking to be more than just being a business. It has progressed beyond that... and now WJCC and Lenny K Swim Academy go hand in hand. They’re associated with each other going forward to the next level.”

LKSA also recognizes that there are implications of partnering with a Jewish organization, and embraces them. In interviews, LKSA leadership related what they do to the *Talmud* passage that obligates a parent to teach their child to swim (*Kiddushin 29a*). This connection to Jewish text and tradition is something that LKSA is always conscious of. LKSA also believes that providing a program that teaches health and safety to children and their families relates to Jewish values on a number of levels.

Additionally, LKSA operates within the policies of *Shabbat* observance set forth by WJCC: although the pool is allowed to operate on Saturdays, the business office is closed and payments are not accepted.

It is important to note, however, that while WJCC valued this element highest in both the ratings and rankings, LKSA scored it as only a 5 in both categories. The two organizations have two very different ideas about how important mission fit is and how well it is reflected in the partnership.

Compatible Organizational Culture

Neither WJCC nor LKSA had much to say about the organizational culture of the other or about how they interact. They both recognize that although they have a strong

partnership, they are two different organizations, one a nonprofit and one a for-profit, with separate staff and different ways of doing things and interacting. WJCC summed it up by stating, “We’re just so distant. We don’t really even get a sense of the culture over there, and I wouldn’t be surprised if the swim school didn’t have a sense of ours. It doesn’t play a major role in our partnership.”

LKSA did acknowledge a major difference in the organizational cultures of the two organizations: “We run this as a for-profit and the JCC is a nonprofit, so of course our cultures are going to be a little different.” LKSA pointed out an important detail: LKSA’s ultimate business goal is to make money, while WJCC’s is to serve the community. The success of LKSA is judged by its profit margin, while the success of WJCC is on how well it fulfills its mission. Such factors are bound to have an effect on the culture of the organization and on how it is run.

Role Definition

Both WJCC and LKSA agree that the roles are very well defined within the partnership: “They know what they are doing; we know what we are doing” (WJCC). The partnership contract outlines what each organization is responsible for in terms of building maintenance and other expenses. Certain roles and responsibilities have changed since the beginning of the partnership, changes that reflect the strengthening of the partnership over time. For example, WJCC used to contract LKSA staff out to run other aquatics programming besides swim lessons. After the renovation, however, LKSA absorbed

responsibility for running all aquatic programs (lap swimming, water aerobics, family swim, etc.).

Reciprocity and Information Sharing

According to their ratings, LKSA is happier with the amount of information sharing within the partnership than WJCC. LKSA maintains that they do a good job of sharing client lists with WJCC and promoting WJCC programs and fundraisers with LKSA clients, while acknowledging that this communication is more reactive than proactive: “When someone needs something, we provide information.”

Based on WJCC’s interview responses, they would like the sharing of information to be more proactive and would like to see faster reactive responses. WJCC admits that they are not always happy with the speed of email communication with LKSA, but also recognizes that this element of the partnership, like the larger issue of communication, is “a work in progress.” The conflicting reports of the amount of information sharing that happens within the partnership is most likely related to who is usually on the receiving end of the information: WJCC. The Center is almost always the partner who needs the information, and LKSA is the one providing it. The low ranking given to this element by both organizations also indicates the level of priority it is given within the partnership.

Stability

LKSA ranked stability as the second most important element in their partnership with WJCC, and they could not feel more stable (rated 10): “We just signed a 10 year

partnership contract, so obviously we both trust each other and want to be partners for a long time. We know that this is a mutually beneficial relationship.”

WJCC feels similarly stable in the partnership at this point in time: “Stability is very important to us and to what we are trying to provide the community, and the partnership has been very stable.” WJCC does, however, have some concerns about what will happen to the partnership much further down the line: “The flip side is, what happens when Lenny Krayzelburg decides that he doesn’t want to be in the swim school business?” Based on other comments, such concerns seem to be about both losing the partnership with LKSA, as well as with Krayzelburg himself. WJCC is extremely comfortable with Krayzelburg because of his personal history with and stake in the Center. What will happen to the partnership if and when someone else steps in?

Other Locations

On their website, LKSA lists two “Academy Locations” and three “Partnership Locations.” The academy locations are Westside JCC and JCC at Milken. The term refers to the swim schools that are owned by Lenny Krayzelburg and operated by his team of staff. LKSA partnership locations are at JCCs in Brooklyn, NY, Cherry Hill, NJ, and Atlantic City, NJ. At partnership locations, the LKSA name, teaching method, and business model are licensed out as franchises, but each JCC runs the entire program: “They have their own aquatics director, program director, instructors. All the staff is their own. They use our brand – that’s the difference. It’s not a true franchise, but they

license everything out and it works on a five year deal.” LKSA’s Director of Marketing runs everything having to do with this type of location.

In an initial interview with LKSA leadership, no significant differences between WJCC and the Milken JCC partnership dynamics were brought up. However, further research into public media surrounding both partnerships revealed an incident in LKSA’s partnership with the Milken JCC (the partnership began in 2005). In 2007, the pool was unexpectedly closed. The Jewish Federation of Greater Los Angeles, which owns the Bernard Milken Jewish Community Campus building, denied everyone, including LKSA, access to the pool citing problems with mold. According to the second LKSA representative, LKSA swim teachers were not even permitted access to their lockers. News articles reported that the Federation opted to close the pool due to the Milken JCC’s \$250 million debt. The closure of the pool resulted in the JCC’s loss of nearly one-third of its members (Ulman, June 2007).

The pool was closed until 2009, when it reopened following extensive renovations. In those two years, LKSA ceased operations at the Milken campus. Before the closure of the pool, LKSA had an enrollment of around 400 children. Since the reopening of the pool, the partnership between LKSA and the JCC at Milken has resumed. The only partnership differences the second LKSA representative could cite were logistic ones given their limited contact with academy location leadership. WJCC has chosen to devote most of the pool’s operational hours to swim lessons. Other aquatics

programming is minimal. At Milken, however, the opposite is the case. LKSA has significantly less time and space usage of their facility.

Attempts were made to arrange a follow-up interview with the LKSA representative who could give me more information about their partnership with the JCC at Milken. This was not possible, however, due to scheduling constraints. I also attempted to contact Milken JCC leadership, but my emails and phone calls went unanswered.

Outcomes of Partnership and Current Situation

Both WJCC and LKSA consider their partnership extremely successful. The number of children served and the revenue generated has far exceeded anyone's expectations: "It has become...the biggest swim program on the Westside and also the most expensive – that says something. It must have quality." For WJCC, the greatest success is their own perception that LKSA has been effectively integrated into the programmatic offerings of WJCC:

"For most parents, they know that they are making their check out to the Lenny K Swim Academy, but they also know that they are going to the Westside JCC for swim lessons... They make the assumption that [their children's swim teacher] works for me and I don't challenge their assumption. We wanted the JCC to offer a quality swim program; the name of the swim program doesn't matter to people. They are still going to the JCC for swim lessons... So that's the ideal: families identify the program with WJCC clear as could be."

With LKSA, Westside JCC believes that their goal of that “seamless” program partnership is realized.

For LKSA, this success is linked to:

“trust, open-mindedness, hearing all the ideas, not being too fast to say „yes“ or „no,“but rather discuss, analyze, and evaluate. Taking into account the position of the other side is important, and evaluating how it looks on the other side. Those are the key components of this partnership. And also the ability and willingness to try things.”

This willingness to try new things has been a key factor in the continued growth of the partnership. Beyond swim lessons, LKSA has added water yoga, boot camp, swim team, and birthday parties to their programmatic portfolio. Additionally, WJCC recently gave LKSA permission to operate programs on Shabbat, provided the business office remains closed. WJCC and LKSA continue to devise new ways to expand their partnership: “We wish we could do more. We are only limited by the number of minutes in the day” (WJCC).

CHAPTER 7

WJCC/SDAC PARTNERSHIP CASE STUDY

Partnership Background

Super Duper Arts Camp (SDAC) was founded as Segev and Sarah's Super Duper Arts Camp in 2004. The camp was created, in part, to compensate for what the founders saw as a growing lack of arts curriculum in their son's school. SDAC's mission statement is:

“At Super Duper Arts Camp our mission starts with creating the most fun and enriching camp experience possible, comprised of programming that is diversified, age-appropriate and engaging, and is facilitated by an exceptional staff that understand and are able to meet the physical, emotional, intellectual, and developmental needs of our campers.

But it goes beyond that.

Our larger mission is to create for our campers an experience that will not only create fond memories of fun experiences, but will also be etched in their minds and spirits on a deeper level. We strive to create an experience that helps build within our campers the foundation for becoming good human beings, who are confident and capable; have a positive self image; are kind and compassionate; have respect for life, themselves and others; are able to listen with an open mind and an open heart; have a passion for learning and possess the desire and ability for creative expression.

We want to do what we can to help our campers grow into young adults who have the confidence, skills and spark to be the best they can be and fulfill their dreams.”

The camp started out doing spring and winter programs based in different Los Angeles area schools “to offer working parents a positive and enriching childcare option during breaks from school.” After a few successful camp sessions and with an enrollment of 40 kids, SDAC began looking for a new location where they could settle and grow their program. SDAC had already explored various school options and private organizations, but did not feel that these were the right fit. In 2005, it was a camp parent, who happened to be on the WJCC’s Board of Directors, that suggested Westside Jewish Community Center as SDAC’s new home base: “I had never been here, didn’t know anything about it. My whole relationship with the JCC in general was I knew of it as a kid, but I wasn’t a JCC kid. I didn’t know what went on here.” From WJCC’s perspective, they had already housed a summer day camp that they were not happy with. After learning about SDAC, they thought it was a better fit. WJCC liked the idea of a specialty arts camp and believed that this type of program would be more compatible with the type of space the Center could offer (more classrooms and event space than free outdoor space).

SDAC describes their earlier relationship with Westside JCC as more of a tenant/landlord relationship. It was essentially a profit-sharing financial arrangement:

“We made some financial arrangement and it was successful: they were happy, we were happy, and we continued to grow. For us it was great because the space and the arrangement that we had with them was one that...was sustainable for us as a small organization. We didn’t have to put out a lot of money; it was kind of like a partnership in that way. As well as we did is how well they did. From [WJCC’s] part, they had mentioned to us how they had a lot of camps coming in

here before but they weren't happy with the way they were organized and they liked how we were organized."

With this model, SDAC continued to offer spring and winter camps at their new WJCC location and in 2005 launched their first summer camp experience: "We put ourselves out there...and it's been growing ever since." In 2010, SDAC boasted an enrollment of 800 campers.

Interestingly, WJCC saw their relationship with SDAC as a partnership from the beginning. For WJCC, this revenue-sharing structure is one of the essential elements that creates a partnership because it creates a mutual interest. WJCC wants SDAC to do well because it brings more money to the Center and it brings more people into the building that might find other programs they would like to participate in. Similarly, SDAC wants WJCC to succeed to ensure that their home base stays open, and because more people in the building means more potential SDAC campers. Although SDAC may not have initially spoken of its relationship with WJCC in terms of a "partnership", the relationship that has developed is just that.

The motivation to move to a more collaborative form of program partnership was strong on both sides. According to SDAC:

"We independently came to each other from different sides of the fence for the same thing: we wanted to move away from being tenants to being more of program partners and really feeling like we're a part of what the JCC does and feeling like the JCC feels like we're a part of what they're all about."

From WJCC's point of view, they came to the realization that the Center was losing out by not making their relationship with SDAC more public and prominent. SDAC runs a great program and WJCC wanted to make sure that the community knew that the Center was a part of that. This feeling was further cemented when, in 2010, WJCC helped SDAC enter into a relationship with the JCC at Milken in West Hills, California. The Milken JCC had certain ideas about how they wanted to brand SDAC, and WJCC liked those ideas because they were more connected to the JCC. The new relationship between the JCC at Milken and SDAC "woke [WJCC] up to the fact that we needed to think harder about how we brand this camp." Conversations surrounding these changes in the relationship began around 3-4 years into the relationship.

Although SDAC acknowledges that such conversations should have taken place at the outset, several factors discouraged them. The first was the uncertainty of it all. When SDAC came to WJCC, WJCC was in the beginning stages of "rebuilding from a ghost town" and its future and its path were still up in the air. SDAC was also in its early stages and was taking chances in order to grow and reach a wider audience. Secondly, SDAC was essentially the new kid on the block and did not want to "step on any toes." They were a newer organization coming into one that had been a community fixture for over 50 years: "We didn't know what goes on, who does what where, and it was like a get in where you fit kind of thing."

Over the years, however, those discouraging factors largely disappeared. Both WJCC and SDAC had become proven successes and SDAC had found their footing:

“When we first got here, the JCC...was stale and low energy, and at the same time Lenny K was building up, and between all the programs together we feel like we were also part of the lifting the Center up and bringing some life in here. And they also provided an opportunity for us to grow and blossom, as well...The more we became a permanent fixture here, the more [not wanting to step on toes] started not to feel good. It started to feel like we’re here and we want to be...Our motivation was to kind of stop feeling like a guest.”

Partnership Elements

Representatives from both Westside Jewish Community Center and Super Duper Arts Camp were asked to rank in importance (1-8; 1 as highest importance, 8 as lowest importance) and rate how successful (1-10; 1 as low success, 10 as high success) each of the following elements is in their partnership. If participants asked for clarification of element meaning, explanations were given based on the information provided in the literature review (Chapter 4).

| Ranking of Elements within the Partnership | | | | |
|--|------------------------|------|-----------------------|------|
| | Ranking (1-highest) | | Rating (1-highest) | |
| Partnership Element | WJCC | SDAC | WJCC | SDAC |
| Trust | 5 | 3 | 5 | 9 |
| Quality of Communication | 6 | 2 | 5 | 4 |
| Complementary Strengths | 1 | 4 | 8 | 8 |
| Common Mission/Goals | 3 | 1 | 8 | 9 |
| Compatible Organizational Culture | 4 | 5 | 5 | 6.5 |
| Role Definition | 7 | 7 | 7 | 7.5 |
| Reciprocity/Information Sharing | 8 | 6 | 3 | 5 |
| Stability | 2 | 8 | 8 | 8.5 |

Trust

Trust is one element that seems to be lacking in the partnership between Westside JCC and SDAC. WJCC was more upfront about certain trust issues and rated the quality of trust at a 5. Although SDAC rated the quality of trust quite high (9), some of the interview responses pointed toward lower levels of trust.

According to WJCC, “trust is not the same (referring to trust with LKSA). I always know that [SDAC] is first and foremost taking care of [SDAC]... It’s all about negotiation and deals and I trust [SDAC] to stick to the deal. It’s not an atmosphere of trust; it’s an atmosphere of negotiation and give-and-take.” This being said, other interview responses indicated that while this more personal trust may be lacking, the professional trust is not. WJCC has no doubt in SDAC’s ability to produce a quality

program: “I think he runs the best day camp. I watch what he does and I am in awe of it.”

When discussing trust more broadly in terms of the partnership, SDAC related that “trust is good in the sense of good faith. Financially everything is kind of trust based and that’s nice. They trust us that we’re going to do a good job at what we’re here to do. I can’t complain about trust.” Perhaps this is the sense of trust that warranted a high rating. But in other areas of the interview, other trust issues and insecurities emerged:

“Sometimes I have a sense of wariness about whether they’ll make the right decision about something, but when I say the right decision I mean the one that benefits us, so I also recognize that that exists.”

“...but at the same time, I always wonder, are they secretly finding some other camp to replace us?”

“We’re very much open, cards on the table. [With WJCC,] sometimes there’s a lot of we’re not revealing this, we’re not revealing that.”

According to the literature, levels of trust can be measured by risk-taking and positive expectations. Based on risk-taking, Westside JCC seems to have higher level of trust in SDAC than indicated by their rating, especially professional trust. Although they started out slower and smaller, SDAC now occupies an enormous portion of WJCC’s property when camp is in session. This is space that is in high demand and could be used by other WJCC programs or rented out to outside organizations or private parties. WJCC took a risk by trusting in the ability and growth potential of SDAC, and it paid off for both

parties: SDAC has found a home at WJCC and WJCC has a great program to offer to the community.

Based on expectations, though, the lower levels of trust WJCC feels toward SDAC make sense. What WJCC wants most out of their partner programs is “a quality program we could offer the community which would reflect well on the Jewish Community Center.” In measuring whether or not this expectation has been realized, WJCC asks: Is this relationship “seamless”? Does the community see this program as a WJCC program, rather than an outside program? These questions are mostly related to issues of branding and cross-promotion. The answers are determined by both WJCC’s perception of these issues and WJCC’s perception of how the community views the program. If WJCC can answer “yes” to the above questions, the partnership has met a main expectation. With regard to SDAC, WJCC does not feel that they can fully answer “yes” yet. For example, WJCC believes that SDAC’s promotion materials do not adequately describe the partnership, nor do they promote WJCC’s role in the relationship. In fact, the Summer 2011 materials are the first to even display Westside JCC’s logo.

Interestingly, based on these same indicators, SDAC would appear to have lower levels of trust in their partnership with WJCC than previously indicated. SDAC came into the Center with very low risk and no expectations:

“For us it was great because the space and the arrangement that we had with them was one that allowed us to grow. It was sustainable for us as a small organization. We didn’t have to put out a lot of money... The beauty is that I didn’t really have

any [expectations]. So it's all been an unfolding process. My personal philosophy is that expectations are what lead to disappointment.”

Perhaps this lack of expectations and risk-taking behaviors have hurt SDAC's ability to form a reciprocal relationship with WJCC. This might account for both WJCC's and SDAC's perception that the other will too often act out of self-interest.

Quality of Communication

Communication is not something that happens often within the Westside JCC/Super Duper Arts Camp partnership. According to WJCC, the executive directors of both organizations speak to each other about twice per year about broad summer programming ideas, etc., and email occasionally in between. WJCC does not find it necessary to assert much oversight over these programmatic elements: “I look at them as experts in their area and completely empower them to run a good camp.”

Logistical communication (scheduling, maintenance, etc.) takes place between other WJCC and SDAC staff much more often, but perhaps, again, not enough. WJCC would like to be kept apprised of certain day-to-day elements that might not necessarily affect the running of the camp. For example, while WJCC wants to know about any room changes or maintenance problems, they also want to know about any enrollment updates, expansion plans, or challenges. These are things that WJCC is interested in and may be able to help with, as well.

For WJCC, the problems with communication come up more in relation to their expectation of a “seamless” relationship with partner programs. For example, WJCC expressed disappointment when shown the promotion materials for SDAC’s Summer 2011 sessions, materials that were not shared with WJCC until they were put out on the shelves in the lobby. According to WJCC, SDAC was asked to include WJCC’s logo and a description of their partnership in the enrollment materials. The final product only included a very small (approximately 0.5” x 1.0”) image of WJCC’s logo. WJCC was also dissatisfied with certain language that was used: “Located at the Westside Jewish Community Center.” The Center does not want to be seen as the building that houses Super Duper Arts Camp, but as a collaborative program partner, something that they do not feel is represented in the material given to the public.

For their part, WJCC does admit that they also have not always done their best to communicate to the community all of the programs that the Center has to offer. This realization was a primary motivation for rebuilding their website this year: “We wanted to do a better job of painting a picture of the diversity of the JCC. That is something we have not been effective at in the past.”

In our interview, SDAC categorizes communication and cohesiveness as the greatest obstacles in their partnership with WJCC. The issues surrounding communication identified by SDAC are similar, yet also paradoxical to those expressed by WJCC in that SDAC would like to know more about the ins and outs of WJCC to feel more like they are part of and have a stake in the Center:

“I would love to have more of a voice in terms of what goes on, not just with my program, but with the Center as a whole... The successes and failures of everyone here are tied together, and I feel like I would like to see that concept be more proactively integrated into the way things happen here – like meetings with all the program heads at least once a month, if not more often. I feel like whether you’re an in-house program or a program partner, there needs to not be a distinction anymore in terms of the way that everybody communicates and works together. I would like to see more collaboration in terms of everybody taking everybody else’s perspective into account before making decisions.”

Complementary Strengths

Both Westside JCC and SDAC agree that their partnership thrives because of their complementary strengths. WJCC is completely confident in SDAC’s ability to put together great curriculum and deliver a quality program that keeps children and their parents coming back for more year after year. WJCC’s entire partnership model is dependent on bringing in experts in programmatic fields that WJCC does not have the capacity to have expertise in. Beyond the space that WJCC has to offer, SDAC understands the capacity of WJCC to reach the entire community: “The whole collaboration aspect plays out in that WJCC is the hub and we are all a part of that. We benefit by being a part of it.”

Common Mission and Goals

The issue of whether or not Westside JCC and SDAC have common missions and goals is both simple and complicated. Based simply on the quality of and values behind the program SDAC offers, “there is no question that it is within the mission of the Jewish Community Center” (WJCC). Both organizations value community building and providing experiences that empower and enrich its members.

This issue becomes complicated, however, when you insert the “Jewishness” element. What does it mean for a Jewish Community Center to offer a day camp experience that has no Jewish programmatic components? SDAC self-identifies as secular. The founders are Jewish, many of their families are Jewish, they operate out of a JCC, but does that make them Jewish enough? This is a question that SDAC describes as the “pink elephant in the room,” something they acknowledge would be hard for themselves to do and something that is hard for WJCC not to do. WJCC would like it to be an ongoing conversation, whereas SDAC would like to put it off as long as possible. WJCC believes that a Jewish Community Center day camp should have a Jewish program element. SDAC would rather not incorporate any Jewish programming because they “have a lot non-Jewish kids and would like to continue to be able to reach out to non-Jewish families.” Although they are not satisfied with this lack of Judaic content, WJCC does not believe that they are doing a disservice by partnering with SDAC: Campers and their families know that they are coming to a *Jewish* Community Center, “which creates a positive identification with a Jewish institution like our JCC. That’s worth something in terms of Jewish content.”

Both organizations acknowledged that this “Jewishness” factor was not discussed prior to the formation of their programmatic partnership. This was primarily due to the state of the Center at the time that the partnership was entered into. Because WJCC was in such bad shape financially, “we were not looking for a Jewish day camp at that point... We were looking for a quality, revenue-generating day camp.” Judaic content was not on either party’s radar at that point.

Compatible Organizational Culture

For Westside JCC, organizational culture is not something that they considered before entering into this partnership, nor is it something that they have addressed since forming the partnership. WJCC did acknowledge their sentiment that there are two very distinct cultures within the partnership, and expressed that this is likely connected to their feeling that the relationship with SDAC has not reached the stage of being successfully integrated into a seamless program partnership.

As part of the element of organizational culture, both parties agree that there needs to be an improvement in staff relationships. On the whole, the staff of each of the organizations do not feel a connection to the other or to the other’s organization. The staff of each organization rarely, if ever, even interact with the other. SDAC related a story of how even after five years of partnership, he was not clear about the role of one of WJCC’s few executive staff members: “For five years he was a dude I just said “Hi” to in the hall because I wasn’t sure what he did, or even if he worked here, or was a tenant, or

what.” This anecdote not only raises issues of organizational culture and staff relationships, but of communication.

SDAC articulated an interesting difference that they see in the two organizational cultures: a culture of abundance versus a culture of lack. SDAC’s culture of abundance is based on the belief that “there is enough time, money, and children, everything for everyone.” For example, SDAC asserts that the fact that they also run a preschool does not threaten the success of WJCC’s preschool. The two programs reach different audiences and offer different benefits: “We should ask ourselves, how can we all best be of service?” What SDAC perceives as WJCC’s culture of lack is one of exclusiveness and competition: “I feel like there is a paradigm shift going on at WJCC and there’s still some residue from the old paradigm of this old world survival mentality.” SDAC believes that this culture of lack is connected to their earlier assertion (see section on Trust) that WJCC tends to hold back and be more strategic in the information that they provide to the partnership.

Role Definition

On the most basic level, the roles of SDAC and Westside JCC are clearly defined: SDAC puts together their curriculum and runs the camp, while WJCC provides the environment that allows the camp to thrive. On this everyone is clear. Individual roles within each organization are less clear. While this lack of clarity is less important in day-to-day operations, it becomes more of an issue when considering the success of the partnership as a whole.

The area which WJCC sees as the biggest problem with defining roles is determining what it means to be a “partner.” From WJCC’s perspective, there are times when it is more convenient for SDAC as a partner to try to revert back to the language of tenant. A facility or maintenance issue can sometimes be communicated as, “WJCC needs to fix this,” and “WJCC needs to clean that.” WJCC conveyed that while this can sometimes be difficult, these types of responsibilities are, for the most part, outlined in the contract and are more easily worked out.

The above mentioned issue of cross-promotion is also tied to the importance of role definition. In interviews with WJCC and SDAC, both expressed concern that the amount of cross-promotion done by the other may be lacking. WJCC expressed that, if they could start from scratch, specifics surrounding promotion and branding would have been laid out in the initial contracts.

Reciprocity and Information Sharing

Both SDAC and WJCC feel that reciprocity and information sharing are not operating at full capacity within the partnership. As discussed above, SDAC believes that WJCC’s holding back of information is tied to their “culture of lack” and desire to remain competitive. SDAC expressed their desire to obtain additional organizational knowledge of WJCC and to be included to a greater extent in communication and decision-making processes. WJCC would actually like the same of SDAC. They would like to know more about what goes on with the camp and their staff, and related a desire to further their relationship. Specifically, WJCC expressed frustration at the length of time and

energy it had taken to get SDAC to relinquish their mailing list. This is something WJCC expects of their partners and they felt SDAC was holding back. SDAC ultimately shared and continues to share this information with WJCC. As with LKSA, however, this type of communication and information sharing is not as timely or as smooth as WJCC would like.

Stability

Both WJCC and SDAC gave stability a relatively high rating. This, along with comments made during the interviews indicates that both organizations see a future in this partnership. SDAC does feel that they have found a home at the Center. SDAC related that even if their program does outgrow WJCC, they see themselves staying involved with the organization. In their vision, this relationship will manifest itself in one of two ways: SDAC will spread out and operate at additional locations, or SDAC will move on and the leadership will run an in-house WJCC day camp that aligns more closely with the mission and goals of the Center.

Stability is one of the most important elements to WJCC in their partnership with SDAC (ranked #2). This importance is related to WJCC's desire for partner programs to be seamlessly integrated into their programmatic offerings as a whole. For campers to feel that they are a part of WJCC, they must first feel a part of their camp. This cannot happen if programs change from year to year.

Partnership with the JCC at Milken

In 2010, WJCC helped facilitate a partnership between Super Duper Arts Camp and the JCC at Milken. This partnership, which only lasted one year, brought up different issues for SDAC than their relationship with WJCC: “There are things that I liked better about there, and there are things that I like better about here.” While WJCC is largely hands-off, Milken wanted to be more involved in several areas of the program. SDAC found this positive in the more logistical areas like office space and supplies. SDAC also saw that Milken was more involved in the promotion of the camp. They felt more a part of the Center at Milken. SDAC was expected to be at weekly staff meetings that involved all program heads, in-house or partner: “Everyone knows what’s going on and it’s all about everyone needs to know about everybody else’s program. Everything is our program, we’re all one Center. That’s what I would like to see happen here (WJCC) more.” The negative was that Milken wanted much more of a say in the programmatic aspects of the program, which was difficult for SDAC: “As an individual leader, I’m not a great collaborator. I like to do things my way.” While this works with WJCC’s hands-off approach, it created more tension at Milken.

Ultimately, the partnership did not work out because of numbers – SDAC could not meet the enrollment expectations put on them by the JCC at Milken: “At WJCC we started off organically; it grew organically, small. We didn’t have any pressure to meet any minimum number of kids... We didn’t get enough enrollment because of the culture of the Valley versus the culture of [the City]... They didn’t want what we were selling.”

Outcomes of Partnership and Current Situation

When asked if they felt the partnership has been a success thus far, both WJCC and SDAC responded positively. They acknowledge that there is still a lot of work ahead and much room for improvement, but are overall happy with the result. WJCC and SDAC have both grown as organizations because of their partnership and “that ultimately defines the success” (SDAC).

Westside JCC and SDAC continue to brainstorm ways to expand and evolve the breadth of their partnership and integration of their organizations. Within the last year, this has manifested itself in a number of ways. Programmatically, SDAC and WJCC’s Teen Program are partnering on a new counselor-in-training program that will place a number of WJCC’s teens in SDAC as CITs. Additionally, WJCC and SDAC opened up conversations about providing scholarships to SDAC campers. Supporters can now make charitable donations to a special WJCC scholarship fund that will be used to subsidize camper enrollment fees for those in need. WJCC has created a mechanism for SDAC, a private enterprise, to do what a traditional JCC camp does: provide assistance to those families who cannot afford a day camp experience. In terms of improving communication and creating more cohesion, small steps have been taken. A representative from SDAC was invited to attend one WJCC staff meeting and share information about the program. The feedback was positive, and there is a mutual feeling of wanting to increase this type of inter-organizational communication.

CHAPTER 8

DISCUSSION

Based on the study of Westside JCC's two main program partnerships, Lenny Krayzelburg Swim Academy and Super Duper Arts Camp, there are certain areas that are strong, and those that need work. For the most part, these areas are the same in both partnerships, just to varying degrees.

Areas of Strength

Complementary Strengths

Through their partnerships with LKSA and SDAC, WJCC has proven that they know to find partners whose strengths complement their own. One of the reasons WJCC has chosen to take on program partners is that they do not have the financial and staff resources to operate all programming in-house. In doing so, they believe they have created something better. In WJCC's mind, their partners bring a fresh perspective to their programs: "It's not just your old school JCC swim school or day camp, but it's with a new twist because that's their specialty and that's what they know how to do." They have chosen partners who are experts in their field to run high quality programs out of WJCC for the community. WJCC brings both name recognition and a history in the community, as well as a strong background in outreach and community building. Each side of the partnership needs the other.

Common Mission and Goals

WJCC is also good at finding partners whose programs fit within the mission of a JCC.

One of the statements in WJCC's mission says: "To create and maintain a sense of neighborhood by providing gathering places for individuals, families and organizations of Jewish life as well as the general community." This is what these partner programs are designed to do and what they accomplish. LKSA and SDAC are both organizations whose primary purpose is to serve local families, and have both become community gathering places for Jews and non-Jews in the neighborhood.

Admittedly, WJCC has done a better job of mission-fit with LKSA than SDAC. Because of the initial partnership with WJCC and all subsequent JCC relationships, LKSA has built JCC into their brand, even integrating the organization into their logo. There is no question that LKSA belongs at WJCC. One of the main elements holding SDAC back from that kind of statement is the lack of Jewish content in their program. Although WJCC is not satisfied with this missing element, they do not believe partnering with SDAC is doing a disservice to WJCC or the community.

Having a common mission is understandably more important to WJCC than to LKSA and SDAC, as illustrated by their rankings. Although these programs do further the mission of WJCC, this seems to be an inadvertent outcome of being housed at the Center rather than something these programs are working towards accomplishing. Creating a communal gathering place and feeling of neighborhood is not a top priority for WJCC's partners – their own program's success is.

Stability

When considering a program or organization for partnership, Westside JCC looks for one that is looking to be a part of the Center long term. Stability is important to the feeling of community that WJCC aims to create and sustain. In LKSA and SDAC, WJCC has found that stability. Both partner organizations have come to view the Center as a core element in their identity, as a home for their operations.

Areas for Growth

Expectations and Integration of Partner Programs

When Westside JCC adopted this new partnership model, their goal was to offer quality programs to the community that they could not provide on their own. The expectation was that these relationships would appear seamless on the outside, that the community would see these partner programs as WJCC programs. While it is unclear whether this expectation was made clear to WJCC's partners at the outset, it is one that is still a work in progress for both LKSA and SDAC.

While WJCC is extremely confident that LKSA is seen equally as Westside JCC's swim school, they still acknowledge that certain aspects of this component need work. WJCC has communicated specific branding expectations they have in relation to promotional materials. These expectations have not always been met. For example, WJCC's logo is absent from several LKSA program brochures and from their website. So while WJCC is happy with the community's perception of their relationship with LKSA, internal issues still crop up.

WJCC is less content with how these expectations play out in their partnership with SDAC. In the earlier chapter on SDAC, similar issues were brought up concerning SDAC's newest summer camp brochures. WJCC felt that their logo was too small, and was disappointed at the absence of a section describing the partnership. Even though these cross-promotional issues come up in both partnerships, WJCC is more displeased when they happen with SDAC. This is most likely because WJCC does not have the same level of confidence that SDAC is seen equally as Westside JCC's day camp. WJCC wants both parties to do what they can in the effort to create that perception. When SDAC does not meet expectations in this area, WJCC feels that they are not as invested in the partnership, whereas WJCC can let go of a few missing logos in their relationship with LKSA because the community's perception is already where they want it to be.

Compatible Organizational Culture

Connected to this issue of further programmatic integration is the compatibility of organizational cultures. In both partnerships, this issue has not been given much attention. One of the only efforts to integrate organizational leadership has been to invite a representative from each partnership program to attend one WJCC staff meeting and present important information regarding their program. These representatives did so, but were not invited to stay on for the remaining portion of the meeting, nor did they ask to. Additionally, both LKSA and SDAC expressed that their staff has almost no interaction with any WJCC staff, with the exception of select administrators. All involved recognize this issue as a barrier to further integration, and would like to see it changed.

Westside JCC also needs to more deeply consider what it means to partner with for-profit businesses as program providers. They have already weighed the benefits (no competition for donors), but have not sufficiently reflected on the challenges. For-profits can have very different cultures than nonprofits. Their motivations are different, their decision-making structures are different, and their accountability is to different populations. Because of the nature of WJCC's partner organizations, these differences are less pronounced – both LKSA and SDAC exist because their founders wanted to provide a service to the community. But their bottom line is different than WJCC's bottom line. For-profits work to make a profit and this fact drives everything they do. Nonprofits exist to serve communities and this fact drives them.

Communication

What most of these issues come down to is communication, or lack thereof. LKSA and SDAC came into WJCC very early on in this new partnership model when they were facing a very high learning curve. As a result, there were no clear designs of what a formal partnership structure should look like:

“WJCC's style is very learn as you go. That's the culture of the Center – it's part of the nature of not knowing what was coming next for so many years, we take things as they come and learn from our mistakes. We are not as strategic in how we do things on the whole as an organization. That needs to change.”

Because of this learning curve, WJCC failed to create formal structures and expectations early on in their partnerships. They now recognize that there should be a balance between feeling each other out and creating more formal expectations and avenues for

achieving them. Even though they have realized certain mistakes and would like to change things accordingly, habits have been created and are hard to break. Additionally, based upon the small amount of communication that is reportedly taking place, it is unlikely that this desire for structural change is being effectively communicated to the Center's partners.

CHAPTER 9

CONCLUSIONS AND RECOMMENDATIONS

When Westside JCC made the decision to embrace this partnership model, they encountered completely new terrain. Embracing a program that was not their own and trying to navigate what that relationship should look like was unfamiliar, something the Center had not done before. Despite these factors, WJCC has done an incredible job of laying the foundation for creating successful program partnerships. This foundation is based upon being able to find the right organizations that programmatically fit within the JCC and its mission. LKSA and SDAC are their best examples of this.

It is in the more logistic elements that these partnerships have the greatest room for growth: structure, expectations, and communication. These issues were not settled on at the outset, and have yet to be made clear. Additionally, because the partnerships' other issues are so closely tied into these, finding ways to improve these elements should help to pave the way for improvement of the others. In interviews, a WJCC representative expressed hesitation in starting off a partnership with such formality. Instead, there needs to be a balance between setting such clear expectations and "relationship building moments." In WJCC's experience, too much of a formal focus can be an obstacle to partnership formation. While this is a valid point, WJCC needs to tip the balance to lean more towards being clear in what they expect from a partner and finding out what the partner expects of them. Most of these areas for growth exist because this was not done in the formation of partnerships with LKSA and SDAC.

One of the key conversations that needs to be had is that of cross-promotion and branding. WJCC, LKSA, and SDAC all brought up concerns related to these areas. Even if these expectations are outlined in the partnership contract, there should also be a system of checks and balances. There could be mutual approval of all website and promotional material. Whatever the solution may be, it needs to be discussed and agreed upon prior to engaging in partnership. A lack of agreement in this area might indicate differing expectations and a lack of compatibility for partnership.

The biggest and most important area for growth is communication. In interviews, each organization expressed an interest in developing more effective and efficient communication within the partnerships. Again, this is an issue that needs to be structured into the partnership contract. What type of communication is expected from WJCC and from program partners? How often does this communication take place? In the interest of strengthening the program partners' knowledge of and investment in the larger WJCC, it would be beneficial for partner representatives to be more involved in WJCC staff meetings. If the goal is to create mutual buy-in and program knowledge, having all involved in WJCC come together and share is imperative. WJCC staff meets together twice a month. Being invited to at least some of those meetings would be valuable to the quality of the partnership, and would also send a strong message to WJCC's partners – that they are just as much a part of Westside JCC's identity as any in-house program.

Strengthening staff relationships is also important. The lack of interaction between staff groups is tied to issues of disparate organizational cultures, and makes it harder for

partner programs to become more integrated into WJCC. If staff members do not know the other people in the building, these partnerships will never truly be “seamless” – to the community or to the partners.

Improved communication is most imperative to the WJCC/SDAC partnership. In interviews, a number of issues came up that appear to go un-discussed within the partnership. For example, WJCC expressed disappointment in the level of SDAC’s integration into WJCC’s outward identity, while SDAC articulated their desire to be more involved in the everyday operations and culture of the Center. Based on their own words, WJCC and SDAC actually have very similar ideals of what their partnership could evolve into, but because there is so little communication these shared ideals are not conveyed. I did notice, however, slight differences in the language used to express these sentiments. WJCC spoke about wanting the consumer to feel that it is all part of one organization, while SDAC itself wants to feel that way. If these feelings were discussed within the partnership, perhaps the partners could come together and find a way for both sides to get what they want. A more harmonious organizational environment will help create that “seamless” feeling that WJCC strives for.

This communication difficulty also contributes to a lack of trust within the partnership. Because SDAC has not effectively communicated its commitment to and investment in the Center, WJCC perceives there to be a lack of commitment and investment. If WJCC and SDAC create formal opportunities to communicate and feel comfortable enough to share these thoughts with each other, the success of the partnership could increase

exponentially. How surprising it will be for both parties to find out that they are actually on the same page.

Luckily, in moving forward with this partnership model WJCC has the benefit of hindsight. In most cases, they recognize that mistakes were made and realize that future partnerships need to be entered into differently. The objective of this study is to point out the elements of partnership that require the most attention and work, and to suggest ways in which WJCC can address them. My hope is that, by doing so, WJCC and their partners will take the necessary steps to improve their relationships and, thus, enhance the image and success of all involved.

In the future, it is important that Westside JCC and its partners do more than just work to improve the way in which their relationships function. WJCC needs to choose partners who, from the outset, are personally and professionally invested in the Center and in helping to carry out its mission. In moving forward with this partnership model, the main focus should be on finding partner organizations whose leaders understand what it means to operate within the walls of a JCC and who are proud to associate themselves with WJCC. WJCC needs partners who are committed to being a part of the organization and who will work to bring back and maintain that sense of community and belonging that WJCC is all about, those feelings that I remember from my childhood.

Although I believe that the eight partnership elements I used to assess the success of WJCC's partnerships were valuable, in hindsight I would have added an additional

element – the perspective of and impact on the client. It would have been helpful to evaluate the consumers’ perception of the partnership model and of the partner relationships. WJCC wants these to be “seamless” to the community, but nothing has ever been done to formally measure whether or not this is actually the outcome.

Although this study was focused on Westside JCC, the research and findings could be very useful to other JCCs that are embracing similar models, as well as any organizations (for-profits and/or nonprofits) looking to create partnerships. It is important that these organizations consider the different partnership elements and any other issues that might come up in their particular relationship. What we have learned from WJCC is that organizational partnerships can be extremely successful, both programmatically and financially, but waiting until the partnership has been formed to talk about these issues can create problems, problems that are not easily fixed. Formal structures and expectations must be communicated early on in order to avoid serious conflict.

List of Recommendations

1. More formal structures and clear expectations need to be created, communicated, and agreed to in the following areas:
 - a. Communication: WJCC and program partner leadership should speak on a regular basis. A schedule of such communication should be written into the partnership agreement. Program partner leadership should be invited to attend and participate in WJCC staff meetings on a monthly basis.

- b. Cross-Promotion and Branding: All details regarding language used to describe the partnership, logo placement and size, approval of promotional materials, and similar issues should be addressed in the partnership agreement.
 - c. Expectations: WJCC needs to engage in conversations with current program partner leadership about their expectations regarding their partnership. WJCC needs to express their desire for a “seamless” relationship and for greater effort towards mission fulfillment. Program partners should express how they would like to see the partnership unfold in these areas, as well. For new partnerships, these types of conversations should take place before a formal partnership is formed.
- 2. Efforts need to be made by both WJCC and its partners to create cross-organizational staff relationships. There should be more all-WJCC events that promote this type of interaction. New staff members of WJCC and its partners should be introduced to others that work in the building.
- 3. Integration of partner programs into Westside JCC needs to be made a priority for both current and new partnerships. The point is not to take away each partner’s individual identity, but to make them feel that they are a part of the Center and vice versa.
- 4. For future partnerships, WJCC needs to choose partners who, from the outset, are personally and professionally invested in the Center and in helping to carry out its mission.

APPENDIX A

SURVEY FOR INITIAL TOPIC

Survey of Programming Use and Needs of Current WJCC Families

1. Introduction

Hello! This is a survey related to your usage of Westside Jewish Community Center. The researcher, Lauren Friedman, wants to learn what WJCC programs people are currently using, what WJCC programs you plan to use in the future, and what types of programming you would like to see created at WJCC. Her thesis project is required for a Master Degree in Jewish Communal Service from Hebrew Union College - Jewish Institute of Religion and a Master in Social Work from the University of Southern California. This survey is for academic purposes only, and is not directly affiliated with Westside Jewish Community Center.

In taking this survey, your identity will remain confidential - no names or other identifying information will be disclosed. By completing this survey, you give permission for your responses to be included in the study and any published results.

FOR QUESTIONS ABOUT THE STUDY, CONTACT:

Lauren Friedman

323-363-0533 or lauren.sfriedman@gmail.com

Candidate for Master of Jewish Communal Service at Hebrew Union College - Jewish Institute of Religion ('11)

Candidate for Master of Social Work - University of Southern California ('11)

TIME INVOLVEMENT: The survey will take about 10 minutes of your time.

PARTICIPANTS' RIGHTS: Please understand that your participation is voluntary and you have the right to withdraw your consent or discontinue participation at any time without penalty. You have the right to refuse to answer particular questions. Your individual privacy will be maintained in all published and written data resulting from the study.

If you have questions about your rights as a study participant, or are dissatisfied at any time with any aspect of this study, you may contact – anonymously, if you wish – Richard Siegel, Director of the HUC-JIR School of Jewish Communal Service: rsiegel@huc.edu or 3077 University Ave., Los Angeles, CA 90007, or toll-free at 800-899-0925.

Survey of Programming Use and Needs of Current WJCC Families

3. In the categories that WJCC does provide programming, do you use similar programs at other facilities in the Jewish and/or non-Jewish community?

- | | |
|---|--|
| <input type="checkbox"/> Early Childhood | <input type="checkbox"/> Summer Camp |
| <input type="checkbox"/> Teen | <input type="checkbox"/> Athletic |
| <input type="checkbox"/> Senior | <input type="checkbox"/> Religious/Spiritual |
| <input type="checkbox"/> Other (please specify) | |
-

4. Are there programs that you use/attend at other institutions that you would like WJCC to offer?

5. Are there any other types of programs that you would like to see offered at the WJCC?

6. Do you have any other ideas for how to improve WJCC?

7. What are the obstacles to using WJCC?

- | | |
|--|--|
| <input type="checkbox"/> Desired programs are not offered | <input type="checkbox"/> Location |
| <input type="checkbox"/> Timing of programs are not convenient | <input type="checkbox"/> Parking |
| <input type="checkbox"/> Quality of programming | <input type="checkbox"/> Jewish content (not enough) |
| <input type="checkbox"/> Cost of programming | <input type="checkbox"/> Jewish content (too much) |
| <input type="checkbox"/> Cost of membership | |
| <input type="checkbox"/> Other (please specify) | |
-

Survey of Programming Use and Needs of Current WJCC Families

4. Demographics - Jewish

1. Are you Jewish?

☐ Yes

☐ No

☐ Other (please specify)

2. If yes, how do you affiliate?

☐ Reform

☐ Conservative

☐ Orthodox

☐ Reconstructionist

☐ Secular

☐ Spiritual/Renewal

☐ Other (please specify)

3. If no, what religion do you identify as?

4. Is your spouse or co-parent Jewish?

☐ Yes

☐ No

☐ I do not have a spouse/co-parent

☐ Other (please specify)

Survey of Programming Use and Needs of Current WJCC Families

5. Demographics

1. What is your relationship/marital status?

- ☐ Married/Domestic Partnership
- ☐ Single
- ☐ Divorced
- ☐ Separated
- ☐ In a relationship
- ☐ Living with a significant other
- ☐ Widow/Widower
- ☐ Other (please specify)

2. What is your sex?

- ☐ Male
- ☐ Female
- ☐ Other

3. What is your age?

- | | |
|-----------------------------|-----------------------------|
| <input type="radio"/> 18-23 | <input type="radio"/> 42-47 |
| <input type="radio"/> 24-29 | <input type="radio"/> 48-53 |
| <input type="radio"/> 30-35 | <input type="radio"/> 54-59 |
| <input type="radio"/> 36-41 | <input type="radio"/> 60+ |

4. What are the ages of your children? (check all that apply)

- ☐ 0-5
- ☐ 6-11
- ☐ 12-17
- ☐ 18+

Survey of Programming Use and Needs of Current WJCC Families

5. Please provide your contact information if it is okay for the researcher to follow-up with you regarding this survey. Name: Email Address: Phone Number:

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APPENDIX B

INTERVIEW GUIDE FOR INITIAL TOPIC

1. What is your background with WJCC?
2. Can you talk about your role and the role of the board – governance of WJCC?
3. What significant changes have you noticed (internal and external – membership, community)?
4. Do you think WJCC’s level of “Jewishness” has changed?
5. How has the Center’s role changed in the community?
6. What is the process of change – planning process – has there been a planning process? As a reaction to external changes?
7. Are there any differences in views about this process and how is that dealt with? Where does the board stand versus where the staff stands? What things are taken into consideration in recruitment of board members?
8. Can you discuss some of the things you see as the main strengths of WJCC?
9. Can you discuss some of WJCC’s weaknesses?
10. What is your take on why WJCC has struggled so much over the years?
11. What are some of WJCC’s opportunities: untapped populations, programming areas?

12. Sources of funding: What are they? What are opportunities for new sources of funding?
13. What would your suggestions be to make WJCC more successful as a *Jewish* community center? Is there even a market for that anymore in LA?
14. Threats: What is standing in the way of WJCC's growth and success?
Impediments to change?
15. What's next? What is the future of the WJCC?
16. Is there any other relevant information that you think I should have?

APPENDIX C

PARTNER INTERVIEW GUIDE

1. Can you provide the background of how you came to WJCC?
Describe/characterize your relationship.
2. What were your motivations/reasons for considering collaboration/partnership with another organization?
3. Prior to engaging in the collaborative effort, what was your attitude toward collaboration? Now?
4. Why WJCC? Did you consider any other organizations for partnership?
5. How difficult was the process in finding the right partner? What specific characteristics were you looking for?
6. What were you looking to get out of a collaborative relationship?
7. How did this collaboration affect your mission/vision of your organization?
8. Do you think that this collaboration will continue to evolve – in what manner?
9. Can you describe the structure of your partnership with WJCC?
10. How was your organization's culture affected by the collaboration? Were there measures taken to align your organization's culture with the culture of WJCC?
11. What do staff relationships look like between the two organizations?

12. How much communication takes place between you and WJCC? What does that look like?
13. What are the implications of partnering with a Jewish organization? How much did the “Jewish” factor into your decision to pursue a partnership?
14. Please describe your experience as a partner of WJCC.
 - a. Where your expectations fulfilled?
 - b. What hurdles/obstacles have you run into and how have you overcome them?
 - c. What elements of the process would you identify as critical to your success?
15. How does your organization define success for a collaboration process? Based on that, is your partnership with WJCC successful?
16. If you could start from scratch, how would you structure the relationship?
17. Discuss the differences between your partnership with WJCC and your partnership with the Milken JCC.
18. Elements of partnership
 - a. Describe how each of these elements play out in your partnerships with WJCC.
 - b. Rank in importance and rate (1-10) how successful each of these is in partnership with WJCC:
 - ◇ Trust
 - ◇ Quality of communication
 - ◇ Complementary Strengths
 - ◇ Commons goals/mission
 - ◇ Organizational culture

- ◇ Role definition
- ◇ Reciprocity/Information Sharing
- ◇ Stability

APPENDIX D

WJCC INTERVIEW GUIDE

1. Can you provide some background of how LKSA/SDAC came to WJCC?
Describe/characterize your relationship.
2. What were your motivations/reasons for considering/moving towards collaboration/partnership with LKSA/SDAC?
3. Prior to engaging in the collaborative effort, what was your attitude toward collaboration? Now?
4. How difficult was the process in finding the right partner? What specific characteristics were you looking for?
5. What were you looking to get out of a collaborative relationship?
6. How did this collaboration affect your mission/vision of your organization?
7. Do you think that these collaborations will continue to evolve – in what manner?
8. Can you describe the structure of your partnership with specific organizations?
9. How was WJCC's culture affected by the collaboration? Were there measures taken to align your organization's culture with the culture of LKSA/SDAC?
10. What do staff relationships look like between the two organizations?
11. How much communication takes place between WJCC and LKSA/SDAC? What does that look like?

12. As a Jewish organization, what are the implications of partnering with a secular organization? How much did the “Jewish” factor play into your decision to pursue a partnership?
13. Please describe your experience as a partner of LKSA/SDAC.
- Where your expectations fulfilled?
 - What hurdles/obstacles have you run into and how have you overcome them?
 - What elements of the process would you identify as critical to your success?
14. How does your organization define success for a collaboration process? Based on that, is your partnership with LKSA/SDAC successful?
15. If you could start from scratch, how would you structure the relationship?
16. Elements of partnership
- Describe how each of these elements play out in your partnerships with LKSA/SDAC.
 - Rank in importance and rate (1-10) how successful each of these is in partnership with LKSA/SDAC:
 - ◇ Trust
 - ◇ Quality of communication
 - ◇ Complementary Strengths
 - ◇ Commons goals/mission
 - ◇ Organizational culture
 - ◇ Role definition
 - ◇ Reciprocity/Information Sharing
 - ◇ Stability

APPENDIX E

LIST OF INTERVIEWEES

WJCC Stakeholders

Michael Kaminsky

President, Westside JCC

Hillary Selvin

Former Director, Westside JCC

Former Senior Assistant Executive Director, JCCGLA

Dale Bodenstein

Nursery School Teacher, Westside JCC

WJCC Staff Leadership

Brian Greene

Executive Director, Westside JCC

Ronnel Conn

Director of Development, Westside JCC

LKSA Staff Leadership

Lenny Krayzelburg

President and CEO, Lenny Krayzelburg Swim Academy

Molly Martin

Director of Marketing and Business Development, Lenny Krayzelburg Swim Academy

SDAC Staff Leadership

Segev Perets

Executive Director, Super Duper Arts Camp

APPENDIX F

WESTSIDE JCC SONG

Westside JCC, is where I like to be
It brings such special memories
In my heart the feelings grow
The summer's finally here
Camp Chai we all share
We play and laugh and have so much fun
With all our friends so near

We know this place so well
It's a good time you can tell
Have fun and sing all the time
Every day as the sun shines

*This is a song that was taught to Westside JCC Camp Chai campers in the late 1980s–
early 1990s. It was the inspiration for my thesis title.

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