For-Profit Businesses and Non-Profit Organizations Collaborating

through Contextualized Partnership:

Resisting Donorship Tendencies to Create Space for Sustainable Social Change

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For-Profit Businesses and Non-Profit Organizations Within the United States' Economy

In the United States, three economic sectors exist: public, private, and voluntary wherein the government manages the public sector. The private sector establishments are composed of businesses and community members. While the voluntary sector (which might also be referred to as the third or non-profit sector) covers organizations that utilize community contributions towards social justice awareness. Although these three sectors are intended to represent distinct groups within the United States economy, I believe creating sustainable relationships between each division can improve social justice movements. Through contextualized methods and practices, the United States culture can expand community development measures.

Due to the difference between private sector businesses and voluntary sector organizations, community development and involvement approaches often look very different. In the voluntary sector, organizations focus on social justice advocacy, while private sector companies focus on meeting customer demands. The differences between these two sectors are becoming less as the Millennial generation begins to establish a voice within society. Through the growth of for-profits and non-profit's, the next generation of millennials is bringing new perspectives to community development integration among the workplace. The Millennial generation is a generation like no other. In "Millennials: Leading the Charge for Change," Emeagwali writes, "with their love of technology, social networking, collaboration, innovation, and a 'Yes, We Can!' attitude, Millennials are forcing established systems ... to take them seriously: to reevaluate how they do business in order to accommodate what is the first digital generation in recorded history" (23). With the Millennial generation presenting ideas and opportunities to pioneer a new mindset, business models are changing. Banks are becoming more involved in the community, and shoe stores are learning how to support those in need of quality shoes (differing

than original "One-to-One" models), while others have started clothing stores that employ

women from specific regions to provide stable income opportunities. However, models within

non-profits have not changed. The problem stems from the non-profit's continuing dependency

on substantial donations for financial stability, which can also be referred to as a donorship. This

donorship can create skewed, power-controlled decisions within the non-profit. Linsey McGoey,

Associate Professor at the University of Essex, spoke her concerns with Philanthropy and big

donors. In her podcast with Tiny Spark, an independent news and podcast platform, she

expresses her concerns with how much influence big donors carry when they give to the non-

profit sector. McGoey explains that the disconnect happens when big donors, "recognize the

problem, but not contribute to solutions; then I think you're not really in the right business if

your business is trying to promote better social welfare for all, through your foundation's work"

(Why Charity Is 'No Solution' in Unequal Times). The donorship that develops between a

business and organization can be detrimental. Businesses donating and supporting organizations

must shift their perspective to be more trusting in those receiving donations. The donation is

going to the experts, and big donors should practice trusting the recipient to know how to apply

the funds best. A partnership between a for-profit business (the donor) and a non-profit

organization (the recipient) flourishes when mutual trust and respect are honored. When both

sides honor the exchange, and value the relationship, positive community development progress

will undoubtedly occur.

   Though non-profits and for-profits' cultures and motivations are different, their ability to

work together to become socially responsible has tremendous opportunity to thrive. For-profits

are beginning to see opportunities within business responsibility, through innovative measures

that place value on community giving. Since the for-profit culture traditionally sticks to profit

maximization, and non-profits stick to humanitarian missions and visions, risks are associated with bridging these two sectors. However, through these two different cultures, bridging their gap through better communication can initiate cultural collaboration.

Bridging the cultural divide between non-profits and for-profit businesses can create space for social movement through strategically partnering resources to expand the reach of community development. Dan Pallotta examines the gap we currently experience where non-profits and for-profits have distinctively different value systems. In Pallotta's TED Talk, "The Way We Think About Charity is Dead Wrong," he explains the problem with the current separation of sectors, and in turn how social entrepreneurs, social enterprises and socially responsible corporations are beginning to integrate the values of a non-profit. Pallotta alludes to the separation bringing more harm than benefit to our current social model. "We have a visceral reaction to the idea that anyone would make very much money helping other people. Interestingly, we do not have a visceral reaction to the notion that people would make a lot of money not helping other people" (Pallotta). Concluding this thought, Pallotta further explains the cultural contrast between sectors that have created a divide with great depth, presenting an ultimatum that forces people to choose to do well for themselves or to do good to the world (Pallotta). However, the collaboration between non-profits and for-profit businesses will impact and revolutionize how each sector approaches financial stability alongside effectively advocating for those affected by social injustices. Through innovative and systemic changes, for-profits and non-profits can strategically partner their resources to expand the reach of community development agendas. While fostering partnerships and collaborations, for-profit businesses and non-profit organizations will impact and revolutionize how a community approaches present-day injustices through effective business practices and advocacy actions.

For-Profits and Non-Profits Enable Current Models

Leading up to enrolling in Northwest University's International Community Development Program, I had limited knowledge regarding non-profits and their operation. Through the duration of this program, the ways non-profits can operate has become more explicit, and I have gained a better understanding about what it takes to successfully lead and develop a sustainable model that creates a vision for long-term impact. Before this program, however, I developed relatively negative perceptions of non-profit organizations. While wholeheartedly believing in the social change they proudly pursue, I became concerned with the quality of service communities received due to the recurring lack in funding non-profits encounter. As the program is coming to an end, this concern is still not without precedent. Jeff Ericson, the founder of Camano Island Coffee Roasters, explains that non-profits continue to operate in the donor model that perpetually creates an environment where they are asking for money (Ericson). As a result, this donorship model typically creates a vortex of financial instability that is requiring non-profits to expect outside financial support continually. Contrastingly, Ericson discussed his belief that non-profits should pause donation requests from their long-standing financial supporters until a relationship is established. Non-profits should value the personal relationships and partnerships that can stem from knowing their donors' motives to invest. Valuing this relationship will then allow space for donors to be aware of the impact of their donations, and the meaning behind the vision and mission of the non-profit to create movements of social change. Acknowledging the stories behind a non-profits motivation alongside their donors' experiences will catch the attention of their community. Expressing our stories and motives creates a space for furthering community involvement and advocating for

social change. Stories can pull on society's heartstrings and send a wake-up call to take action against social injustices.

Through my research and volunteering in non-profits, I have been able to meet women who have endured the pain of being sold in the sex-trade industry. Hearing their stories has continually broken my heart and developed my thoughts around the benefit of sharing resources to bring positive change to communities. I believe that through bridging the cultural gaps, the ways private and voluntary sectors operate can shift towards collaborative models. The communities supporting businesses and organizations will be highly influential in implementing sustainable measures. This partnership will begin to enable social impact through collaboration, strong leadership, sustainable models, and enhancing community development.

Creating Space for Social Change Through Partnership

As corporations chase efficient manufacturing, consumers have begun to demand incredible transparency around the means of production and the treatment of each employee. For-profit corporations are now under great scrutiny to exemplify employee wellness; however, this transparency can only begin when leaders truly value those a part of their company. In the "Journal of Business Ethics," Jacqueline Hood, explains that the shift begins with the leaders of for-profits and their perspective towards their company. She explains that through ethical practices a corporate leader may eventually shift their values if they understand why their corporations' values are essential to social responsibility. Hood writes, "an individual's values are the basic principles and tenets that guide beliefs, attitudes, and behavior" (263) and our values are "believed to be the most abstract type of social cognition" (263). An individual's values, "are the point at which [they] intersect with society" (263). Conceptually profound, Hood is calling the leaders of for-profit corporations to become more aware of the responsibility they

hold. Placing value back into the business's foundation will create a mindset shift that will alter how a company operates within society, ultimately, furthering the social impact they carry. The value within the company atmosphere creates a unique space for executives to become better leaders. Corporate value also helps employees feel appreciated and thus become more creative. Employees encouraged to tap into their creativity, can then pursue and use their work skills in ways that fulfill social progress. Through the creation of space and opportunity for creativity, for-profit systems will experience a change in their operation that begins to rid itself of unnecessary and undesirable motives.

Resisting Structural Evil

An operational shift among non-profits and for-profits is risky, and this risk lies in fear of the unknown. In the current model of operation, plans to address risks that may turn into issues have been established. While bridging two established sectors comes with uncertainty, Cynthia Moe-Lobeda, author of *Resisting Structural Evil: Love as Ecological and Economic Transformation* conceptualizes the differing motives as a result of the "structural evil" in our world. Moe-Lobeda is addressing a theoretical concept that explains why broken systems are present in our society, and it begins at a national level. The United States has come a long way since its foundation, though it still carries the trauma from previous generations. Through time, the citizens of the United States have pursued cultural healing; however, systemic flaws still reside in a flawed sectoral model. Through the generations of the United States, morals were compromised, and decisions to hurt specific populations were made. Our ability to become aware of these faults and guide our future towards moral goodness is essential. As Moe-Lobeda explains, "moral consciousness transgresses how we have been trained to understand the world: with human beings as the centerpiece of life and with history's winners as the determiners of

what is normal…" (128). Essentially, Moe-Lobeda is theorizing the impact that the previous generations have had on modern-day community development. Though "there is still much more work to do[,] one movement will never offer all the growth humanity needs to experience" (Lewis 3). Since our nation's history has set a trajectory of what social movements we desire to see, the moral conflicts our human hearts have to battle every day can cause significant distress while trying to obtain positive development.

Though we may learn the proper ways to treat others as we enter adulthood, our understanding of how to achieve success can profoundly alter our perception of moral decisions. Success deceptively presents tangible ways to obtain everything, while transgressing our motives to become undesirable. These undesirable motives are what many corporate leaders are expected to hold as they accept corporate leadership and the expectancy has created an entire system that perceives corporate leaders as immoral and greedy. While it is unbelievably unfair to associate all corporate leaders this way, it is inevitable that many members of society carry this bias. After all, they are the face of multi-million-dollar companies, and the label "for-profit" identifies them as wealthy and a part of the elite class. The change needs to happen in how we observe those leading our companies (and organizations). Just as we cannot lapse into seeing non-profit leaders as poor, poverty-ridden individuals that have good hearts, we cannot label corporate leaders as manipulative or money-driven. Instead, we can push back against the "structural evil" our system wants us to believe in, and by changing our perspective of "the other," we can begin to see those we do not feel we can relate to as valuable members of society.

Corporate Social Responsibility: Actively Reintroducing Value-Centered Models

Corporate Social Responsibility (CSR) has begun to re-introduce value-centered business practices. While this model does not have a solidified definition, academics and practitioners continue to develop one as the model becomes known amongst for-profit businesses. Keith Davis suggests that "social responsibility refers to 'business decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest'" (Carrol 39). In essence, Corporate Social Responsibility refers to the public strides for-profits take to become more in-line with practices that support social good. In the book *The Social Revolution,* William D. Eggers and Paul Macmillan explain, "corporate responses vary, from beefing up CSR initiatives, to reinvesting profits back into a company's social mission" (Eggers 30). There is a lot of depth and pursuit a company goes through to obtain a CSR label that deeply depends on what measures a company is willing to take to obtain a greater impact on social change. Eggers also explains that "in recent years, CSR has taken off in contrast to the mere seventy CSR reports published in 1990 to the thousands produced today" (Eggers 30). The increase in reports is showing how businesses retain profit while also pursuing ethical and social awareness. Evolving business models open opportunities for a company to take part in the social good of a non-profit. The essence of Corporate Social Responsibility is presenting a soft entry for the corporation to explore their particular and unique role in social awareness and outreach. Corporate Social Responsibility models can further a company's operational transparency that creates an opportunity to prioritize social awareness. Through increased corporate social consciousness, the company can become transparent with their consumers. In turn, consumers reap the benefits of corporations making strides toward social good and become more aware of social impact possibilities.

Many for-profit corporations involved in the Corporate Social Responsibility approach are taking it one level further and becoming a B Corporation. B Corporations go beyond the shareholders and pursue their purpose while simultaneously benefitting all participants. This model is a network of companies that have committed to changing their company standards from top to bottom, and bottom to top. In Ryan Honeyman's, *The B Corp Handbook: How to Use Business as a Force for Good* he explains, "we envision a new sector of the economy which harnesses the power of private enterprise to create public benefit" (Honeyman, Cover Page). Those certified as a "B Corp" have committed to pursuing long-term positive impacts for both their employees and buyers. The long-term commitment requires companies to continually adhere to the ethical practices, which in turn allows the company leaders to explore social awareness further. Through the implementation of socially conscious models and regulations, the company becomes sustainable and furthers community development. Overall, the collaborative idea that for-profits and non-profits can create space for consistent and sustainable social innovation stems from value and partnership. Through the years, Corporate Social Responsibility models and B Corp certifications have taken part in mediocre actions towards social change. Companies and organizations can continue to improve creating sustainable change within communities by partnerships that bridge and cultivate cultures.

While developing strategic partnering, workplaces first need to reintegrate values. Next, the implementation of how to shift societal systems away from undesirable motives is explored through upholding moral values. Finally, creating teams to evaluate a company's social responsibility is addressed by examining social engagement while community development measures mature. Through strategic partnering, businesses and non-profits can further integrate community development actions that gain momentum towards collaborative models. A

collaborative partnership that has begun through commitment and communication will continue to produce new goals and visions — in turn, creating a successful collaboration between non-profits and for-profits that impact society through an attitude of togetherness.

Currently, it is common to see a for-profit business partnering with a non-profit organization that has created a sense of a donorship label. A hypothetical example is after a for-profit give's money to a non-profit. When this exchange happens, little is done to further the relationship between the two sectors, deeming it a one-sided encounter. When a for-profit extends financial support, non-profits do not accept the donation with intentions to continue deepening their relationship with the business. For-profits are often left in the dark about the operations and systems of the non-profits they are supporting. The critical advantage of continuing a partnership between a for-profit and non-profit is the sound commitment towards each sector. The essence of bridging two segments is purely to encounter a committed relationship that seeks to benefit both sides. Thankfully, the economy is more connected than ever before, and within this globally hyper-connected system, partnerships are more accessible to pursue than ever before.

Globalization: Seeking Interconnectedness to Link For-Profits and Non-Profits

The connectedness humans are experiencing through hyper-communication, social media, travel accessibility, and E-commerce has deepened the impact of the global economy. The scale that globalization is advancing our being is shifting how economic power dynamics are portrayed and practiced. Change is inevitable as power dynamics advance and this transformation call non-profits and for-profits to seek a new order within their model. Anne Marie Slaughter explained in *The Globalization Reader*, "[A new world order] is a different conceptual framework for the actual infrastructure of world order— [rather, it is] an order based

on an intricate three-dimensional web of links between disaggregated state institutions" (287). The "new world order" that Slaughter is suggesting examines the conceptual flaws between systems. Being conceptually different, the linkage between sectors will flourish and thrive. From this interconnected relationship, further collaboration can become attainable and sustainable. The new world order will propose another type of centralized commitment between sectors.

The commitment between sectors is what grasps community togetherness which allows space for change to happen — utilizing the resources attainable by for-profits alongside the community connection that non-profits hold can significantly further our understanding of the globalized world. First, the value must be reintegrated into workplace operations. Then, addressing how to release undesirable motives present within the structural corruption of businesses allows for value to be restored. Integrating values back into the atmosphere is presented through Corporate Social Responsibility initiatives. However, improvement measures should not end with the CSR movement. Furthering social impact taps into the power of globalization, and on a global scale, allows for partnerships to deepen. Globalization explains and gives examples of how humans interact (i.e., social media and news platforms) that allows people with similar passions and interest to quickly connect. To foster the positive side to globalization, can create momentum to further and deepen partnerships on a global-scale, ultimately leading to more excellent collaboration opportunities and processes to further social change. The new world-order that stems from the utilization of globalization will drive sustainable improvement and community development to enrich each community involved.

Social change is inevitably a result of globalization. Globalization has brought significant development to our world through history, and as humans began to connect and collaborate, change happened naturally. Change is a part of being human, and we can see change occurring

boldly in our systems. Studying globalization provides concrete implications that stem from grand social innovation advancements. To examine social change, an understanding of how globalization impacts a society needs to be understood. As Vidya Kumar expresses, "the debate about what to do about globalization is still very much a debate about what globalization is" (Kumar 87). While globalization is a broad ideology, social change has a unique place in our changing world. There are a multitude of studies, observations and approaches developing in social justice innovation about our globalized world.

As Bryant Myers explains in *Engaging Globalization*, "the processes and outcomes of globalization are tools that can be used for good or ill" (Myers 42). To study our world and our habits qualitatively, we must be aware that there are positives and negatives to being so connected to our neighbors who may be on another continent. Myers furthers the explanation that "the enabling power of today's globalization has increased the sales and reach of human activities that are not good for health or well-being" (Myers 42) and "there are over forty-two thousand sex-related internet sites in 2010. The bad news is that global pornography sales were over $20 million (half in the United States) in 2010" (Myers 42). What Myers is exposing is a side to social change that we have encountered through qualitative studies. Both numbers and stories compliment change through data that shows the corruption within the society and the global implications to follow. This corruption is fostering the involvement of injustice in neighborhoods. Social injustice is no longer solely taking place within the parameters of developing countries, and the individualistic approach no longer works on its own. The globalized world we live in demands for communication and connection between all parties, both the donor and the victims, and both the stakeholders and the survivors of injustice. This development proves the need for a change to address the systemic brokenness amongst us.

Segments of Collaborative Measures

Amid societal development, integrating community voices will profoundly set the pathways towards collaboration. As the community members begin to understand their voices are being heard and respected, they can start to trust the impact of collaboration. The respect and honor of voices are especially critical while working with populations affected by social injustices. If the system allows marginalized people to be heard and valued, non-profits can enter into a relationship that strives to produce a sustainable commitment to those affected. Non-profits have an incredible chance to build a one-on-one relationship with someone suffering from social injustice. Through the advocacy and awareness that stems from non-profit work, the community can then receive what is happening and collaboratively commit to intentional and contextualized systemic improvement; this is the essence of how powerful collaboration is. Collaboration creates an environment that supports creative innovation and utilizing resources, all while developing a social power that non-profits and for-profits can apply. Through the integration of resources, the two sectors can become more in tune with their relationship, and how to move forward. Through these segments, collaborative development transpires, and non-profits gain the confidence to let their voices be heard to the surrounding community.

Ultimately, leading to systemic improvement, we much begin with smaller innovation opportunities that can create a modest introduction to change. Through creative outlets, innovation can begin flowing within the community, and the discussion surrounding change becomes more tangible through creativity. Through the willingness to learn, both non-profits and for-profits can gain innovative momentum to establish goals towards obtaining systemic improvement. This momentum will allow for full coverage of addressing modern-day social injustices. "Social innovation in the economy is mainly about the (re)introduction of social

justice into production and allocation systems" (Moulaert 2037). As private sector members begin to reintroduce societal injustice awareness in business models, collaborative strides are imperative towards positively influencing business leaders. Social justice issues are ever-present in our world, and the collaboration of non-profits and for-profits can begin to bring light into the darkness of the broken places in our communities. With a surplus of resources, the right partnership will lead to a collaboration that fights for justice in our systems and creates an atmosphere of sustainable change.

Creative innovation also considers the longevity of social change actions. Through sustainable and creative innovation, the urgent need for systemic change can last for generations. In our complex and interdependent world, collaborative learning is a journey (Kuenkel 19). As Assistant Professor at the University of Vermont, Rebecca Gajda explains, collaboration has a fluid theory and concept, rather than having developed a single definition that fits all types of partnerships. Gajda claims that collaboration conceptualizes the ways that sectors are initializing the formation of relationships,

> an increasing number of organizations are coming together to address complex societal issues. Most intentional, inter-organizational collaboratives (i.e., strategic alliances) articulate the collaborative effort as the primary method for achieving ideal short [and] long-term goals that would not otherwise be attainable as entities working independently. (Gajda 65)

Gajda introduces a concept referenced repeatedly, but not pursued appropriately. Organizations and businesses tend to start strong with innovative start-ups but tend to lack the stamina to carry new ideas for long-term integration. Collaboration comes from a passion for pursuing the other for many years to come, rather than just at the moment. During this journey, businesses and

organizations can find the perfect fit with one another as they begin to work together to align their values and missions.

Meanwhile, during the creative innovation process to reach collaboration, the relationship between non-profits and for-profits is being cultivated. Through matured social awareness, strategic alliances (partnerships progressing towards collaboration) begin to form between both sectors. James Austin of the Harvard Business School wrote, *The Collaboration Challenge: How Nonprofits and Businesses Succeed Through Strategic Alliances*. He expressed, "the twenty-first century will be the age of alliances" (Austin 1). Alliances will form between the two sectors in ways unseen among for-profits and non-profits as, "corporations will grow in frequency and strategic importance. Collaborative relationships will increasingly migrate from traditionally philanthropic, characterized by the benevolent donor and grateful recipient, toward deeper, strategic alliances" (Austin 1). From working together to being a strategic alliance, the collaboration that is developing is unique. With a multitude of different application strategies, this multi-faceted approach can bring two different cultures together to achieve limitless and boundless goals.

The alliance orientation that Austin presents is one that recognizes the positive movement toward sectors coming together. Austin's perspective presents valuable insight toward the interpretation of practices and implementation needed for collaborative and strategic alliances. Austin continued to explain that the implementation practices "do not require grandiose strategic plans" (Austin 1) but instead, he presents that implementation founded in "patience and perseverance are often sufficient to turn small beginnings into significant strategic alliances" (Austin 1). Big concepts do not happen quickly, especially while discussing the ideas surrounding the possibility of partnering multi-million-dollar companies to non-profit

organizations advocating for vulnerable populations. A partnership is a root of recognizing the needs of others wholeheartedly. The connections we can nurture are a powerful tool to utilize and not overlook. The mutual respect that grows from relationship creates intentional space to change and be vulnerable to improved ways of operation. This space is where bridging the cultural gaps between non-profits and for-profits will happen. The functionality of a collaborative partnership occurs when all parties (non-profits and for-profits) become vulnerable, and genuinely take an interest in the well-being of the other.

Another segment of truly collaborating with another team is the idea behind empowerment. For-profits are experts in obtaining resources and knowing how to reach the profit desired, whereas non-profits are experts in community development methods that seek the vulnerable populations. The implementation and mindset of "empowerment," however, is construed as a one-sided approach to bestowing privilege onto another side. For the negative connotation's empowerment can carry, I would like to address an alternative understanding of the empowerment attitude. The International Community Development program personnel at Northwest University made a shift in the spelling to change the perception of empowerment significantly. Empowerment can be understood as "the process by which individuals utilize organizational and community level 'building blocks' to gain mastery in their lives is empowerment" (Young 2088). This multidimensional concept is unusual in that it can adapt to many different areas of work. However, through my education at Northwest, my perception of its demeaning nature is now familiar. Defining empowerment can also look like an expression of an on-going interpersonal relationship that fosters mutual trust (Khan 44). How can these two explanations of the empowerment mindset and model bring negative implications? Examining the roots of the word components can answer this.

To start, the pre-fix *-em* is the source of disconnect as it means "put into" or "bring to a certain way of being" (Douglas Harper). The meaning of power came from the Latin word, *potis* meaning powerful and developed into *potere*. Then, Anglo-French and Old French gave it the sense *to be able*, eventually leading to our modern-day understanding as *power*. The word *power* implies the person or entity displaying or retaining power is more capable and significant in strength (Douglas Harper). Using the traditional empowerment term creates a linguistic confliction. This word has been used in negative and controlling manners that are guided by the power that can come from empowerment. However, if we shift our mindset to think of this concept as a co-driven relationship, the *co-* prefix automatically suggests a sense of togetherness.

Dr. Forrest Inslee, Chair of the International Community Development (ICD) program in the College of Social and Behavioral Sciences at Northwest University, created the term, *copowerment*. Through the development of the ICD program, Dr. Inslee has integrated the usage of *copowerment* into class discussions and theories while challenging students to grasp the meaning. Shifting from empowerment to copowerment suggests that we begin to see the mindful strategies that can help those in need of resources and guidance towards success and stability. To conclude, utilizing copowerment can negate our human nature to prove an individual as more elite than another. Working copowerment into our vocabulary can help guide collaboration efforts while using available expertise knowledge. The combination of collaboration and copowerment among non-profits and for-profits is the claim I present, support, and will follow. There is a multitude of opportunities where companies and organizations can learn from one another through a lens of copowerment.

The first opportunity is recognizing the small ways copowerment is currently happening. In Moe-Lobeda's text, *Resisting Structural Evil: Love as Ecological and Economic Transformation*, she writes about the Six Gateways to "gaining more public power in relationship to corporate power to protect workers, communities, and marginalized sectors in them, and ecosystems" (274). The gateways explore: small-scale business alternatives, moral culture within business corporations, citizen action and consumer pressures to achieve voluntary constraints, usage of governments to achieve publicly mandated constraints on corporate conduct, citizen action to rescind corporate personhood and the rights that a "natural person" holds, and finally, organizing to expel or prohibit the establishment of unwanted corporations (274). Moe-Lobeda concludes that these gateways all need to work in concert with each other (274), and through the exploration of these gateways, the foundation for furthering the depth of relationships is rapidly developing! This exploration can ensure resources to foster strategic alliances between the non-profit and for-profit sectors.

Sustainable Systems from Collaborative Relationships

Concepts utilizing "sustainability" as a positive addition to a situation can adapt the original understanding of sustainable models in an assortment of situations. In the realm of community development, however, sustainability is understood as the longevity of a system that creates space for positive and lasting change. In *The Art of Leading Collectively: Co-Creating a Sustainable, Socially Just Future*, Kuenkel suggests three parts to sustainable sectors: economic, social, and environmental (23). Further defining sustainability as, "[referring] to long-lasting development in which reasonable economic prosperity, environmental quality, and social equity can be achieved in a balanced way" (23). Kuenkel further explains, "If we do not want cross-sector and cross-institutional collaboration to be a temporary fashion that people discard as too

messy and complicated, we need to learn from our collective practices. We have a call to action—sustainability—, and we have a call to learn collectively, to get even better at working together" (Kuenkel 195). Kuenkel introduces the idea that sustainability comes from collectively working together (or the concept of collaboration). Collaborative systems are comprised of much more than sharing resources. Those interested in true collaboration see a need and prioritize practices that support long-term oriented change.

Hofstede uses this concept as a part of the fifth-dimension to understanding culture. He writes, "long-term orientation stands for the fostering of virtues oriented towards future rewards—in particular, perseverance and thrift" (Hofstede 239). Crossing sectors are expecting two very different cultures that have little understanding to work together. The lack in understanding both allows for positive communication, but negatively impacts the overall understanding that may have been there naturally if it were two non-profits working together. Sustainability is our ability to orient ourselves towards a goal collectively, but not just any goal that we feel is fit to our mission. As Jeff Ericson explains in his TEDx Talk, "sustainability gives the hope, it provides [the wonder of] 'how do we get there?'" (Ericson). The shift in how we view sustainability is critical towards attaining a sustainable model that allows non-profits and for-profits to work together, collectively.

The togetherness between a non-profit and for-profit is what allows sustainable actions to make a lasting change. Through the relationships between sectors, resources can be shared to ensure lasting hope and answer the question, "How do we get there?" Providing people a path to get somewhere is the most genuine sense of giving that a human can do for another human. Not only is the relationship present, but the relationship invests in the well-being of the other. Currently, we have non-profits working towards social justice but are struggling to find the

financial support to continue. If there is no long-term financial support, there can be no honest answer to, "How do we get there?" The uncertainty voids all trust in the system; however, confidence in an operation linked with other resources will profoundly change our perception of sustainability. We will begin to see systems revived, restored and carried on for many years. Then, we can rely on the true meaning of sustainability and trust that sustainable practices will strive to reduce social justice in tangible ways.

Collaborative Relationships: Bridging the Non-Profit and For-Profit Sector

The current American lifestyle has created a void between non-profits and for-profits. However, though they operate and function entirely different, I believe there is an opportunity for partnership between willing parties as the current and traditional models need to be dismantled (Moe-Lobeda 98). The old ways of operating are only creating more social injustice, and are furthering the divide between those in social work settings that strive to change the world and those in social work that aim to make a profit and provide goods for consumers. However, it is essential to understand the practicality of this change. As Moe-Lobeda examines structural imbalances and the evil that lies within these structures she explains, "while individuals' actions will not alone dismantle systems of evil, those systems will only be dismantled if individuals do act" (98). We should not let this thought discourage us from making individual attempts. While our efforts will not be the single action that changes an entire system, they do play a crucial and vital role in shaping change.

Moe-Lobeda further explains that the need for increasing citizen power is relative to the increased corporate power that we are currently experiencing in our society (296). This new partnership will expand the resources by putting more energy into the hands of citizens, rather than solely lying within corporations. It is 2019, and we are living in a world where big

companies such as Google, Starbucks, Microsoft, and Amazon gross millions (or billions) of dollars every year. While it is important to note that this money is not merely going into the hands of the CEOs, it is essential to think about how our entire system of monetary success can be adjusted to pay the employees and leadership appropriately, but turning more of this income and profit back into society and the communities that we live in. Millionaires live a very sustainable life as their salary provides comfort and financial stability. However, my question is, what if our system shifted the concept of success being the incoming dollars into our bank account towards the idea of giving back to the community is highly impactful. What if, the elite of our industries realized that monetary gain is not what defines success, but the impact of how many lives one changed during their lifetime is what determines success? Do we need to change the measure of success from controlling our financial stability to being more aware of how our finances can significantly impact those in need? Culturally, this goes against the fundamental beliefs of for-profits. Nevertheless, there is excellent potential for non-profits to thrive in their work as a for-profit begins to see the impact they can have.

An innovated model of collaboration is not the only way a partnership can create sustainability. Another way to explore a sustainable world is through the practical application of for-profit resources with non-profit communities. Access to further training and academic credentials is essential to develop a career that can financially support our life. For example, an organization providing women who have been sex-trafficked with resources to further their ability to live on their own is essential. When a woman escapes from her sex-trafficker, she often leaves without any money, no source of income or housing, and limited access to resources. To regain her independence and settle back into society takes a considerable amount of support from organizations such as Branded Collective. Through this example, we can see that a partnership

built between a non-profit (like Branded Collective) and a for-profit could profoundly influence the women's trajectory and ability to become a successful individual with a stable income. This can only happen though if non-profits and for-profits begin communicating. The ability to guide a woman through an aftercare program and introduce stable workplaces will shift her perspective on how to create a sustainable and financially independent pathway that deters her from the feeling of security sex-trafficking may have given her. This is one area that Not Abandoned is excelling in. I will expand on their work in the "Case Studies" section of this paper as the partnership they have built within culturally contextualized practices is what makes them successful in deterring women from sex-trafficking and prostitution.

Social Entrepreneurship, Social Enterprise, or Corporate Social Responsibility?

As the social justice movement has progressed, many terms are mistakenly used within the social development community. In my research, the three terms *social entrepreneurship, social enterprise,* and *Corporate Social Responsibility* can all often become integrated and difficult to separate. However, these three areas are vastly different on an operational level. A social entrepreneur chases innovation that benefits society. Social enterprises are businesses that also are linked to social movements, and corporations becoming more socially responsible are only just beginning to comply with social-good measures. In the following paragraph, I will briefly expand the meaning behind social entrepreneurship, social enterprises, and socially responsible corporations and how collaboration with a non-profit can fit in.

Social Entrepreneurship is a term that is becoming used more frequently but often misunderstood. In *Social Entrepreneurship: What Everyone Needs to Know*, Bornstein and Davis, discuss and contemplate the characteristics of social entrepreneurs and their involvement with social impact. They say, "social entrepreneurs, create public value, pursue new

opportunities, innovate and adapt, act boldly, leverage resources they do not control and exhibit a strong sense of accountability" (Bornstein 1). In sum, social entrepreneurs seek to become involved as they desire to make positive social change happen through sustainable initiatives. Social entrepreneurs have provided a ground-breaking approach towards processing the current societal injustices and creating new models to open the doors towards lasting growth and development.

Social enterprises, however, are entirely different in their goals and pathway of operation. Social enterprises are businesses with business, with profit-driven goals. For instance, in *Mission, Inc.* by Lynch and Walls, they explain that nearly "fifty-one of the world's one hundred largest economies are corporations" (2). Given that corporations are a significant part of our society, we are accustomed to their model of operation and production. However, there is quite a difference between the traditional corporate model and a social enterprise. A corporation strives to "find a need or want and then figure out how to fill it at a cost to the seller that is less than the buyer is willing to pay to satisfy the need" (Lynch 2). In sum, they strictly bring in profit. However, when we look at a social enterprise model, the pursuit of profit is coinciding with pursuing social-good movements (Lynch 5). A social enterprise has "common elements: one, that a social enterprise involves some business activity; and two, that it is driven by a social purpose of some sort" (Lynch 7). The implementation of business resources and profits towards a social purpose is what sets apart social enterprises from traditional business models. As a social enterprise grows, the awareness of social justice needs to become more present in the community. As the community learns about these social justice issues, more resources become available to create a new ideology to further social change proactively.

Corporate Social Responsibility (CSR) is a critical term that is often positively looked at by large corporations. However, CSR models are often negatively looked at by non-profits and even social enterprises. As socially conscious businesses developed tremendously in the early 2000s, transparency has been crucial to surviving as a socially conscious corporation. Companies that identify strongly with the CSR model are often scrutinized for merely wanting to save face and look useful to the community while doing as little as possible to make a positive impact. Corporate Social Responsibility is, "Corporate social responsibility as a business practice includes addressing the legal, ethical, and economic responsibilities of an organization in relation to key stakeholders and society" (Bortree, 2). CSR models incorporate the stakeholders for what was hoped to be a well-rounded approach towards corporate responsibility. However, because there has been extensive scrutiny on whether these CSR identified corporations are practicing what they are preaching, Bortree also explains, "as we move into the next phase of research and practice about CSR communication, corporate communications practitioners need to build a case for more sophisticated CSR communication" (3). More substantial corporations tend to use the Corporate Social Responsibility language to explain their goals and motives, but will be required by their consumers, to become thoroughly transparent about their practices to ensure and build trust about their ethical practices.

The integration of a non-profit and for-profit collaborating can be integrated into these three models. After researching the ideas behind social entrepreneurs, enterprises, and corporations being drawn to become more socially responsible, the lack of a functional system is concerning. However, the cultural difference between the establishments in each sector is what I believe to be the reasoning for a unique and well-rounded system. The unique perspectives each sector brings establishes a ground to rebuild the communication line between the two sectors.

Through a rebuilt and streamlined communication system, non-profits can utilize their passion for change, and for-profits can provide the tools to sustain and enrich the social change. This suggestion is not merely a new business model, nor is it merely a theory; rather, it links and utilizes the strengths between two sectors to bridge the gap to obtain a clear goal of disrupting social injustices.

Humans long for connection which is vital towards the effectiveness and sustainability of social innovation. Without the formational relationship, social impact will be much more difficult to carry-on. Collaborating ideas and resources will open a pathway for all sectors to establish good social motives while being able to sustain change. Increased and committed relationships can open the door to a better society. Through this commitment, creativity will bloom, ultimately leading to a system that always seeks positive development through socially aware and creative innovation.

Social impact takes creativity, especially when strong relationships are forming between two very different sectors. As Tom and David Kelley introduce creativity in their text, *Creative Confidence,* they explain, "Deep empathy for people makes our observations powerful sources of inspiration…an empathetic approach fuels our process by ensuring we never forget we are designing for real people" (21). The thought to prioritize our actions of change to impact people truly is incredible. When we put their humanness and their well-being at the forefront of our work, we can begin to explore new ways to pursue social change. The Kelley brothers explain that creativity does not typically happen, but instead we must choose creativity deliberately (76). The creativity that stems from deliberate pursuit will only allow our brains and intentions to expand and become innovatively thoughtful. The innovation that stems from creativity is what the Kelley brothers believe in creating the atmosphere for significant change in our systems.

When we put people first, and the people are trusted to pursue their creativity, innovation can happen, and new ways of operation flourish out of our team members. Our social systems need a boost of creativity, and our teams and CEOs need to know the capability of their team members. Companies who put their employee's desires into context with their work are setting up space for socially innovative employees. When allowed to be creative, employees bring the company a boost of culturally contextualized practices, advancing their image in society as being an excellent company to support whether this is a small non-profit or the largest corporation in the United States.

Fostering Leadership to Further the Impact of Social Change

Exploring socially-minded processes can present reasonable hesitancies. Leading a team into new territory can be daunting, especially when it involves the commitment to an entirely different sector, which comes with inherent risks. I believe the reason for these past distinctions between non-profits and for-profits stems from the assigned atmosphere via the prefixes of each sector. The designations *for-* and *non-* have created an entire idea surrounding profit goals and bridging these two sectors is not a common method to go about furthering social development. An aspect of leading a community into positive social change stems from ridding our systems of flawed habits. As Kuenkel explains, "we need to learn from the past… [and] instead, we need to move beyond the known, most certainly beyond our comfort zone, and the comfortable sphere of the involved stakeholder" (63). There are multiple aspects to this statement that both for-profit leaders and non-profit leaders dispute. For-profits may argue there is minimal benefit to adding a partnership with a non-profit. However, I believe that there is a unique opportunity for a business to restructure its model to focus on the value of their employees. Alternatively, non-profit leaders may argue there is also a minimal benefit to working alongside a for-profit since they are

represented in society as only producing goods to create profit. The differing attitudes of each sector allude to the current lack in communication between non-profits and for-profits. Especially amongst the leaders of each industry, the interface has been avoided. Non-profit teams reach out to business leaders for financial support, furthering the donorship while for-profits focus on their growth and return on investment practices. Both the for-profits and non-profits embrace their unique cultures which is only making a sustainable relationship more unique. The possibility of collaboration is present; however, substantial shifts in current models in both the non-profits and for-profits need to happen before any growth occurs.

A leader's role actively pursues new partnerships and collaboration opportunities. This involves stepping out of the company comfort zone which goes against every instinct we have to stay in control and safe. Especially within our human nature, our tendency can be to stay in the known territory that is dependable and secure, and our systems represent this habit. These two characteristics can become quite isolating, as we may have seen present amongst those in our communities. Traditional programs and processes are known to be safe. The security of safety and operating with like-minded people is comforting while removing one's self from the comfort zone is stepping out of a box that is limiting your perception towards those in your workplace. "Getting out of the box" means you are seeing someone as a person, rather than a part of the company or organization (The Arbinger Institute 131) and not resisting others (The Arbinger Institute 144). The concept of being in a limited mindset greatly influences our habits of leading. However, if leaders begin to step out of the comfort zone and "out of the box," for-profits and non-profit teams can begin to experience the benefit of working together while gaining resources. Through these partnerships, leaders can explore new ways to lead their teams into a positive development pathway.

A developed leadership model examines the need to value the people around us. Whether it be in the workplace, places of volunteering, churches or schools, we often miss the human component of our relational being. Humans connect and bond with others that they relate to, and those who lead our groups and teams should be evaluating new ways to become more connected and integrated. By valuing the humanness of our being, our perceptions of those around us will be significantly impacted. Through this growth, relationships in our community can deepen. As Kuenkel describes, the "way to reach into another's humanness" is through the social component that comes from our togetherness. Becoming vulnerable with those we work with or pass by at church very well may be uncomfortable. Through this uncomfortable shift, the relationships we build with those in our community will grow in authenticity that knows and values those around us. At times, becoming more vulnerable will be difficult, because our current model encourages us to shut off our humanness and exist among the other bodies in our spaces. Authentic leadership comes from people changing how we relate and connect to our neighbors and co-workers. Rather than passing by, leaders can begin to change the way relationships are pursued, especially between non-profits and for-profits. When non-profit and for-profit leaders start to practice this shift, there will be a great deal of opportunity for social change to take place soon after.

Later, Kuenkel further describes "accessing humanity in another person is hard work" (65). The work needed to develop lasting partnerships and collaborations will take hard work and consistency. It will take the leaders of for-profits and non-profits to make conscious commitments to each in ways that are most beneficial to their structures and missions. The leadership required to produce atmospheres of flourishing relationships is not an easy task. Adding depth and meaning to these relationships will come from a leader's fierce ability to tap

into what makes someone thrive in their humanness. Only then can we begin to visualize an

interconnected world that seeks to better the lives of vulnerable populations.

Through innovation, a demand to move from traditional practices to create new systems

occurs. Enrichening social innovation sparks creativity, wherein leadership will be the lifeblood

of innovated relationships. As Kuenkel thoroughly explains, leadership that promotes change

through sustainable practices are profoundly aligning our pathway. By aligning ourselves with

excellent guidance that leads us towards a more just society, we will be able to find new systems

that thrive. In leadership, our leaders must begin exploring the trust they have in the other. Just

like a personal friendship, if trust and respect are not at the center, no real intimacy will come

from a shallow friendship. Trust has a myriad of meanings but still should be explored, and for

these broken systems to change, leaders must be fearless and confident and trust their teams.

Qualitative Research Approach

Throughout the exploration and research of this thesis, the importance of qualitative data

became extraordinarily significant and led to my method of examination primarily containing

qualitative support and findings. In speaking with several non-profits, many expressed the

struggle to produce quantitative data for funders and board members can be quite complicated to

navigate. In the realm of non-profit work, numbers do not align as straightforwardly as they do in

a business model. This element is central to the cultural difference experienced while bridging

the gap to partner the private and voluntary sectors. The business sector heavily relies on and

supports quantitative data, while the non-profit industry heavily relies on qualitative research and

networking pathways. In Merriam and Tisdell's *Qualitative Research: A Guide to Design and*

Implementation, we learn that "qualitative researchers are interested in the understanding of how

people interpret their experiences, how they construct their worlds, and what meaning they

attribute to their experiences" (Merriam 6). The beauty of qualitative research is the allowance of practical application by asking more reflective and meaningful questions to explore the roots of the problems in our society. "Qualitative researchers are interested in the understanding of how people interpret their experiences, how they construct their worlds, and what meaning they attribute to their experiences" (Merriam 6). Through qualitative means, the possibility to be impacted is extended. Through personal stories and relationships, our human nature connects with others who have been affected and marginalized. Through these experiences and being in a relationship with those affected by systemic brokenness, their value and wroth are centralized. Quantitative data expresses the numerical impact; qualitative data exposes the personal effect.

It is time to use our resources powerfully with a vision to disrupt the injustices affecting the communities of marginalizes populations. In the following section, I will expand on the qualitative research I compiled during the exploration of resources shared between non-profits and for-profits and how these particular studies are impacting our local communities now, and one day could grow into global impact. Modern-day systems demand the utilization of authoritative resources. Visions of ending social injustices are becoming more a part of our consumer habits, and the implications of these changes will make drastic global impacts.

Case Studies

Project Intercept

Every year for one week, Microsoft allows space for their employees to participate in the annual Hackathon project, Hack for Good. Through Microsoft's long history of giving, the Hack for Good week allows employees to form teams with coworkers according to mutual interests and passions. During this week, Microsoft employees can use their professional skills while working with a non-profit to produce a beneficial system for the non-profit to utilize. A product

of Hack for Good is Project Intercept. Lead by Hack for Good team leader and Microsoft

Software Engineer, Jonathan Brown uses his technical knowledge and skills to make a difference

in the greater Seattle area. Alongside Brown, Dave Barnett, a Project Manager at Microsoft plays

a critical role in Project Intercept's effectiveness. On the non-profit side, Executive Director of

Seattle Against Slavery, Robert Beiser utilizes his skillset for combatting sex-slavery in the

greater Seattle area. Within Project Intercept, Beiser advocates for contextualized usage of

technical skills within non-profit settings.

Through the strategic alliance of technical skills from Microsoft alongside the field

knowledge Beiser brings, Project Intercept is a development entailing a chatbot programmed to

disrupt and deter individuals from buying sex through online mediums. The collaboration

between Microsoft's team with the expertise of Seattle Against Slavery allows for the chatbot to

excel in anti-sex-trafficking awareness, prevention, and escape methods. This program is built

and sustained around contextual relevancy that provides user-friendly application within a non-

profit setting.

Project Intercept Analysis

With an astounding 90,000 unique phone numbers that specialists can now contact, (Lee)

the chatbot engineered by Microsoft has produced significant reach for Seattle Against Slavery

within anti-human-trafficking measures. With humankind beginning to grasp the weight that

human-trafficking carries, the drive to reduce this industry's demand is becoming stronger. The

culture of the United States' is thoroughly saturated with sex as our music, television shows,

movies, and media are saturated with sexually distorted messages. Sex has become idolized, and

thus, sex-trafficking can be challenging to comprehend. When anti-sex-trafficking awareness

surfaces, modern-day culture struggles to understand the depth of this industry fully. Given that

the sex-industry can be idolized throughout media outlets, shifting the perspective to see this industry as abusive and exploitative can be difficult. Globalization has also played a role in this difficulty. The sex-trafficking industry is no longer a problem only within developing and impoverished countries but is now immersed in the cities of the United States. With an increase of sex-trafficking in the United States, the chatbot that Project Intercept created is attempting to disrupt the draw of sex-trafficking. By continuing the disruption, the chatbot deters potential buyers by sending alert-style messages that warn them of the consequences of partcipating in sex-trafficking. Thus, there is an increase in anti-sex-trafficking initiatives that address the systemic evil that traps vulnerable populations.

The robust approach that Microsoft and Seattle Against Slavery takes is one-of-a-kind and a fantastic example of how collaboration can be productive. Project Intercept was developed in response to needing profound change, and in turn, technology made a significant impact. This impact was founded from practical methods and pure passion driven by heartbreak. In an interview with Brown, he began to explain how Project Intercept originated,

> Two Microsoft employees saw a documentary called "Rape for Profit" and were shocked to realize that sex trafficking takes place here in Seattle. Starting in 2014 a team began building solutions during Microsoft hackathons to help stop online exploitation. Project Intercept is the third project to come out of the hackathon team (the other two are PhotoDNA and Child Finder. (Brown)

In one place, two technologically advanced individuals were exposed to the realness of sex-trafficking. In another, there was a team striving to make an impact in Seattle. Through positive communication and deliberate effort from both Microsoft's Hack for Good team and the Seattle

Against Slavery team, Project Intercept has been able to successfully and exponentially disrupt the sex-trafficking industry through awareness, advocacy and rescue opportunities.

The communication that Project Intercept is comprised of is unique and noteworthy. Beiser of Seattle Against Slavery possesses high integrity and determination to know the Microsoft team. He recognizes the impact they can help bring through their skill sets and resource accessibility. Beiser is quite proud of Project Intercept's success. He explains that Project Intercept excels in, "determin[ing the] customer needs and set the vision for how the software fits within our organization's mission and anti-trafficking work overall" (Beiser). The contextual approach Project Intercept is encompassing is essential for efficient and effective application among Seattle Against Slavery's goals. The respect that the Project Intercept teams carry for one another is an exemplary act. Having prioritized communication, Project Intercept was set up for success from day one. The Microsoft team members ensured that Seattle Against Slavery could use this in real settings, rather than developing a theoretical system that would not fit within Seattle Against Slavery. Through Beiser's direction, the Project Intercept team has been able to successfully partner together while maintaining a healthy relationship that seeks the good and justice of those being affected by sex-trafficking.

This partnership began with Microsoft employees seeing a need. From this need, they reached out to a local organization to investigate the ways they could create innovative measures for the organization to use. From this initial communication and partnership, Project Intercept was developed, eventually leading towards a collaborative proposal. Microsoft could have donated a dollar amount to "help" Seattle Against Slavery. However, through evaluation, we can see the significant impact the Hack for Good event had that did not include a check being handed

to Seattle Against Slavery. Project Intercept is most definitely more effective than a check ever could have been for Seattle Against Slavery to develop a product like this.

Since Project Intercept has seen great success and reach within the local community, Beiser began explaining the effects that this partnership and collaboration has had on Seattle Against Slavery's relationship with local law enforcement, seeing as they have had a good standing relationship with them prior. Beiser explains, "we are directly providing tools to identify and disrupt traffickers and sex buyers, whereas we used to support them more in generating tips and providing community insights" (Beiser). Furthering the awareness within law enforcement is a grand progression in disrupting the sex-trafficking industry. With Seattle Against Slavery's mission staying constant, they have been able to continue focus on creating a community where no one is forced into exploitative labor or sex. All while advancing their relationship with local law enforcement. Beiser believes they now have much more powerful ways to disrupt the industry (Beiser).

Challenges have occurred within Project Intercept, as they do in any project and movement. Merging two cultures to incorporate a grand plan to disrupt an entire industry requires deep commitment. Barnett agrees that to excel in collaboration, describing expectations is essential. The power of coming to a place where (both sectors) are in an excellent agreement to make progress on what was agreed upon is centralized and focused on (Barnett). The challenges Project Intercept has experienced and will continue to work through will stem from the merge of two cultures that value entirely different ways of operation. However, through the constant expectation of respecting each other and their desire to respect one another, challenges will become an opportunity for growth.

Beiser also believes that the sustainability of Project Intercept is exceptional. He trusts, "if you can get Microsoft resources to move in your direction, they can be incredibly powerful and lasting resources" (Beiser). On many levels, the truth in a corporation's influence is unmatched. Through the connection of a non-profit and for-profit, sustainable change has been implemented and greatly influencing the city of Seattle. However, through globalization theories, the impact is not simply staying within the city lines of Seattle, but creating a global shift through profound disruption. Dave Barnett, one of Microsoft's Program Managers who leads employee engagement within Microsoft's culture believes Project Intercept is a "shining example" of collaborative progress among a non-profit and for-profit. In an interview with Beiser; however, he explained the reasoning for Project Intercept's sustainable success. Though two separate sectors are working together and have access to a field of resources, their respect for one another has influenced this sustainable success. Barnett then explained to me that the "key is what I would call 'expectations to agreements conversations.' By human nature and the nature of organizations, expectations are very different" (Barnett). Articulating expectations through an agreement has been critical towards Project Intercepts reachability and sustainable environment. Given that the culture of for-profit and non-profit differ significantly, he credits the open and honest communication for sustaining the relationship.

Branded Collective

In the heart of Nashville, Tennessee the non-profit Branded Collective is innovating ways to provide practical job training to survivors after graduating an after-care program at a local non-profit, End Slavery Tennessee (ESTN). Branded Collective partners with non-profit, End Slavery Tennessee to incorporate a realistic model that sets women who are coming out of sex-trafficking on the right path towards financial stability through job training skills. Branded

Collective hires women who have graduated from End Slavery Tennessee's program to create jewelry pieces to sell on public platforms. Branded Collective has not only provided women with a stable income but has done so through the direct relationship they foster for a woman to learn new skills. From necklaces to earrings, the women employed by Branded Collective construct the jewelry from start to finish. While jewelry is being made and worn all over the United States, advocacy for anti-human trafficking efforts thrives. Each piece of jewelry consists of a number which represents the number of items that have been produced by Branded Collective and the initial of the survivor who made the piece. On Branded Collective's website, www.brandedcollective.com, the customer can look up the initials stamped on their item, and read a short story about the woman who made their piece.

As a part of the Fieldwork course that is a part of the International Community Development program, I chose to go to Nashville to spend time with Branded Collective and End Slavery Tennessee staff members. During this time, I was able to interview the Co-Founders of Branded Collective, Lauren Carpenter and Emily Mahoney. Through stories and laughter, they explained their journey towards creating a non-profit that offers good news to women who have been sex-trafficked while also producing goods for the public to purchase.

Branded Collective Analysis

Having spent two weeks with individuals from of End Slavery Tennessee (ESTN) and Branded Collective, I was particularly enlightened when I got to spend-time with a woman who was a part of the after-care program at ESTN. The dreams they carried to re-enter the workforce was uplifting. After speaking with the women, I was able to interview Carpenter and Mahoney. Founding a unique model did not come without questions and obstacles. However, both Carpenter and Mahoney maintained that "empower[ing] survivors of human trafficking through

meaningful work and economic independence [was their main motivation]" (Story). Carpenter and Mahoney have seen lives being changed on both sides of the spectrum. On one side, the women looking to gain work skills can make beautiful jewelry pieces that other women love to wear. The other side has shown them how communities are responsive to their cause. Carpenter explained to me that when people realize that a woman who was once sex-trafficked made their jewelry pieces, they exclaim, "you mean she made this?" (Carpenter). Laughing, Carpenter and Mahoney gladly reassure the customer by explaining, "yeah, that actual thing you are holding" (Carpenter) is made by a woman who escaped and survived sex-trafficking!

Sustaining the two-part model exemplifies Branded Collective's dreams to make a change in the sex-trafficking industry. "The company not only give[s] employment opportunity and economic empowerment to survivors but [makes] the product itself, to tell a story to help raise awareness" (Carpenter). Their booming jewelry line is doing just that, too. Spreading awareness through the creation of jewelry made by the hands of survivors of trafficking is not only emotionally touching but incredibly powerful and the true essence of co-powerment. The stories that stem from women wearing these jewelry pieces is unmatched. The impact a single item can carry is one-way Branded Collective strives to make a change.

Carpenter and Mahoney saw an opportunity to develop an idea that has not been done before but utilized the skills that survivors now can claim as their own and establish an identity through. Mahoney concluded the interview by expressing their dreams for Branded Collective as she humbly expressed,

> It is more of a little by little dream, which is on one of our cuffs. We want to grow
> [smartly], we do not want to like one day, hire twenty-five people, and you know, blow
> up because we can. We want to hire intentionally and to serve the women we work with

well regardless of how big or small that is, and also to have survivors on staff full-time,

right now we have part-time survivors, and to grow our team, honestly. (Carpenter)

The mission and vision of the Branded Collective organization is a beautiful combination that is

quickly spreading awareness and a fresh new way to guide survivors back into the world and

regain their individuality and identity. Through Branded Collective's work, there is a brilliant

opportunity to expand and develop in both their employees and the production abilities.

Currently, Branded Collective is working in a small space on End Slavery Tennessee's

campus. However, if we apply the theory that collaboration between non-profit and for-profit can

increase the productivity of ending social injustices, we can see how Branded Collective would

benefit from partnering with a local jewelry store to gain access to materials, resources, and even

education. Through several weeks and months, the survivors would be integrated into the

goldsmithing of the jewelry store as well as producing jewelry for Branded Collective. Through

the implementation of the survivors at the jewelry store, they would gain interpersonal skills

while developing their artisan skills, increasing the production of goods from Branded

Collective. Through time, the relationship could grow into the woman taking on a career that

involves jewelry and gemstones. While this may not be the pathway or interest of every survivor,

it provides a clear-cut trajectory of where her life could go, with the resources to get there.

Not Abandoned

Based in Kirkland, Washington while building a reputation in Pattaya, Thailand, Not

Abandoned is innovating how a non-profit strives to develop while being culturally relevant. Not

Abandoned bridges the cultural gap between for-profits and non-profits through expanding the

impact of social justice workers while raising awareness in their communities in Thailand. After

all, "on one street in Pattaya, Thailand you can find up to 4,000 girls who work in the sex trade

as bonded prostitutes" (The Problem). Not Abandoned's model is unique, in any case. They have built and sustained a model that allows women to stay on the streets for as long as they desire. In Pattaya, Thailand, the culture is more open to women involved in sex-trafficking, and the difference between a prostitute and woman being trafficked is very fluid.

Having the chance to speak to Jeff McKinley and Alex Miller of Not Abandoned, they explained their determination to shift how women escape sex-trafficking (or exit prostitution). In the United States, (and as experienced at End Slavery Tennessee), a standard model seen within anti-sex trafficking organizations involves a "Safe House" and a recovery/after-care program. What McKinley found, however, was that within Thai culture, the isolation and expense to carry-out this type of model was not sustainable. McKinley said that when he first began working to fight the aggressive presence of sex-trafficking, he wrestled with the demand to visit Pattaya, but then return to safety in the United States. He questioned time after time, what his presence was accomplishing in Pattaya, Thailand (McKinley). Discovering what it takes to make a change in a culture that accepts sex-trafficking and prostitution was troubling for McKinley, but while debating how he can make a change, a wonderful organization flourished and is changing the lives of many Thai women affected by the sex industry.

Not Abandoned Analysis

Throughout the development of McKinley's organization, he has progressively begun to wonder about the practical solutions being pursued. He asked himself, "[Is anyone doing anything other than] just talking about it, but [going] into the trenches and [making] something happen that is action-driven" (McKinley). The questions that arose from McKinley's passion for making a profoundly positive change in the sex-trafficking industry stem from practical application techniques. Practicality is essential while developing communities. After all, if a

solution or fix is not practical in the population being served, what good is it going to do? We must question the implications of our work and how they will fit into the culture of our work, rather than self-fulfilling our desire to help. What McKinley began to develop then spread into a vastly different approach towards helping girls and women exit the life of being enslaved to prostitution and sex-trafficking.

Due to the nature of the sex-trafficking industry, advocacy and care must be undertaken delicately. Human lives can be in danger, and McKinley wanted to provide an exit route that prepares the individuals to re-enter into the world and find a steady income that is more attractive than that of prostitution. The innovated program would be, "an organization that this hyper-focused on anti-trafficking in a very practical way" (McKinley). Through practical implementation that is culturally relevant, "the labor training, job placement, and business opportunities for [the women] to [be able to self-sustain their finances]" (McKinley). This vision was implemented, and McKinley shared his organization, Not Abandoned took a bold leap of faith and shut down all of their safe houses. Though it took time to find the right location, they proceeded to settle into a space to open their new model. McKinley explained, "[Our] employment and education center [is] where they come during the day to take English classes. We launched two different tracks; One is business, where they can write the business plan and get a micro-loan, and one is soft-skills training [like] English classes [or baking], so they can find a job right away" (McKinley). McKinley and his team revamped their entire approach towards fighting sex-trafficking through the implementation of practical skills applicable to the Thai culture. Concluding the interview, McKinley explained that, "this system shift increased the volume of interest and attraction of opportunities to get [women] out of the life" (McKinley). What is radical about this particular system shift is it is defying the standard programs we often

see in the United States that saves the individual from sex-trafficking and places them in a special program and home to recover. The aspect that is missing here is the lack of teaching practicality because while self-care is a vital part of coming out of the sex industry as a sex worker, it is not the sole factor. After talking with a few women who escaped the sex industry, they told me how all they would like is for is a safe space to recover from being able to re-align their identity in freedom. Often, we can put the idea of "freedom" in a box and assume it only has one way of being. This mindset could not be further from the truth. Freedom from broken systems is regaining your ability to call your identity yours, and know your place in a functioning community and way of life.

Not Abandoned is equipping women with life skills and education to regain status and the ability to function in society. Through the classes that the woman progress through, they are becoming more equipped to obtain and retain a job for long-term financial stability. The Not Abandoned teams recognize the work of a non-profit is not to merely recover the woman's emotional health, but to also provide life support so they may live sustainably after graduating from the program. Not Abandoned has built relationships with the local businesses to provide the woman with further education and job opportunities. This relationship exemplifies the importance of becoming thoroughly aware of the skills needed thirve in Pattaya, Thailand. The Not Abandoned organization has become culturally aware of what it takes to radically improve and change the trajectory of their cliets' lives.

The relationship between for-profits and non-profits does not have to look a certain way or be in a certain form. The key factor is the presence of communication, so those marginalized and seeking help from a non-profit can become financially stable and flourish in a life of freedom to provide for themselves. The utilization of passion and resources is unequivocally

powerful. The opportunities arising from an individual's broken heart for vulnerable people with the accessibility of resources from a for-profit company can significantly impact the productivity of ending social injustices.

Wrapping It All Up

This thesis is a compilation of what began as a small thought during the International Community Development program. I began to question why non-profits operate on a system that is dependent on financial donations from powerful establishments (i.e., large corporations) rather than partnering and collaborating with the corporation to further the impact of a non-profit. The data presented in the previous segments demonstrate that non-profits and for-profits can begin to work together to create a better world.

The first segment discussed the importance of space to grow. The current models of non-profits are stagnant and slipping into continuing donorship models while for-profits continue to grow exponentially. The second segment covered how partnerships are moving closer to intentional collaboration methods. Intentional collaboration examines the commitment and process with plans to incorporate social entrepreneur skills alongside business exploring the social enterprise and Corporate Social Responsibility models. Within these models, excellent leadership and sustainable innovation are necessary to bridge the cultural gap and reconnect the private and voluntary sector (i.e., non-profits and for-profits). Lastly, this thesis provided real-world examples of success stories that have begun to become more collaborative between the two sector values. Project Intercept leads the way through incredible and exponential growth in the partnership and collaboration between two Seattle establishments. Through Seattle Against Slavery's context and field knowledge and Microsoft's technical knowledge, Project Intercept is profoundly disrupting the sex-trafficking Industry. Second, Branded Collective in Nashville,

Tennessee is providing a shining example of how work skills can be used to create a partnership. Though partnered with another non-profit, the model of building a business around a commodity and employing the woman graduating from End Slavery Tennessee's recovery program, cultural bridges can happen when resources are utilized. Lastly, Not Abandoned is showing the non-profit sector that change is attainable, and change can be incredibly beneficial. Not Abandoned's determination to be culturally relevant in Pattaya, Thailand, their awareness, advocacy, and job training programs are uniquely attacking the sex-industry.

In essence, these universal themes all lead to one grand concept—communities value relationships, and especially appreciate a contextualized approach. Meeting the needs of the marginalized does not merely look like a check being signed over to an organization. Instead, the most significant impact the United States' society can do to benefit social change, is be in a relationship with one another in hopes to enhance the community. Boundless progression will be reached when all sectors of the economy take part in valuing each other. Gaps will be shortened, and collaboration will impact social change and gradually create a new world order that prioritizes everyone's skills and ability to serve the community productively.

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