



UNIVERSITY OF SAN FRANCISCO

CHANGE THE WORLD FROM HERE

**Shared Space Across Sectors:
Using Space As A Platform For Shared Value And Social Impact**

by

Shana Murray

slmurray@dons.usfca.edu

Capstone Research Report Submitted in Partial Fulfillment
of the Requirements for the
Master of Nonprofit Administration Degree
in the School of Management
directed by Dr. Marco Tavanti

San Francisco, California

Spring 2020

Abstract

Financial challenges and social responsibility weigh heavily on nonprofit organizations, and Innovative leaders are recognizing a need for a new paradigm of value creation to be shared across sectors and amongst multiple participants. With many nonprofits struggling with high real estate costs, reduced funding, heavy competition for limited grants and donations, a scarcity of resources is calling for a new approach for survival to advance mission growth. Drawing on an extensive literature review, expert interviews and shared space industry surveys, this research project will seek to understand the concept of creating shared value, and will investigate a nonprofit's role through cross-sector collaboration. The research will investigate the trend of shared space, and will leverage the positive impacts as support to an advancement of the shared space model. A new shared values, shared space platform of engagement will be offered to show how a nonprofit can utilize shared physical space as a useful resource for engagement for social good and organizational growth.

Acknowledgments

True to the purpose of this project, the success of this project is due to a collaborative effort of support from many. The research has taken me down a path of exploration that has broadened my perspective and capacity to build connection, see possibilities, and make impact.

I would like to first thank my family for their unwavering support of my educational process and my desire to learn. Specifically I want to acknowledge my two teenage daughters for their sacrifice of their mom's time, while I commuted to the Bay Area and spent hours preoccupied with work. I could not have achieved this without their ability to be independent, their love, and their words of encouragement, "you've got this mama!"

I would also like to thank De Colores Arts founder, my mentor and friend, Irma Velasquez for opening up the opportunity to attend the MNA program. Her support, input and perspective as an innovative nonprofit leader has been invaluable to me. I look forward to being able to bring what I've learned in this program back to De Colores Arts, and look forward to continuing this journey of building connections in the world together.

It is significant that I chose a topic about sharing space at a time when we are being asked to social distance. COVID-19 has raised many questions for us all, and a new reality of life undoubtedly awaits us. As it turns out, this was the perfect time for my research topic, and I am grateful to have had the chance to think deeply about what shared space means and how we experience it.

And finally I would like to thank all of my professors, counselors, and classmates, at USF. Each of you have been an inspiration, and your wisdom and encouragement along the way have helped me to succeed. Your impact will have a lasting effect that will continue to inspire me to grow.

Table of Contents

List of Tables	2
List of Figures	2
Section 1. Introduction	1
Section 2: Literature Review	2
Creating Shared Value	2
Corporate Social Responsibility vs Creating Shared Value.	5
Putting Shared Value Into Practice	6
Partnerships	8
The Shared Space Trend	10
Collective Impact	12
The Economy of Francesco	13
The United Nations Sustainable Development Goals	13
Section 3: Methods and Approaches	15
Section 4. Data Analysis	16
Expert Interview Summary	16
Industry Survey Trends	18
Section 5: Implications and Recommendations	20
Section 6: Conclusions	24
List of References	26
Appendix A: SDG Disability Infographic	29
Appendix B: Interview Questions	30
Appendix C: Shared Space Platform for Engagement Model Details	33
Author's Bio	34

List of Tables

Table 1. Creating Shared Value vs. Corporate Social Responsibility	6
Table 2. Overview of FoYA's Business Model By Time Period	8
Table 3: Mixed Method Approach Used	15
Table 4: The Nonprofit Center Survey Workspaces Offered	19
Table 5: The Nonprofit Center Survey Cost Savings Redistribution	20

List of Figures

Figure 1. Innovate Product and Services	3
Figure 2. Rethink Productivity In The Value Chain	4
Figure 3. Enable Cluster Development	5
Figure 4: Shared Space, Shared Value Platform for Engagement	23

Section 1. Introduction

The intended work of a nonprofit organization is to make social impact, yet many organizations find themselves working in isolation with limited resources necessary to fully achieve their mission and goals. A co-working trend of working in shared space is proving to offer nonprofits, independent contractors and many others, viable options to help facilitate the rising financial impact of location cost, and is instigating a new world of networks and relationships that are inspiring innovation. The interconnected modern world has added a cross-sector social responsibility that reaches beyond the old adage that the nonprofit is solely responsible for social change. Corporations are becoming ever aware of how their operations affect local and global communities, and current business models are supporting sectors on how to create shared value that is mutually beneficial for multiple actors.

For the purpose of this research project, we will be looking at how to evolve the concept of shared space as a center for co-working, to one that views space as the platform for dialogue for value promotion. The experience of De Colores Arts (DCA), a small Bay Area nonprofit, and their strategic intention to create a new form of *space* as a platform of connection for all abilities, is instrumental in the inspiration of this research. The organization currently operates within a shared space capacity, through community partnerships. Their intention is to keep the program integrated into the community so that individuals who may easily feel isolated, remain more a part of the community that surrounds them. The strategy has offered growth and exposure, but it is also recognized that in order to gain the best community impact, a more complete intention of purpose is needed in order to entice cross-sector engagement.

The concept of shared space and creating shared value offer two modern business trends that bring insight into how a nonprofit can promote success and expand their social purpose through collaboration. The analysis of both concepts invites nonprofit leaders to become actively involved in the promotion of shared value through business partnerships. The purpose of this research project is to develop a framework of understanding to support a small nonprofit with limited resources to utilize the resource of shared space to promote shared value and organizational growth.

The findings of this project offer significant sector contribution in areas of:

- Creating Shared Value (CSV)
- Corporate Social Responsibility (CSR)
- Sustainability
- Nonprofit Capacity Building
- Inclusive/Integrated Communities
- Collective Impact
- Partnerships
- Cross-Sector Collaboration

The literature reviewed in Section 2 of this report will review concepts of shared value and shared space, and will assess the benefit of partnerships. Various working examples of collective impact will be explored to help define the collaborative value. Section 3 and Section 4 will further describe the primary and secondary approach to understanding perspectives and trends. This project will help to organize and articulate a pathway for not only De Colores Arts, but other individuals and organizations who wish to use a new paradigm of shared space as a platform for innovative growth and opportunity. The project closes with a working model for shared space and shared value engagement, and will offer recommendations.

Section 2: Literature Review

Creating Shared Value

In order for a nonprofit to truly know their role in creating shared value and to maximize the benefit, the term itself must be explored. The concept of shared value was developed by Harvard Business professor Michael Porter and Mark Kramer in the 2016 article "Creating Shared Value." The article began to shift the measurement of business success from a traditional revenue minus cost approach, to one where success of societal issues is integrated within the business model (Porter, Kramer, 2016).

The concept of shared value can be defined as policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates. Shared value creation focuses on identifying and expanding the connections between societal and economic progress. (Porter, Kramer, 2016).

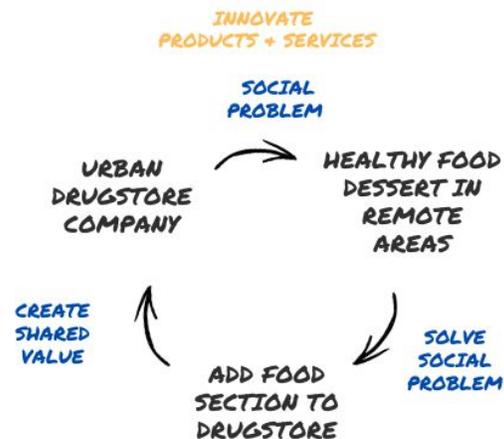
The concept of shared value begins to blur the line of what is for-profit and what is nonprofit work. There is an interdependence of business and the community, and

shared value acknowledges the value of this reliance. Business is reliant on the community for the purchasing of products or services, while the community is reliant on businesses to provide stability of jobs and a healthy economy. A company creates shared value when it finds economic value within societal value. Connecting company success with community improvement brings new ways to solve societal needs, create efficiency and expand markets, and the integration is unique to each company operation (Porter, Kramer, 2016).

Porter and Kramer suggested that there are three distinct ways in which a company can create shared value and have impact; reconceiving products and markets, redefining productivity in the value chain, and enabling local cluster development (Porter, Kramer, 2016).

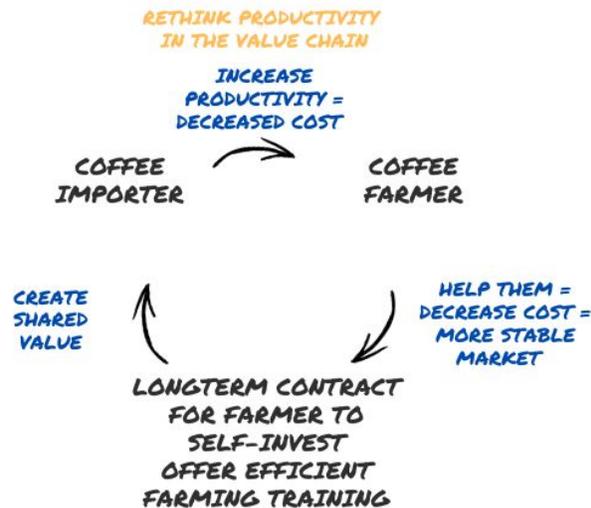
- Innovate products & services** (see Figure 1): When innovation opens up, value is created (Porter, Kramer, 2016). If a drugstore company noticed a social problem, that there was a lack of access to healthy food in remote areas, they could solve the problem by adding a food section to your drugstore. Value has been created (Epstein-Reeves, 2012).

Figure 1: Innovate Product and Services



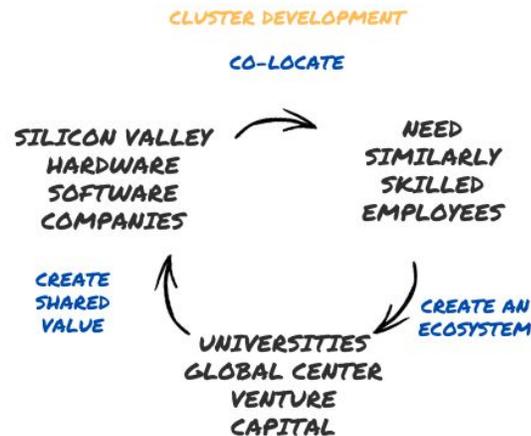
- Redefining productivity in the value chain** (see Figure 2): Many externalities and societal problems impact internal costs on a company, opening opportunities to create shared value (Porter, Kramer, 2016). As a coffee importer, you recognize that if your coffee farmer could increase productivity, it would decrease your buying cost. If you help them decrease cost, you would create a more stable market for your buying. So you offer the farmer a long term contract for their stability if they will invest in their farm. THEN you offer to run a sustainable farm training for them. You've again created value (Epstein-Reeves, 2012).

Figure 2: Rethink Productivity In The Value Chain



- Enable cluster development** (see Figure 3): The success of every company is affected by surrounding companies. Clusters play an important role in growing economies by boosting productivity and competition, inspiring innovation (Porter, Kramer, 2016). Silicon Valley is a great example. Both hardware and software companies have co-located, they've created their own sort of ecosystem. They both rely on similar resources, skilled employees, universities, so there is again value creation for many actors found by clustering (Epstein-Reeves, 2012).

Figure 3: Enable Cluster Development



Corporate Social Responsibility vs Creating Shared Value.

Shared value should be viewed as an evolution of corporate shared value and a step beyond philanthropy. The concepts differ in their focus and connection to the business. Whereas philanthropy can be achieved with simple donations to a worthy cause or volunteerism, and CSR focus is mainly on the reputation to the business, CSV places societal needs and challenges right within the business model itself and its principles. CSV however, is an integral part of the business model, it is a nonnegotiable part of the operation, and the expertise of creating value by creating social value is vital to the company's profitability (Porter, Kramer, 2016). CSV provides a framework for collaboration and is becoming part of company culture and strategy (Sygiel, 2016).

Table 1: Creating Shared Value vs Corporate Social Responsibility

CSR	CSV
Values: doing good	Value: economic & societal benefits relative to cost
Discretionary or in response to external pressure	Integral to competing
Separate from profit maximization	Integral to profit maximization
Agenda predetermined by external reporting & personal preferences	Agenda is company specific and internally generated
Impact limited by corporate footprint and CSR budget	Realigns the entire company budget
Example: Fair trade purchasing	Example: Transforming procurement to increase quality and yield

Source: Data from "Creating Shared Value" by M. Porter and M. Kramer, 2011, Harvard Business Review, 89, p.16.

Nonprofits too often focus solely on the results and neglect to place reasonable value within their own process. Yet society benefits whenever productivity increases, and nonprofits play a critical role in shaping the landscape for shared value collaboration to occur. Nonprofits have an organizational responsibility to help bring business and society together.

Putting Shared Value Into Practice

CSV is nice in theory, but how can a small nonprofit use this in reality? An integral part of implementing CSV is to begin to shift the mindset of how the business thinks about its operations, challenges, and strategies for resolution. The co-creation of shared value occurs when an organization begins to view a network of economic and social actors and their unique resources as an essential component to the implementation of an evolving business model (Kullak et al., 2020). The case study of the German Festival of Young Artists (FoYA) in Bayreuth offers an important reflection of such a shared value shift.

FoYA is the oldest music festival in Europe, having taken place every year since 1950 - 2019. In its inception, FoYA's value chain focused narrowly on rigid parameters to participate, open specifically to Western European classical musicians only. Funding was scarce and community attendance was limited. Largely sparked by periods of financial crisis, they used those moments as the antecedent to rethink their value chain (see Table 2). Over the years they began to re-envision their value proposition to broaden their scope of the music festival, eventually opening it to a worldwide music opportunity. To mitigate staffing issues, FoYA followed the lead of the Marlboro Festival in the U.S., and built in a cultural, then general management education program for interns, who would help run the festival. Recognizing that the current management could not possibly manage all interns, they solicited Senior Partner mentors who, on a volunteer basis, would provide interns the supervision to succeed. Interns now were able to gain college credit. This expansion opened up new ideas and community opportunities for funding and grants, scholarships and provided world-wide exposure (Kullak et al., 2020).

Today FoYA has shifted from about 25 performances, produced by 5-6 staff, to typically 80 annual concerts, with only three full-time employees. The manager has largely become a manager of the engagement platform of the multiple actors for innovation, more than the manager of the specific details and logistics. Although the budget still faces constraints, despite a scarcity of funding and limited staff, the organization has shown how even a nonprofit with limited resources can bring together a broad network of others to engage in resource integration and shared value creation for social good and organizational growth (Kullak et al., 2020).

Table 2: Overview of FoYA’s Business Model By Time Period

FOYA Creating Shared Value			
	1950-1989	1990-2005	2006-2019
Business Model	Value Chain	Value Network	Engagement Platform
Antecedents for innovation	Financial issues Reduced sponsorship	Financial issues Reduced public funding	Financial issues Reduction in public funding
Value proposition	Specific music opportunity	Broader music opportunity Cultural management education program	Worldwide music opportunity Expanded education program - Supporter network
Value creation process	Rigid hierarchy - centralized on General Manager Firm-centric approach	Semi-Hierarchical - agency partially distributed among actors, firm centric within a closed network	Non-hierarchical - agency, multiple actors. Open network, platform for engagement & integration of internal and external resources.
Value Capture	Donations & fixed ticket prices Public funding Commercial sponsorship	Bundling of internal/external resources, curated by manager Public funding	Pay what you want (PWYW) Sponsorship Association Public funding Pro-bono donations

Source: Data from “Enhancing value creation in social purpose organizations: Business models that leverage networks.” Kullak, F. S., Baker, J. J., & Woratschek, H. (2020) Journal of Business Research, p. 6.

Partnerships

Nonprofit business leaders who recognize the relational advantage of partnerships are helping to cultivate the landscape for the future. The growth of shared value relies on this collaboration to flourish, and as governments and NGO’s begin to think in value terms, their desire for partnerships will grow (Porter, Kramer, 2016). Placing the necessity of partnerships directly within a nonprofit’s strategic business model instigates limitless possibilities for innovation and social mission growth that can only be fully measured once those relationships begin. C&E , a UK company who advises philanthropists, nonprofits and other clients have said that ½ of the businesses that they serve say that within three years they believe their cross-sector partnerships will

increase (Patton, 2017). Partnerships bring investors or donors together, enhance corporate volunteer programs for needed volunteer support, brand reputation is enhanced on both ends, which bolsters grant capacity, expertise can offer training, and there are tax advantages to both parties of the partnership. It is advantageous for nonprofits to leverage this and to outline and utilize the similar benefits of partnerships as a point of connection for the engagement of dialogue for a co-creation process (Fish, 2014).

Partnerships naturally expand the number of relationships and opportunities. Ideas and possibilities that sprout from this new area of interaction bring exciting potential. Bay Area companies such as Google, Salesforce, the Sobrato Organization, Nixon Peabody LLP and Twitter have all opened up shared spaces for charities (Siu, 2017). When looking for a partnership, a nonprofit need not only seek those who are mission aligned, but as importantly is the mutual desire to collaborate. Danish biomedical firm Novozymes has intentionally sought *not* like-minded organizations for partnership so as to force the company to participate and learn from the intersection of different industries and sectors (Patton, 2018).

Enhancing the brand and reputation is certainly an important strategy of any business, and gaining community and consumer trust is a valued intention to strive for. Patton (2018) reported that, “37 percent of people now trust business leaders, according to Edelman's latest annual trust survey, a drop of 12 percent from 2016,” and C&E's Corporate NGO Partnerships 2016 survey shows (2018), “90 percent of U.K. companies surveyed partnered with NGOs primarily because of the potential benefits for their brand or corporate reputation.” The nonprofit brand reputation would additionally be enhanced by alignment with well known and/or community integrated organizations. Reputation is an incentive that could serve each organization well.

Nonprofit leaders should no longer see funding and collaboration as a one-time gift for a single nonprofit. A more advanced approach would articulate any partnership as a long-term, collective process that is supporting social change (Kania, Kramer, 2011). This bold partnership catalyzes mutual benefit and offers internal stability. A broadened network brings investors, and donors to the table, and a new collection of experience can serve to strengthen and retain talented staff. Patton (2019) reports that, “90 percent of U.S. millennials say they'd switch brands to one associated with a cause.” A partnership business model additionally creates a seamless avenue for corporate volunteer programs to partner with a purpose. In a new era of work, where employees no longer stay for a lifetime, creating a culture that represents opportunities beyond the workday that represent the interest and lives of its employees, is a benefit across multiple facets (Patton, 2019).

The Shared Space Trend

The nonprofit charitable sector accounts for approximately 10% of the private workforce (The Charitable Sector, 2020). Nonprofit organizations work diligently to enrich and support individuals, be it through a hospital, school, reading resource for a child, or elderly care support, nearly everyone in this country has received benefit from a nonprofit resource. As the demands on this sector expand, the unfortunate reality of scarcity of funds and resources parallels their existence. In an effort to meet this financial demand, and to support a more effective bottom line, the trend to operate in shared spaces is becoming a creative solution. This trend can be seen in a variety of functional applications that are effectively changing the landscape of individual nonprofit work into a more collaborative model of success.

1.3 million nonprofits operate in the United States, although most of the nonprofits are relatively small, with 88% operating on budgets of less than \$500,000 annually (Nonprofit Impact Matters, 2019). Shared spaces and nonprofit centers are offering a new model of co-locations where small budgets can come together to collaborate and work under one site. The shared space model is adaptable to nonprofits of varying size and missions. Brotsky, Eisinger, Vinokur-Kaplan (2019) define nonprofit centers simply as, “buildings that provide quality, affordable space and shared services to multiple nonprofits while providing opportunities for collaboration and program enhancements.” (p.4). Members pay a fee for the use of the space and receive joint services such as shared reception, workrooms, and kitchen, and also benefit from a community and network that can advance their mission (Brotsky, et al., 2019).

Charitable organizations often face the difficult task of finding professionally useful space to operate. Real estate costs and instability of temporary space has placed a burden on operations and led to employee and customer dissatisfaction. Nonprofit centers serve to benefit organizational efficiency and customer and employee contentment. The financial savings to tenants of nonprofit centers is notable. A 2011 NCN study reports lower rent costs and shared services offered nonprofit center tenants an overall savings of 7% of annual operating costs (Brotsky et al., 2019). The work environment, with modern amenities and a stable address, improved organizational capacity and increased visibility and community access, and customers able to receive services in a space they feel proud to be at should not be overlooked as significant.

There are four main types of nonprofit centers that work in various ways that benefit nonprofits. Brotsky et al. (2019) follows a typology developed by Mt. Auburn Associates, which distinguishes nonprofit centers by their mission and purpose (p. 15):

- **Generalist Centers:** A mix of nonprofits working on different missions and programs, and serving different clientele. This center would serve nonprofits seeking quality, stable, and affordable work space. The service is useful in urban areas where rents are high, or rural areas where cohabitating with other nonprofits may increase individual visibility.
- **Direct Service Centers:** Integrated services provided to clientele. Professionals and volunteers interact with visitors who may receive multiple services there. This center focuses on leasing to tenants of compatible missions.
- **Theme Centers:** Tenants are connected by a common theme and who operate on different but related issues, such as a center on environmental issues, the arts, or international development. Leasing criteria focuses on how the occupants complement the specific activities carried out.
- **Flexible Space Centers:** These centers may act as a stand alone center or within a larger center. These focus on start-up organizations, individual consultants, for-profit or nonprofit. This type of center is where one would see coworking spaces. The lease model is more focused on licensing space rather than long-term leases. These centers are known for open office plans that provide interaction and collaboration, shared amenities. Some flexible space centers offer nonprofit incubators, which provide short-term space and some support services such as legal counsel and other business support that may be relevant to a new nonprofit.

Shared space has become a modern trend where nonprofit organizations thrive. The low overhead, the build in support services and networking opportunities offer invaluable benefits to a small nonprofit working to succeed. Coworking environments offer an opportunity to build relationships that can advance individual nonprofits beyond real estate savings. Members of shared spaces become advocates for one another. They attend each other's events, post on one another's social media and offer word of mouth advertising (Creal, 2017). The very essence of nonprofit work is about building and serving the community. Nonprofit centers offer the hub to enhance that experience. Whether a nonprofit is looking for alternative office space, a savings on rent, or to build a more expansive collaboration of purpose, shared working spaces are a trend worth looking at.

Collective Impact

In 2011, John Kania, Managing Director at FSG, Porter and Kramer’s advising firm, and Mark Kramer, Kennedy School at Harvard and Co-founder FSG further developed shared value collaboration with the term *collective impact* (Collective Impact, 2019). According to Kania and Kramer (2011) collective impact is “the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem”. They argue that large-scale social change only happens when there is cross-sector contribution. Yet many nonprofits continue to work in a state of isolated impact, leaving organizations scrambling for funding solutions embedded within one organization, and with the hope that mission impact will simply occur through like-minded organizational replication (Kania & Kramer, 2011). The problem with this theory is that societal issues themselves arise from complex and intertwined relationships. It is naive to think that any one organization working in isolation has the complete insight and overview of all the facets and possibilities for solutions.

The collective impact of Kania and Kramer’s (2011) approach suggests five conditions of collective success:

- common agenda, a shared vision for change, understanding of the problem, and mutual approach to solution;
 - shared measurement systems, agreement on how success will be measured and reported;
 - mutually reinforcing activities, a coordinated action plan of differentiated activities;
 - continuous communication, building trust over years to gain experience with one another;
 - backbone support organizations, a separate organization and staff to manage the initiative.
- (Kania, Kramer, 2011)

By following the five-step model, organizations intrinsically shift from isolation to collaboration to solve a social challenge. The concept goes beyond collaboration, however, requiring its own infrastructure and staff to monitor communication and reported outcomes. Yet even with this structure, finding the common agenda is the step often missed, yet it is the most crucial to ensure success. Organization may have different definitions to a problem and in isolation, these differences are easily overlooked. Kramer (Paini, 2018) suggested that it is these differences that “splinter the efforts and undermine the impact of the field as a whole.” Collective impact brings people together around primary goals for impact (Piani, 2018).

The Economy of Francesco

Many progressive leaders are guiding global paradigms of impact that can be useful tools for building common goals and measurements. Pope Francis has been recognized as one such global leader of our modern times. Within *The Economy of Francesco*, Pope Francis (2020) called on “economists, entrepreneurs, & change-makers” to make a commitment to create a world economy that is “fair, sustainable, and inclusive, with no one left behind” (*The Economy Of Francesco*, 2020). The new doctrine asked for a dramatic shift in economic priorities to end the gap of poverty. He noted that the richest 50 people in the world could feed, educate, and provide healthcare for every poor child in the world, and that when the economy and finances stand isolated from the sector of common good, it creates a sin (O’Connell, 2020). It is, in fact, within the social doctrine of the church itself that asks for, “work for the common good, for social justice, peace, the development of each person, and of the human community” (O’Connell, 2020).

The articulated language within the church doctrine proposes to align similarly with the previous definition of creating shared value, and in an organizational symmetry, should be viewed as a valuable reference for achieving a partnership in global purpose. Although the call to action appears to speak to financial and global leaders, the call to youth and innovators give the opportunity to envision connection to this movement on a local level. Pope Francis asks that economies work together so that countries can develop without impossible burdens, yet to scale this concept to local conversations therefore allows for global collective impact to occur. Nonprofits could easily find themselves within this dialogue, asking for their own financial equality through partnerships in a competitive market.

The United Nations Sustainable Development Goals

Pope Francis has also mentioned that the *Economy of Francesco* broadens collective purpose as it is referenced within the United Nations 2030 Sustainable Development Goals (O’Connell, 2020). The UN SDG goals offer the nonprofit leader yet another form of engagement to further social outcomes. The United Nations (n.d) calls the SDGs a, “blueprint to achieve a better and more sustainable future for all.” The goals address challenges in both social, environmental and economic challenges that all humans face, and thus, are an impactful solution to create alignment across sectors. Core to their strength is their reliance on the proposition of shared value, a method based on shared goals and outcomes, and alignment to the goals offers a practice of cohesion and maximization of social purpose benefit. Similar to the “local to global” impact mentioned in the former example, the universal scope of impact of the SDGs too, can only be successfully executed by the refined examples of localized solutions. The value of collective work is articulated right within the framework of the SDGs, in Goal 17: Partnerships for the Goal (D’Italia, 2019).

The United Nations Global Compact, a voluntary report of commitment to uphold global sustainability efforts, reports that more than 9,000 companies worldwide have signed on (Patton, 2019). These figures show a marked momentum of corporate interest in becoming part of something bigger, and offer nonprofits a wide range of topics to assist in assessing potential partnerships. Major companies, like Nestle, Walmart, Google, Nike, Threadless, Tata, and others (Cadman, Bildfell, 2021) are recognizing the CSV framework within the SDG principles, and are explicitly making commitments within their business model (Sygiel, 2016). It is not necessary to be a for-profit business, however, to participate in the Global Compact. As of January 2020, all businesses of any size that fulfill the requirements are welcome to participate (UN Global Compact, n.d.).

What nonprofits have not been prepared to do is to shift the conversation from philanthropy to shared value, yet they need to become adept at showing how their mission aligns and how it can help to drive other businesses to success (Sygiel, 2016). A nonprofit has the chance to utilize the 17 SDGs as a self-assessment of purpose, and in completing this process, the nonprofit has a value template to present and insensitive future partnerships. As a nonprofit working with those with varying abilities, where disability rights are mentioned, De Colores Arts could present to align with the following goals (see Appendix A):

- Goal 4: Quality Education
- Goal 8: Decent Work & Economic Growth
- Goal 10: Reduced Inequalities
- Goal 11: Sustainable Cities & Communities
- Goal 17: Partnerships for the Goals

The SDGs offer a well thought out blueprint of global challenges, and the network of participating organizations itself offers a network for collaboration and learning. The United Nations website offers many useful infographics and documents that can be used as a resource to present an informative packet of an organization's alignment and purpose (About the Sustainable Development Goals, n.d.).

Section 3: Methods and Approaches

This project used a mixed methods research approach, utilizing primary and secondary data (see Table 3). Primary data was collected by conducting expert interviews. Secondary resources used for the literature review and data analysis portion of this project were located utilizing the University of San Francisco Gleeson Library online resource, and from other Internet resources obtained through topic relevant Google search engine. The data collection focused on an extensive literature review, shared space industry survey reports for data analysis, and expert interviews. The purpose of the literature review was to help clarify the terminology of creating shared value and shared space so that the reader could begin with a solid basis of understanding as benefits and possibilities were explored. Current data and literature offer little to know reporting on the specific model of shared space that this report is proposing, thus the data analysis portion of this research relied on current industry trends of shared space. These reports offer the best understanding of the implications and experiences of those operating in shared spaces, as seen by two leading shared space network operations, The State of the Sector 2019 and Center for Social Innovation 2008 survey. As the Executive Director of a nonprofit operating in a shared space capacity, the author's perspective was also relevant to the analysis of the data and recommendations.

Table 3: Mixed Method Approach Used

	Data Source	
Primary data	Structured interviews nonprofit/for profit leaders	4
	Semi-structured interviews nonprofit/for profit leaders	2
Secondary data	Shared Space Surveys from industry leaders	
	Case Study	
	Professional and nonprofit resources, academic journals, and articles, to review: Creating Shared Value (CSV) vs Corporate Social Responsibility (CSR), The State of Shared Space, Cross-Sector benefits, Collective Impact & Models and other relevant topics	

The primary data was collected through both structured and semi-structured interviews, with an equal mix of both for-profit and nonprofit leaders. Due to limited access during the stay and shelter order of COVID-19, structured interview questions were provided to interviewees. Four individuals opted to respond via written response, and two individuals opted for a semi-structured interview via phone and Zoom meeting conversation.

The interviewees represent a mix of experience, to no experience, with utilizing or offering shared space as a part of business strategy. The following six individuals were interviewed. Further details of the interview questions can be viewed in the appendix (see Appendix B).

- Irma Velasquez: CEO and Founder of De Colores Arts
- Jim DeFalco: Head of Business Affairs at Deep Coaching Institute
- Lisa Sniderman: Independent artist, playwright, author, filmmaker and owner of Aoede
- Micah Robison: Vice President, Enterprise Storage Development at IBM | Master Inventor at IBM
- Sonia Lunacek: Founder of UPLIFT EXPERIENCE
- Steve Hagler: Executive Director of Learn Up

The purpose of the interview questions was three-fold. First to ascertain the overall understanding and experience of the terms *creating shared value* and *shared space*, second to gain an understanding of perceived benefits or challenges, and finally to gain an understanding of an individual's perception of cross-sector partnership and desire to partner on a local or global scale. A summary of themes can be found in Section 4 of this report, along with industry data analysis, which was used along with topics revealed in the literature review to formulate recommendations and a practical model in Section 5.

Section 4. Data Analysis

Expert Interview Summary

As mentioned above, both structured and semi-structured interviews were conducted with six participants, seeking an equal mix of for-profit and nonprofit experience, with varying degrees of experience in utilizing shared space. The first set of questions were posed to ascertain the experience and role of each individual.

The interviewees included 3 nonprofit leaders and 3 for-profit leaders, with organizations of varying sizes, ranging from very small, to large corporations. 2 of the nonprofit participants, and 1 of the for-profit currently operate in a shared space capacity, operating some, or all, of their program within the space of another business. One participant noted that they mostly operate their business on virtual platforms, and that there are certain industry hubs where they are able to run virtual offerings or promotions.

RQ1: How can a nonprofit with a scarcity of resources utilize shared space to promote corporate shared value? The intention of these questions was to evaluate participants' understanding of key terms, and to get a sense of their interest towards collaboration. The topic of volunteerism was also discussed both to understand the participants' need and experience, but to also probe at the concept of why shared space may be useful for a volunteer program and help promote their mission purpose.

Responses showed a mixed understanding of CSV, and the concept of “value” was mostly referred to in reference to personal or organizational “values” as opposed to beneficial value propositions. This is an important distinction to make. Values add important ethical and moral attributes to a person or organization, but seeking the “value” that is added by the intended work of an organization brings a different viewpoint. Velasquez noted that, “we need to re-think the notion of profit...organizations have a moral responsibility to rethink the value they are adding to the earth that we all share.” (personal communication, April 7, 2020).

Although some interviewees currently operate in shared space, the reflected experience or knowledge of shared space was noted as most familiarly a concept of shared workspace, and volunteer programs were viewed as useful, but underused. No individuals had personal experience with corporate volunteer programs, but agreed that collaboration with a company with such a program could benefit a nonprofit.

RQ2: How can a nonprofit with a scarcity of resources utilize shared space to create nonprofit organizational growth? Either from personal experience or a presumed understanding, the answers of impact on a nonprofit echoed the results previously mentioned in the shared space industry surveys referred to later in this report. Reflected benefits of shared space included: an expansion of social purpose; capacity expansion; broaden community; serves as incubator for innovation; cost savings; and new virtual possibilities. Hagler, who operates a reading center within a community

integrated partnership, acknowledged that while his partnership has remained cooperative and stable, that there are certain problems that a nonprofit could face. There often is not a contract, and as the economy changes, philanthropy is often what is cut. However, he has had success in building trust and mutually beneficial trust with the partnership and says, "The upside of not having rent is worth the inconvenience" (personal communication, April 7, 2020). Several participants also noted that the epidemic of COVID-19 has raised a lot of questions and new thoughts of the use of space. The shifting landscape of stay-at-home working may open a lot of new space potential, and virtual space may become more active.

RQ3: How can a non profit with a scarcity of resources utilize shared space to engage in local and global collective impact? The interesting result of these questions was that although collaboration was viewed as beneficial, and there was marked interest in both local and global collaboration, there was not agreement that nonprofits had any obligation to support and collaborate with other nonprofits. It is not apparent if the question was misunderstood, as participants also acknowledged the potential benefit of aligning values to collaborate. This is important to clarify as nonprofits seek to gain partnerships, sectors should not be a limitation.

Robison, an executive with IBM, recognized that there may be difficulty of logistics and liabilities. This is an important question that may arise when instigating a shared space dialogue, and nonprofits should be prepared with specifics of their needs, and have researched answers to meet potential concerns.

There was 100% agreement that alignment with a global purpose would serve a partnership, but there was no clear understanding of how, and no interviewee was aware of the SDGS, but agreed with potential alignment. The current state of COVID-19 was again acknowledged. Hagler made an important reflection, "Especially with COVID-19. A lot of organizations are looking for ways to connect and offer help. It is probably a perfect time to have the conversation."

Industry Survey Trends

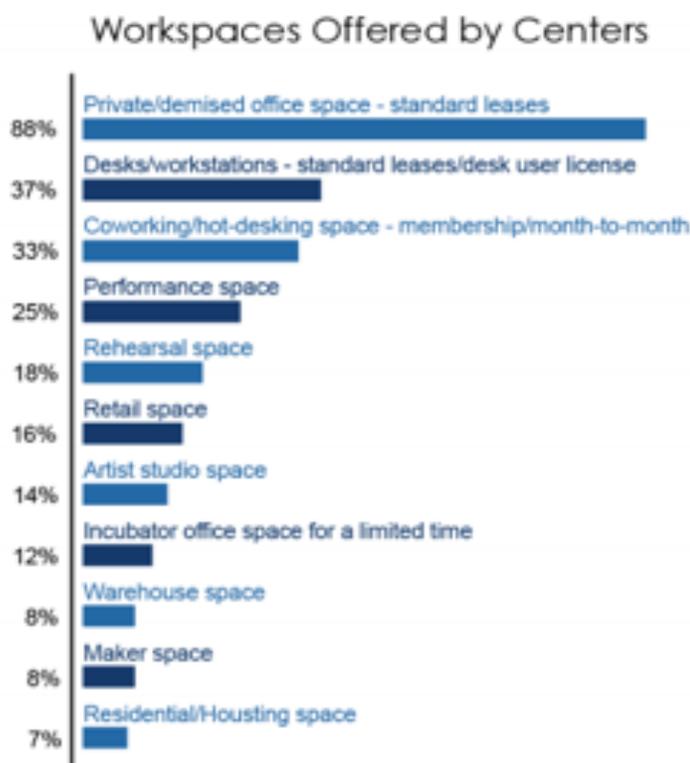
As previously mentioned, the trend of shared space in context of the purpose of this research project is limited. For the purpose of understanding the operations, current impact and benefit of utilizing shared space, in any capacity, two reputable shared space industry surveys were analyzed for their useful reflection of operational and community impact.

In February 2019, The Nonprofit Centers Network conducted their third "State of the Shared Space Sector" e-mail survey of 102 open North American nonprofit centers. The purpose of the survey was to update existing data on nonprofit centers and also to raise

awareness and advocate for the usefulness of shared space. The survey offered 71 questions 482 Nonprofit Centers •22% response rate (108), with 76% U.S. • 24% Canada (Waite, et al., 2019). Reflective in the literature review and interviews conducted, private offices and individual or co-working stations were found to be the most common and workspaces sought out (see Table 4). The unique need of an organization would dictate which of these spaces would bring benefit, and the quantity of the need would be important to understand the practicality of use in this existing model. For the mission of De Colores Arts, noting how many offer performance or rehearsal space is relevant to their operation, and at only 25% and 18% offering this, it could be a difficult option for them to rely on for operation.

Additional relevant organizational benefit is seen in the results of reallocation of the savings of shared workspaces (see Table 5). The results show that savings achieved from shared space leave the organization free to reinvest in the organization for growth. This data is relevant as proof that shared space can actually serve as a strategic investment towards organizational growth ((Waite, et al., 2019).

Table 4: The Nonprofit Center Survey Workspaces Offered



Source: Data from "State of the Sector 2019," by Waite, L. et al., 2019.

Table 5: The Nonprofit Center Survey Cost Savings Redistribution

Source: Data from "State of the Sector 2019," by Waite, L. et al., 2019.

The second data source evaluated at was the 2008 Center for Social Innovation survey, resulting in the document, *"PROOF How Shared Spaces are Changing the World."* The survey asked 100+ questions to CSI Members, had 80 respondents, which was about a 30% response rate, and the organization is based in Toronto, Canada. These survey results were significant because they offered insight into the impact shared space is making on social innovation. The impact areas experienced by respondents were in benefits to mission, networks, ideas, collaboration, money and happiness. Top corresponding statistics report correlating results (Center For Social Innovation. (n.d.)):

- 70% Say shared space improved their company image.
- 92% Say shared space has expanded professional networks.
- 67% Say shared space has enabled them to learn ideas, trends, & techniques.
- 30% SAY shared space has helped to generate interest from funders.
- 72% Say shared space has helped them to live their values.

Section 5: Implications and Recommendations

Implications

The main concepts explored within this project relate to the advancement of shared value through the use of shared space, and how utilizing space as a shared resource could work to achieve lasting social impact while creating sustainable nonprofit growth.

Although the concept of shared value is often linked with a for-profit corporate business model, the literature reveals the reality that the nonprofit has an important role in building the partnerships necessary to achieve results. As noted by multiple resources, shared value does not happen in isolation. Social change is best found when organizations build relationships and partnerships, resulting in mutual operational benefits, and a broader landscape for innovation and local and global change.

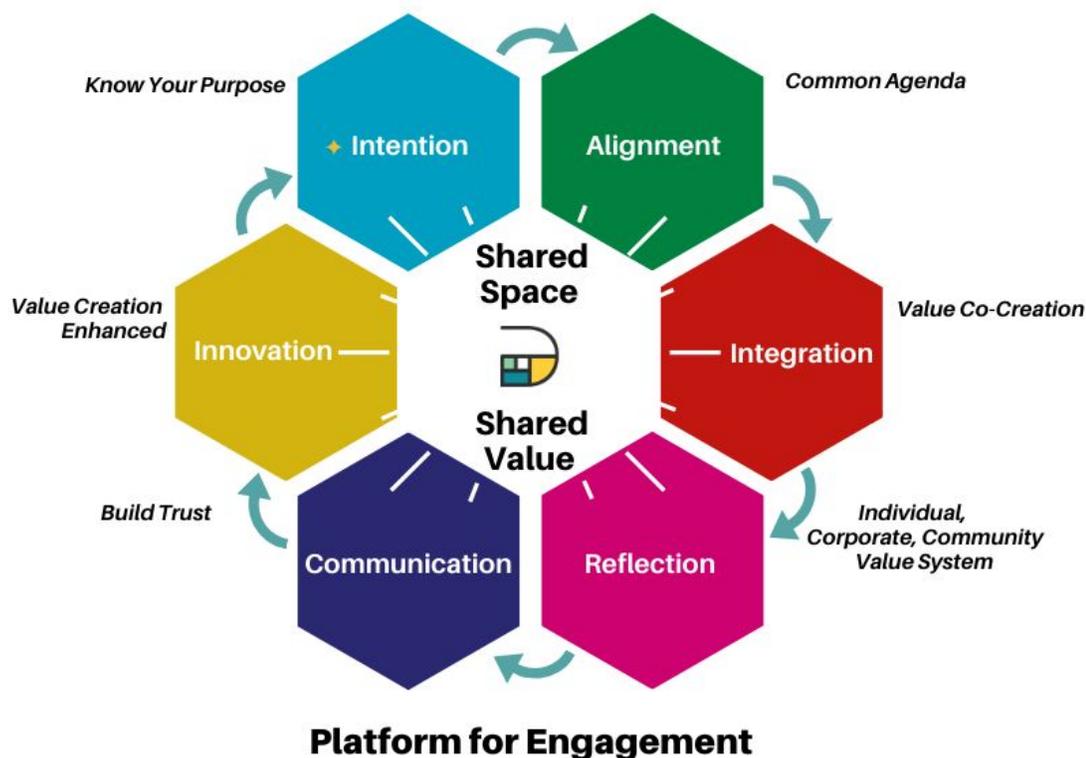
Current trends have shown progressively positive results of utilizing shared space, and a key factor in the implementation of shared value calls for a *space* to create and innovate. In reflection of the three concepts that Porter and Kramer propose to create value, new products & services, rethinking value chain, and value in cluster development, it becomes evident that creating intentional shared space is the missing opportunity for all of those possibilities to exist. Nonprofits are the social intersection that creating shared value is reliant upon. *Shared Space* can become the platform for the engagement.

Both the literature review and expert interviews indicate the necessity for ownership of the engagement process, clarity of purpose and continuous dialogue for a shared space, shared value partnership to be effective. The below model offers a visual tool to assist organizations as they seek, implement, and continue a process of engagement (see Figure 4). The model follows a continuous cycle with necessary components. For a detailed model see appendix (Appendix C):

- **Intention** - Know Your Purpose:
 - *Begin & relaunch here*
 - *Be clear on your mission, program & purpose*
 - *Commit to serve as platform for for initiative*
 - *Clarity on space needs*
- **Alignment** - Common Agenda
 - *Scout for synergistic organizations for partnership*
 - *Identify mission aligned leader for contact*
 - *Evaluate point of alignment and/or gap your program can fill in partner's purpose*
 - *Shared Value Dialogue*
- **Integration** - Value Co-Creation
 - *Begin & relaunch here*
 - *Conduit for interaction*
 - *Develop Reinforcing Activities*
 - *NPO integrated program*
 - *Corporate Volunteer Policy*
 - *Shared Event Attendance*

- *Mutual Promotion - act as partners*
- **Reflection** - *Individual, Corporate, Community Value System*
 - *Measurement defined - include frequency*
 - *Common language*
 - *SDG's can serve as marked value points*
- **Communication** - *Build Trust*
 - *Schedule meeting touch points*
 - *Learn from stakeholders involved*
 - *Build network & relationships*
- **Innovation** - *Value Creation Enhanced*
 - *Open to emerging ideas*
 - *Include additional stakeholders*
 - *Evaluate new grants/funding*
 - *Reset new plan within integration phase*
- **Restart with Intention**
 - physical touchpoint of communication, and then re-imagining and innovation, to be launched again with the now mutual intention.

Figure 4: Shared Space, Shared Value Platform for Engagement



Limitations

Empirical research into working in a shared space model as a strategic operation for value promotion is not widely available. The shared space surveys resources for the purposes of this report were limited to results of more traditional shared space centers of working. Further impact analysis of operating partnerships would facilitate a better understanding of organizational and societal impacts that partnerships, rather than workspace alone, could offer.

A further limitation occurred due to COVID-19 and the stay and shelter order being experienced. Although several organizations with relevant reflection of partnerships with De Colores Arts were solicited for input, the response was hindered, possibly by an apprehension to speak on shared space, during a time when everyone was asked to remain distant. The implication of this new reality is, as of yet, unknown. It is uncertain

if this will open more opportunity for unused space, or create a new paradigm of conversation to how to utilize virtual space. It would be beneficial for De Colores Arts to track and report on their efforts of collaboration post-epidemic.

Recommendations

In reflection of the analysis conducted by this research, the following recommendations are offered to help best facilitate a shared space, shared value partnership:

1. Value creation is best generated through the integration of others, not in isolation. Nonprofits need to break out of their own silo and shift their perspective to partnerships to best advance their mission purpose.
2. Create a value proposition(s) that leverages the resource of others' space to create the platform for shared value & innovation. While obtaining space as a valuable resource is relevant, leverage the value creation to obtain the opportunity.
3. Don't attempt to control the value creation. Create a forum for dialogue to motivate and facilitate participation. The opportunity for innovation and connection is limitless in a partnership.
4. Resist being set on delivering one organizational outcome. Be open to where the process takes you. Keep partnership possibilities broad and be open to have the process take you in new directions.
5. Communicate! Even a crisis may be a catalyst for innovation. Let the dialogue guide the trajectory of the collaboration

Section 6: Conclusions

The necessity for a nonprofit to have to think creatively for its survival is an unfortunate reality. Uncertainty of fundraising and other government revenue sources, coupled with rising cost of real estate offer an unstable environment for a small nonprofit to effectively function. As the world faces continued challenges, corporations are being called on to step up and participate in solving social issues. Creating shared value offers a new ideology for companies to engage in creating real benefits to society, however they are reliant on the nonprofit sector for social, economic and environmental awareness and expertise necessary for collective impact to occur. The intention and desire of cross-sector collaboration seems inevitable, yet how a small nonprofit can engage, and understanding their role is less obvious. Trends show that nonprofits have experienced support and have built capacity by utilizing shared space, and major

organizations have additionally shown their acknowledgment that shared space is a resource they can offer to support the social work of the nonprofit. Leveraging this success, continuing to cultivate space as an area of mutual benefit and connection seems a natural progression. A nonprofit with a scarcity of resources has a new opportunity to create a platform for engagement, and through this space, a mutual intention of purpose can be formed where possibilities and growth are boundless.

List of References

- Angelova, R. (2019). About the Similarities and Differences between Shared Value and Corporate Social Responsibility. *Trakia Journal of Sciences*, 17(Supplement 1), 186–188. <https://doi.org/10.15547/tjs.2019.s.01.031>
- About the Sustainable Development Goals – United Nations Sustainable Development. (n.d.). Retrieved May 15, 2020, from <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>
- Barac-Macey, L., & Author. (2016, August 17). What can shared value do for your nonprofit? Retrieved March 26, 2020, from <https://www.fpmagazine.com.au/what-can-shared-value-do-for-your-nonprofit-346033/>
- Brotsky, C., Eisinger, S. M., & Vinokur-Kaplan, D. (2019). *Shared space and the new nonprofit workplace*. New York, NY: Oxford University Press.
- Cadman, R., & Bildfell, D. (2012, December 4). Putting Shared Value into Practice (SSIR). Retrieved May 14, 2020, from https://ssir.org/articles/entry/putting_shared_value_into_practice
- Center For Social Innovation. (n.d.). How Shared Spaces are Changing the World [Pdf]. Retrieved February 18, 2020, from http://socialinnovation.org/wp-content/uploads/2016/06/Proof_How_shared_spaces_are_changing_the_world_.pdf
- Collective impact. (2019, December 12). Retrieved May 14, 2020, from https://en.wikipedia.org/wiki/Collective_impact
- Creal, S. (2017, November 30). The Benefits of Nonprofit Coworking. Retrieved from <https://nonprofithub.org/culture/benefits-of-nonprofit-coworking/>
- D'Italia, M. (2019). Collective Impact at Rutgers University - Camden, USA: Shared Value and the Role of Campus/Community Partnerships in Advancing the United Nations' Sustainable Development Goals. *AI Practitioner*, 21(2), 21–26. <https://doi.org/10.12781/978-1-907549-39-7-4>

- Fish, S. (2014, August 13). Focusing on shared value: The changing nature of nonprofit and business partnerships. Retrieved March 26, 2020, from https://charityvillage.com/focusing_on_shared_value_the_changing_nature_of_nonprofit_and_business_partnerships/
- Epstein-Reeves, J. (2012, June 6). What is 'Creating Shared Value'? Retrieved May 14, 2020, from <https://www.forbes.com/sites/csr/2012/06/04/what-is-creating-shared-value/#5df7a69d2bf1>
- FSG. (2018, October 16). Retrieved May 15, 2020, from <https://www.fsg.org/about>
Infographic Disability-inclusive SDGs. (n.d.). Retrieved from https://www.un.org/disabilities/documents/sdgs/disability_inclusive_sdgs.pdf
- Kania, J., & Kramer, M. (2011). Collective Impact (SSIR). Retrieved May 14, 2020, from https://ssir.org/articles/entry/collective_impact
- Kullak, F. S., Baker, J. J., & Woratschek, H. (2020). Enhancing value creation in social purpose organizations: Business models that leverage networks. *Journal of Business Research*. <https://doi.org/10.1016/j.jbusres.2020.01.069>
- Nonprofit Impact Matters. (2019, September). Retrieved February 15, 2020, from <https://www.nonprofitimpactmatters.org/site/assets/files/1/nonprofit-impact-matters-sept-2019-1.pdf>
- O'Connell, G. (2020, April 7). Pope Francis: A vibrant economy must put an end to poverty. Retrieved March 1, 2020, from <https://www.americamagazine.org/politics-society/2020/02/05/pope-francis-vibrant-economy-must-put-end-poverty>
- Pasini, N. (2018). A Collective Impact Approach To The Reading Achievement Gap. *Journal of Library Administration*, 58(6), 605–616. <https://doi.org/10.1080/01930826.2018.1491186>
- Patton, A. (2018, July 21). Working With Corporate Partners: The View From the Other Side. Retrieved May 14, 2020, from <https://www.missionbox.com/article/449/working-with-corporate-partners-the-view-from-the-other-side>

- Porter, M. E., & Kramer, M. R. (2011). Creating Shared Value. *Harvard Business Review*, 89(1/2), 62–77.
<http://search.ebscohost.com/login.aspx?direct=true&AuthType=sso&db=bth&AN=56698455&site=eds-live&scope=site&custid=s3818721>
- Siu, A. (2017, June 19). Here's how businesses are welcoming nonprofits to share their space. Retrieved May 14, 2020, from
<https://www.bizjournals.com/sanfrancisco/news/2017/07/19/corporate-philanthropy-nonprofit-office-space.html>
- Sygiel, L. (2016, June 27). A long side profits, a shared value. Retrieved from
<https://charitableadvisors.com/a-long-side-profits-a-shared-value/>
- The Charitable Sector. (2020). Retrieved February 15, 2020, from
<https://independentsector.org/about/the-charitable-sector/>
- The Economy of Francesco. (2020, May 5). Retrieved May 14, 2020, from
<https://francescoeconomy.org/>
- UN Global Compact. (n.d.). Retrieved May 14, 2020, from
<https://www.unglobalcompact.org/>
- Waite, L., Cefola, J., Ettlin, S., & Moore, S. (2019, December 20). State of the Sector 2019. Retrieved May 14, 2020, from
<https://www.nonprofitcenters.org/sector2019/>

Appendix A: SDG Disability Infographic



Appendix B: Interview Questions

Please answer the following questions as they relate to either your current experience, or experience working with, or at either a for profit or nonprofit organizations. If a question does not relate to you please respond with N/A.

The purpose of this research project is to develop a framework of understanding to support a small nonprofit with limited resources to utilize the resource of shared space to promote corporate shared value (CSV) and organizational growth

1. What is your current role at your organization?
2. Is your current role with a for-profit or nonprofit?
3. Have you ever used shared space or offered space to another? If so, in what capacity?

RQ1: How can a nonprofit with a scarcity of resources utilize shared space to promote corporate shared value?

1. What is your understanding of types of shared space?
2. What is your understanding of corporate shared value?
3. *Michael Porter, a professor at Harvard Business School, and Mark Kramer, managing director of the global social impact consulting firm FSG, kicked off the corporate shared value trend in 2011 with an article in Harvard Business Review. Corporate Shared Value (or Shared Value) is a new generation business thinking which enhances the competitive position of the company while at the same time advances the society in which it operates. <https://www.ecomena.org/corporate-shared-value/>* Do you believe that nonprofits have a responsibility to help promote this concept? If so how?
4. Do you feel that the representation of collaborating in collective impact is a beneficial value for your stakeholders?
5. Do you have a need for volunteers? In what capacity e.g. program, administrative, marketing, etc.

6. Do you have a volunteer incentive program(or worked with a company)? What do you believe the purpose of this program is?

RQ2: How can a nonprofit with a scarcity of resources utilize shared space to create nonprofit organizational growth?

1. How have you experienced the use of shared space with organizations you have worked with or currently work for?
2. In what ways have you experienced growth for your organization during the use of shared space?
3. In what ways do you believe the other organization in the collaboration benefited during the use of shared space.
4. Could your organization benefit from utilizing an unused space for program offerings? For some other use?
5. Do you have unused space that you could offer? On-site or virtual?
6. Would virtual space benefit your organization?
7. Do you have experience using virtual space? Explain any advantages or disadvantages?
8. What would hinder you from offering this kind of physical or virtual “space sponsorship” OR from taking advantage of this offering?

RQ3: How can a nonprofit with a scarcity of resources utilize shared space to engage in local and global collective impact?

1. Do you believe that there is a social responsibility for sectors to collaborate?
2. Do you believe that it is necessary for nonprofits to promote other nonprofit missions?
3. Do you have a desire to align your organization to a bigger global purpose? Do you know how?
4. Are you aware of the United Nations' 17 Sustainable Development Goals (SDGs)?
5. [The 2030 Agenda for Sustainable Development](#), *adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action*

by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth Do you feel your organization would benefit from the promotion of alignment with SDGs?

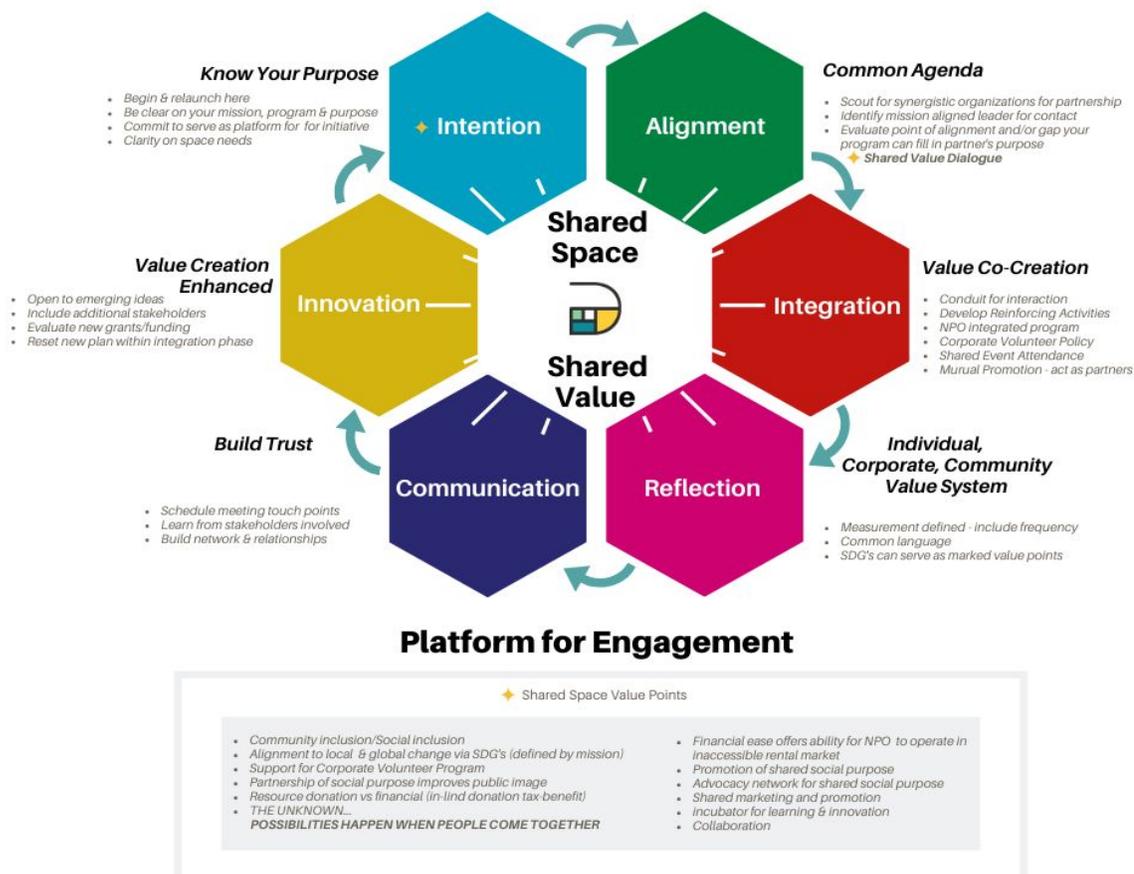
Please feel free to share any additional thoughts or reflections on the concept of sharing unused space for Shared Value promotion and organizational growth.

Are you available for any follow up questions should the need arise?

Thank you for taking the time to share your relevant perspective on an important concept during this time of an evolving and changing landscape.

With gratitude,
Shana Murray
Executive Director of De Colores Arts
USF Master of Nonprofit Education Student

Appendix C: Shared Space Platform for Engagement Model Details



Author's Bio



Shana is currently the Executive Director of De Colores Arts, a Bay Area nonprofit that offers an inclusive space for self-discovery through the arts for young adults with varying abilities. She led the organization into a new phase of operation, launching a new brand and brought a new methodology to better meet new clients and stakeholders. She has developed marketing strategies and recruited participants, volunteers and staff. She previously served as the founding Vice President of Meristem, a successful practical skills and residential housing organization for young adults with autism and varying abilities in Sacramento. She worked to recruit clients and hire staff, and coordinated with a marketing team to launch the new brand. She was able to secure state Regional Center funding for both of these

organizations, which included the design and articulation of a program design, funding model, assessment process, and other operational policies.

As the administrator of a private K-8 Waldorf school, Shana prioritized organizational capacity in order to promote growth. She directed a more efficient tuition and tuition assistance management process and implemented a competitive faculty wage and benefits package. This experience provided Shana the opportunity to sit on the board finance committee for a fellow school. As a manager of an educational and conference campus, Shana worked to better allocate tuition revenue by streamlining the offering of included student supplies. She effectively created a student supply policy to better utilize the campus bookstore for student purchases.

Shana has the ability to analyze market needs and trends to develop marketing tactics and unique brand development. She has worked in multiple capacities to help relaunch and rebrand new and outdated organizational identities and has also developed outreach strategies that have successfully built community awareness.

Shana has worked extensively within strategic nonprofit management positions and has helped advance organizations to success while aligning a team with vision, mission, and strategy. She is an articulate speaker with experience in understanding how to leverage communication with mixed audiences to influence stakeholders and translate ideas and projects into results. She excels at aligning and managing resources to structure organizations, develop curriculum and policies, and execute projects. She graduated from the University of Maryland Europe with a BA in History, and a minor in Business Law and Public Policy. In May 2020, Shana will graduate with her Master of Nonprofit Administration from the University of San Francisco.