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Collaborative Trust: A Case Study Of Trust Evolution in a Public/Nonprofit Partnership

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Walden University
2014

Abstract

Collaborative Trust: A Case Study of Trust Evolution in a Public/Nonprofit Partnership

by

Maria Odumodu

MA, University of Western Ontario, 1986

BA, Honors University of Western Ontario 1981

ACII, Holborne College of Law Language and Commerce, 1970

SRN, England and Wales 1966

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Public Policy and Administration

Walden University

December 2014

Abstract

Lack of trust between nonprofit organizations and the communities in which they are located is a well-documented problem in the academic literature. The nature of this mistrust is far less understood, and little is known how community-nonprofit collaborations can overcome these gaps in trust. Guided by Simmel's theory of trust, this study examined the role of collaborative trust between public and non-profit organizations with a focus on better understanding how trust evolves. The research questions focused on how trust was defined and the factors that enhanced and inhibited trust evolution within the context of collaborations between nonprofit organizations and communities. Data were gathered through structured, in-depth interviews with 14 staff and stakeholders, a focus group of 4 management committee members, and the examination of partnership documents. Data from the interviews and documents were inductively coded and then organized around key themes. The themes from the content analysis indicated that the 3 chief executive officers in the partnership embraced the concept of collaboration, invested time at trust building activities, and obtained stakeholder support. This study contributes to positive social change by providing information for policy makers and administrators of public and nonprofit organizations facing similar contexts about how the development of trust can remove the barriers and sustain collaboration to deliver social program services efficiently and equitably.

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Dedication

In memory of my dad, who instilled in me the love of learning, the belief in the possibility of change, and the confidence to pursue my dream. To my husband, Joe for his love and unwavering support, my children, Richard, Edward, Michael, Jacqueline and grandchildren, Jackson, Maxwell, Blake, Alice, and Beatrix, my sisters, Grace, Sr. Evangeline, Rose, brothers, Francis, Joseph, Aloysius, and Ignatius, nieces and nephews for their encouragement.

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I thank God for giving me the courage and perseverance to complete this PhD and make a dream come true. I am grateful to my chair Dr. Ernesto Escobedo for his support and guidance which kept me grounded. I thank Dr. Mai Moua who introduced me to research and guided me in this journey. I also thank Dr. Gema Hernandez for her support and quick feedbacks. I am grateful to all of you for saying yes to be in my committee.

I would also like to thank Alva, Anne, Jacquie, Edward, Teresa, and my Walden family and all the people in different organizations that helped me in any way from the course section of this study to the completion of the PhD. I acknowledge the support of my Walden cohorts and cannot thank you enough for your encouragement. You contributed in different ways to the successful completion of this PhD.

Table of Contents

List of Tables

List of Figures

Chapter 1: Introduction to the Study

Even though collaboration between the governments at all levels with the private

sector is now well accepted in policy implementation, collaborative researchers

concluded that trust is crucial for successful collaboration (Alexander & Nank, 2009;

Brinkerhoff & Brinkerhoff, 2002; Gazley, 2008; Feiock, Steinacker, & Park, 2009;

Indridason & Wang, 2008; Patel, Petit & Wilson, 2012; Salamon & Anheier, 1998).

Czerwinski (2007) noted that despite the increase in the community building roles of the

private sector in the making and implementing of policies on behalf of the federal,

researchers have not focused on the trust relationship but on the tax exemption status of

the nonprofit organizations. The knowledge about the evolution of trust remains limited,

thus creating a gap in literature. It is within that context that I explored the factors that

enhanced or inhibited the evolution of trust in a successful public non- profit partnership,

which became feasible when the entities pooled their financial resources together to

provide integrated services to an underserviced part of the city. By so doing they made

efficient use of resources and fairness in that the tax burden was not extended to the other

citizens of the city.

Since taxation is the only source of resource for the governments, the ideal in

public policy is to allocate the financial resources efficiently, in terms of cost benefit and

equitably in terms of fairness (Hyman, 2011). Public administrators and elected officials

turn to collaboration with nonprofit organizations as one method of achieving the ideal.

Anderson (2011) asserted that the formulation of public policy is a purposive action of a

government in response to a perceived problem of a given constituency. In this regard

nonprofit organizations play critical roles, through consultation, advocacy, implementation of public policies on behalf of all levels of government and partnerships to solve the perceived problems. Partnership/collaboration in this case is defined as two or more people working together to achieve something, which they could not done it alone. The goal of this qualitative research was to explore the evolution of trust in the city of Odiville and Jamber Foundation, joint venturers and the city of Odiville's public library and add to the knowledge gap, identified by Gazley (2008) as well as have "academic and practical applications" (McNabb, 2008, p.4).

This chapter contains the introduction, the background, the problem statement, the purpose of the study, and the research questions, which are followed by the conceptual framework, assumptions, limitations, and scope. I presented the details of the processes used as expressed by the participants to achieve a successful partnership.

Background

In democratic governance, the government and citizens have a symbiotic relationship through a social contract (Mills, 1909). The government responds to the people through public policies, which address economic, political, and social issues for the common good. Citizens pay their taxes and participate in periodic elections, thus giving legitimacy to the government. Taxation is the only source of income/resource and how that income is allocated, is political, and represents the means to achieve campaign promises (Mikesell, 2011, p. 378). The allocation of financial resources by the government to a particular social program is a choice based on ideology, the provision of

the common good such as education, defense, and social welfare is the exceptions, since only the government can provide them (Putnam, 2001; Rossi et al., 2004).

Hyman (2011) provided the rate of growth in federal government expenditure from 1929 to 2008. The increase in governmental spending for welfare is reflective of the failure of the market, which increased the number of unemployed and decreased the tax revenue collectable and collected by the government, making collaboration necessary. The effect of the market failure was execrated by the increase in longevity, which gave rise to an increase in aging population. This phenomenon has impact on the available resource in meeting demand for more pension payments health care. Even the war on terrorism has implications on the defense budget (Hyman, 2011, p.29).

The economic conditions of 2008 contributed to the deficit budget making collaboration necessary. Hyman (2011) posited that the increase in common goods has led to the characterization of the 20th century as "the century of government growth" (p.16) and increased collaboration. In public policy, the allocation of resources in an efficient and equitable manner remains a critical goal for governments, when promoting the common good (Hyman, 2011; Mikesell, 2011). In the face of competing interests, policies designed with the best framework are not adequate to achieve the goal or produce unintended consequences, when implemented (Haddon, 2011). According to Brinkerhoff and Brinkerhoff (2011), overcoming the challenge posed by lack of trust is crucial to the achievement of collaborative success.

Collaboration Definition Background

Public Administrators adopt collaborative problem-solving approaches such as delegation, funding, privatization, and collaboration to deal with the challenges (Anderson, 2011; Fenwick, Miller, & McTavish, 2012; Kagame, 2010). The process of fulfilling the common good responsibility may involve the creation of governance institutions and public policies that lead to political, economic, social transformations, and civic minded citizens. Kagame (2010) posited that successful nation-building ought to come from within. It should involve the collaboration of all citizens and improve the lives of citizens, beyond the provision of the basic needs of food, shelter, and clothing. It is after the basic needs are satisfied that people become interested in philosophical discussions about democracy and social change.

There is no agreement between Salamon and Anheier (1998, 2007) and Rossi, Lipsey, and Freeman (2004) as to why the nonprofit organizations and the federal government became involved in the provision of social programs. However, Alexander and Nank (2009), in their longitudinal study of public and community-based nonprofit organizations (CBNs), concluded that the failure of government to take into consideration, establish trust with the people resulted in the people having little expectation that government would act in their best interest and refused to cooperate with the government. Alexander and Nank found that the charitable organizations acquired knowledge about the local issues, developed an empathetic connection with their clients, and built trust with them. Alexander and Nank and Melbourne (2008) further asserted that the ability to understand the needs of clients and meet their expectations is not only

critical for organizational viability, but it also gives clients confidence in the CBNs, who are seen as trustworthy. Through collaboration, the nonprofit organizations provide the bridge for the government to build that trust within the New Public Administration, which demands economic efficiency and equity (Hyman, 2004; Fredrickson, 1990, 1999; Rawls, 1971).

Putnam (1993) posited that improvement in the lives of the poor could be achieved through the presence of a trust relationship in the collaboration of a cross-section of society, working towards a common goal. That belief is evident in the various international wars, humanitarian work, and globalization that rely on collaboration (Brinkerhoff & Brinkerhoff, 2011; O'Neil, 2004). How successful these wars are is beyond the scope of this dissertation project. What is certain is that the potentials of collaboration, remain potentials on paper in the absence of trust relationship

Trust Definition Background

Since the concept of trust was discussed within the context of collaboration, the evolution of trust was addressed within that context in this dissertation. Msanjila (2011) asserted that as a framework to discuss trust evolution, collaboration means that "if certain conditions are present, problems will be solved by allowing the new entity to focus on their purpose; accept the risk entailed rather than being suspicious of each other" (p. 139). Mayer, Davis, and Schoorman (1995) defined trust as

> The willingness of a party to be vulnerable to the actions of another, based on expectations, that the other party will perform a particular action important to the trustor; irrespective of the ability to control or monitor that other party. (p. 721)

Nonprofit organizations have been partners in the areas of child welfare, the disabled/the disadvantaged, (Chen, 2010; Vancoppenolle & Verschuere, 2012), and with needs assessment (Eschenfelder, 2010, p.1). Collaboration is necessary to achieve collaborative advantage; but, it is difficult in practice. If the nonprofit partners are to continue their involvement in policy issues towards social development, the solution to the difficulties posed by distrust/ lack of trust was explored in this case (Alexander & Nank, 2009). According to Fang, Palmatier, Scheer, and Li (2008), the process of collaboration results in the "creation of triple entities: we, them, and us" and lack of trust at any level, affects the outcome of the collaboration (p. 81). For example, at each level of interaction, the employees charged with the purpose of achieving the goals have multiple loyalties, to multiple entities, and with their colleagues. It is not surprising if the divided loyalty lead to suspicion, "conflicting agendas, and opportunistic behavior" (Fang et. al., 2008, p.93). The end result is a failure of trust to develop.

Feiock et al., (2009) asserted that the transaction costs inhibit trust development in the public nonprofit collaboration. It appears that even in Africa, Yoh (2005) asserted that ethnic loyalties, arising from the lack of trust in the government, made collaboration difficult and prevented social change. Findings from this study will help researchers to facilitate participatory and empowerment processes for those not normally involved in the policy process, to weigh the evidence and be willing to embrace social change (Patton, 2002, pp. 182-189). Patton (2002) claimed that the transition to democratic nation building involved informed citizens, who must master "in-depth democratic thinking and political sophistications" (p. 189) and "know how to use information" (p.

189). Patton posited that social change involves helping people to think innovatively and to act collaboratively, based on the thinking. This study has contributed to closing the knowledge gap about trust and to new thinking, which is important for social change. In order to effect social change, this study explored how trust evolved and maintained in the city of Odiville and the Jamber Foundation's joint venture, and the city of Odiville's public library, the collaborators.

Collaborators Background

The rising demand for services and the decreasing revenue brought together a public and nonprofit organization to work together. Czerwinski (2007) noted that despite the increase in the private sector role in democratic governance, researchers focused mainly on the tax exemption status. The focus on transaction cost, and the nature of the agreement/arrangements yielded the same conclusion, that successful collaboration hinged on trust relationship, regardless of who the collaborators are, the nature of the collaboration, and who initiated it (Ansell & Gash, 2007; Feiock et al., 2009; Gazley, 2008; Kramer, 2010; Patel et al., 2012).

It was important to explore how trust evolved and maintained in the city of Odiville and Jamber Foundation's joint venture and the city of Odiville's public library, through a qualitative case study. The city is located in somewhere in Ontario and has a population of 366,151 (Statistics Canada, 2011). It is located on the Highway 401 corridor. It has an international airport, with easy access to the United States by train, plane, and road. It has many well established institutions of higher learning. The collaboration between the city of Odiville and the Jamber Foundation was in response to

the demand for services to a growing and affluent suburb of the city. With the financial

support of the city of Odiville and the successful capital fund's drive by the Jamber

Foundation, the construction of the 84,000 square feet Bobcreek Community Centre was

completed and occupied in October, 2010. In this collaboration are the branch of the

Jamber Foundation, a branch of the city of Odiville's public library (funded) by the city

of Odiville and a small city of Odiville's office. They share a common entrance, a big

foyer, a facility Management Committee, a manager, and utility costs**.** Each organization

is managed by its own board and staff, and has its own mission. I am a board member of

this Jamber Foundation of Canada branch, which covers five cities. I represent my city on

the board. I neither receive out of pocket expense nor stipends for board attendance

The Bobcreek Community Center project provided an opportunity to explore the

evolution of trust and factors that made the project possible. Even though the reasons for

collaboration are as varied as the membership Brinkerhoff and Brinkerhoff (2011)

concluded that the need for partnerships led to strange bedfellows because the diversity

of interests represented by "multiple authorities, various partnerships, purposes,

processes, and structures add more complexity to an already complex situation" (p. 13).

This was evident since the employees at the center though not party to the agreement, but

worked towards the joint venture goals. Trust developed at the interorganizational,

agency, and intra entity levels in order to achieve the goals (Fang et al., 2008, p. 82). This

development is consistent with Mayer, Davis, and Schoorman's (1995) assertion that

trust relationship included the expectation that all the partners would perform their

appropriate obligations at the appropriate times, through coordination and

communication, in order to reduce risks or to increase the benefits inherent in collaborative effort. This case provided an opportunity to assess the assertion. Figure 1 below illustrates the collaborators.
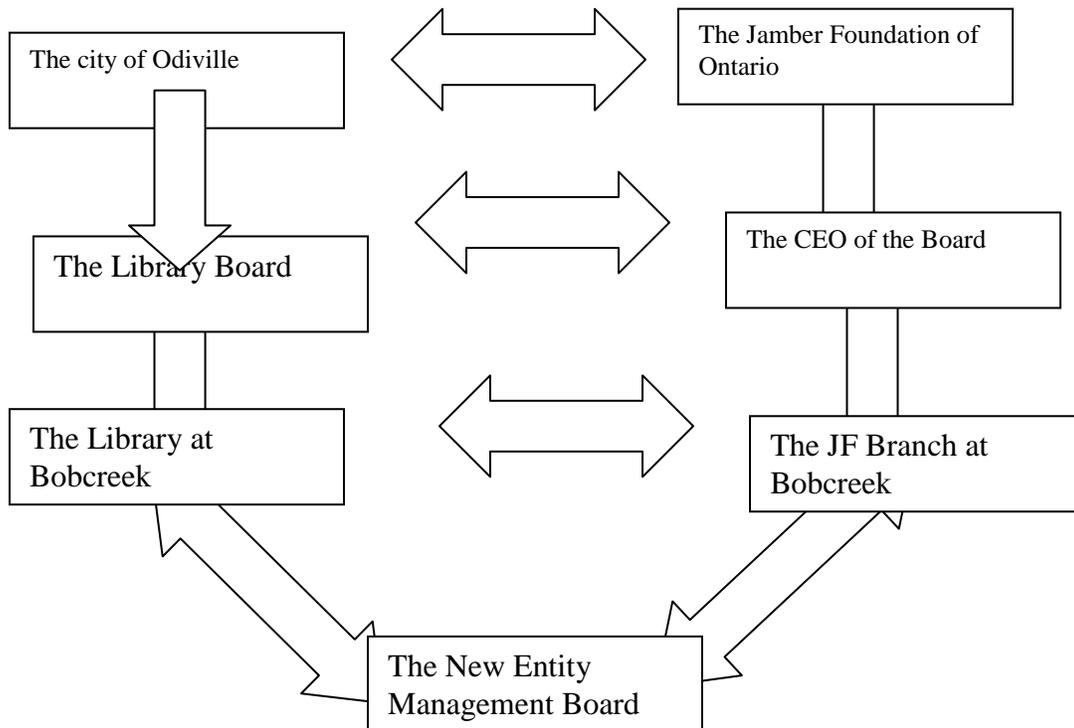
Figure1.Collaborators. the idea of the figure is from Fang, Palmateir, Scheer, and Li (2008).

This case study provided the context to address the gap in the literature about the evolution of trust in public nonprofit partnership, identified by Gazley (2008), Alexander and Nank (2009), and Feiock et al. (2009).

Problem Statement

Collaboration is necessary to achieve collaborative advantage; but, it is difficult in practice. Gazley (2008) identified the lack of trust between public nonprofit partners as a

gap in literature and suggested further studies to address the gap. The fact is that past

researchers focused on the public-nonprofit history, their tax exemption status, and their

organizational theory, and ignored public-nonprofit interdependency (Czerwinski, 2007;

Gazley, 2008; Main, 2012, p.28). The problem is the knowledge gap regarding the high

degree of antagonism and active distrust identified by Alexander and Nank (2009) or the

transaction costs identified by Feiock et al., (2009), which is an obstacle to trust

development.

Purpose of the Study

The goal of this qualitative study was to explore the evolution of trust in the city

of Odiville and the Jamber Foundation's joint venture, and their collaboration with the

city of Odiville's public library. The qualitative, case study approach encouraged

participants to share their experiences of the issue. Past researchers focused on the tax

exemption status of nonprofit organizations rather the experience of participants. Stake

(1995) advanced reasons for selecting a case, varying from representative of other cases,

generalization, intrinsic value, and maximization of the lessons learned (p. 4). MacNabb

(2008) posited that a case should illustrate the point better than other cases, be significant

and contribute to the body of knowledge (p. 297). The city of Odiville, the Jamber

Foundation joint venture and the city of Odiville's public library collaboration is

consistent with the conditions suggested by Stake and MacNabb. Through the exploration

of the evolution of trust, the study provided evidentiary link between trust and

collaborative success through participants' interviews and examination of documents. As

recommended by Stake (2006), the opportunity to learn was given the highest priority in

the selection of this case study p. 8). As this case study addresses the phenomenon of trust, the findings provide alternative approaches for solving complex policy problems that require collaborative action.

Research Questions

1. How do the city of Odiville, the Jamber Foundation and the city of Odiville's public library define trust within their collaboration at Bobcreek Community Center in the city of Odiville, Ontario?

2. How did trust evolve within the current collaboration between the city of Odiville, the Jamber Foundation and the city of Odiville's public library?

3. How does trust contribute to successes in collaborative leadership, and what does it look like?

Theoretical and Conceptual Framework

Scientific researchers base their predictions on well-established concepts and theories (Reynolds, 2007, p. 43). I relied on theoretical or conceptual framework as the foundation to show the link between trust and collaborative success. Miles and Huberman (1994) defined conceptual framework as a narrative or graphical explanation of the phenomenon to be studied (p.18). In this qualitative case study, social construction and constructivism theory with interpretativism formed the conceptual framework to the study. Starting with constructivism, Piaget (1929, 1959) (as interpreted in Blaikie, 2003, p.1) posited that individuals learn through constructs, from which they perceive their reality how an individual behaves depends on the individual's subjective interpretation of the situation. The next theory was the interdependence theory, espoused by Deutsch

(1949) (as interpreted by Johnson & Johnson, 2003) which focuses on perception, outcomes, and the impact of group /individual activity on others a positive perception by the group is necessary to achieve the collaborative advantage of Huxham (2003). The achievement of this mutual gain is dependent on how that trust is interpreted according to the nature of trust of Simmel (as cited in Mollering, 2001). Creswell's (2009) definition of theory as a framework for understanding the meaning that people ascribe to their social interactions is consistent with the perception and interpretation applicable in interdependence, trust and social construction theories (p. 51). It is the meaning that individuals assign to a given situation, that is critical in a qualitative case study in general and my exploration for the link between collaboration and trust in particular.

The interdependency and trust theoretical frameworks were deemed appropriate for this study as they articulated the origins of collaboration and trust and the values important to determining the meaning that people ascribe to their social interactions (Creswell, 2009, p. 51). Mayer et al. (1995) defined trust as the "willingness of a party to be vulnerable to the actions of another, based on expectations, that the other party will perform a particular action important to the trustor; irrespective of the ability to control or monitor that other party" (p.714). In this case study the sufficient development of trust meant that each partner held up his or her end of the agreement.

Using the social construction/constructivism frameworks, the interdependence theory and trust theory, I focused on their application to interorganizational trust. Enhancing and inhibiting trust factors were interpreted with emphasis on the meaning that people ascribed to their everyday activities consistent with the position of the these

scholarly writers on the importance of the participants view point (Creswell, 2009;

Patton, 2002, Stake, 1995; Yin, 2009). Alexander and Nank (2009) were critical about the

limited guidance from the researchers on how collaboration is expressed and sustained. In

an attempt to respond to the lack of collaborative models, Patel et al. (2012) offered a

conceptual framework for analyzing collaboration in a qualitative aerospace research

which provided guidance in this study. These theories were explored in detail in Chapter

2.

Nature of the Study

The advent of qualitative approaches has provided methodological choices for

exploration of issues dealing with human interactions. The choices extend to the research

design, collection of data from multiple sources, and how data are analyzed, thus making

qualitative approach an appropriate mode of inquiry. For this study, I selected a

qualitative case study as the best strategy to explore how trust evolved in the city of

Odiville, the Jamber Foundation joint venture and the city of Odiville's public library.

The usage of qualitative case study is consistent with Stake (1995) and Yin (2009), and

Creswell (2009) who asserted that case study approach falls within the social construction

and constructivism worldview. Under this worldview, the participant's perception of the

reality is paramount. As such, it was critical to develop a good working relationship with

the participants, improve the understanding of issues from the natural setting of the

participants, based on their experiences, and realities (Yin, 2009). Yin went further to

posit situations when a case study is appropriate: to explore "how and why "questions;

the behavior of the participant is beyond researcher's control; the focus is on

contemporary issues requiring studying people under real life conditions in their natural

setting; and the views of participants are crucial to the study (p.8).

Yin (2009) also posited that the, maximization of learning about the phenomenon

of trust in this interdependent relationship should be   given the highest priority. It was

therefore not only critical to select a case consistent with the purpose, but also the

uniqueness of Odiville public library, with its demand for quietness and the Jamber

Foundation's hub of physical activities presented the potential conflict in inter

organizational culture. A situation, which Yukl (2009) deemed not conducive to the

evolution of inter organizational trust, made collaboration difficult. The population for

this study was the employees and stakeholders of the city of Odiville, the Jamber

Foundation and the city of Odiville's public library, and the unit of analysis was based on

those who provided greater awareness of steps taken to create collaborative trust in order

to achieve organizational goals. Bobcreek Center consists of branches of the library, the

Jamber Foundation and the city and there were transfers of staff from the main offices to

Bobcreek.

The selected participants were involved in the joint venture negotiation starting

from 2003 and or who have been in the employment from 2010 just before the Bobcreek

Center opened to 2013. This ensured that the case was bounded. Similarly, in absence of

rules about the optimum sample size, Patton, (2002) suggested using multiple sources of

data collection. As posited by Creswell (2007), the usage of the "widest array of data,"

(p. 123) provided an "in depth picture of the case" (p. 123). Although Yin (2009, p. 221)

suggested the use of six sources of data, I relied on three sources namely, documents,

face to face interview, and focus groups. Documents were the information available on public domain such as meeting agenda, minutes, memoranda and agreements, newspaper articles, parties to the agreement and articulated goals to be achieved. One needed to be cognizant that the reports were written for a purpose and might be biased.

The goal was to have face-to-face interviews; but, telephone interviews suited five of the fourteen participants. The 8 interview questions were semi- structured, open-ended to ensure consistency and flexible enough to have followed up questions for clarity. The focus group was selected from the Management Committee of 6, constituted thus: 3 representatives from the Jamber Foundation, 2 from the city of Odiville and one from the city of Odiville's public library. The three CEOs are members of the Management Committee, which is responsible for policies and management of the Bobcreek center on behalf of their respective employees. While 4 members participated in the focus group since it was difficult to find a day and time convenient for the 6 members, the three entities were represented. Since participation in the interview process was voluntary, I was grateful for their willingness.

The use of purposeful sampling/snowball facilitated the selection of the individual participants in other to collect data to saturation and the site convenient for the participant (Creswell, 2007; Patton, 2002). All participants were provided with informed consent agreements that were signed, letters of cooperation; data use agreement, Institutional Review Board (IRB) permission and information about maintaining ethical standards. The confidentiality of the participants was the highest priority.

Having collected the rich thick information, the management of the data was consistent with the case study method for data management. The data were prepared, transcribed into field notes, organized, stored in a database, and analyzed using a qualitative data analysis software program (QDA; Stake, 1995; Yin, 2009) .The deciding factors of what QDA to use were the ability to maintain confidentiality of participants' information and the ease of use (Miles & Huberman, 1995; Patton, 2002). Patton (2002), Stake (1995), and Yin (2009) provide data analysis strategies. I used the logic model, which is similar to pattern matching (Yin, 2009; Gibbs & Taylor, 2010) and produced descriptive and interpretive reports based on themes (Creswell, 2007; Gibbs &Taylor, 2010; Stake, 2009; Yin, 2011). Achieving that goal involved providing evidence of how interorganizational trust developed in the city of Odiville and Jamber Foundation joint venture and the city of Odiville's public library. Chapter 3 is an explanation of the methodology.

Definition of Terms

Collaboration: The process by which two or more organizations work together to achieve a desired solution, which they cannot achieve by working alone (Patel, Petit and Wilson, 2012).

Collaborative advantage: The gains that create public value that cannot be gained by working alone (Bryson, 2004, p. 37; Huxham & Beech, 2003).

Cooperation: The process that ensures the parties gain mutual benefits by working together, sharing ideas, negotiating, and by the sharing of resources, while maintaining their individual identities (Denise, 1999).

Coordination: The process that brings together a diverse group into a common space to explore their mutual interests through planning and coordination in order to become more effective and efficient while realizing mutual benefits (Denise, 1999).

Efficiency: Relates to the most expeditious and least costly way of undertaking a transaction (Hyman, 2004)

Equity: Relates to fairness (Rawls, 1971).

Interdependence theory: The mutual needs of each partner, who through increased action together gain what they cannot gain alone (Patel et al., 2012).

New public service: A mechanism for the practice of public service in which services provided are consistent with the needs and wants, as articulated by the citizens (Denhardt & Denhardt, 2007).

Nonprofit organization: A charitable, tax exempt or private institution that provides services to local communities (Trudeau, 2008).

Assumptions

I assumed that the conceptual framework about collaboration developed by Patel et al. (2012), within the Co-Spaces Collaborative Network Model (CSCNM), was applicable to the city of Odiville and the Jamber Foundation collaboration I assumed and found enough participants to provide data to saturation. I assumed that the participants shared their views fully and voluntarily without fear of reprisal. I assumed that my position as a board member on the Jamber Foundation board was not held against me. I assumed that the collaboration between the two or more parties provide the collaborative advantage under right conditions and that if the city of Odiville, the Jamber Foundation

and city of Odiville's public library was successful in achieving their goals, then it is more likely that trust evolved and would succeed in cultural symmetry.

Scope and Delimitations

The purpose of this qualitative case study was to explore the evolution of trust in the city of Odiville and the Jamber Foundation's joint venture and the city of Odiville's public library. Nonprofit organizations are diverse in their constitutions, functions, and purposes. To this extent, the generalizability of my findings would be difficult. This qualitative case study is only a fraction of the efforts necessary to explore fully the evolution of trust in public and nonprofit collaboration. As the relationship between public and nonprofit organization is complex and changing, further studies will be necessary to arrive at a definitive conclusion (Brinkerhoff & Brinkerhoff, 2002, p. 16). The scope of this study was limited to the evolution of trust as stated in the research problem; and answered by the research questions. The population was limited to the employees and stakeholders of the city of Odiville and Jamber Foundation joint venture and the city of Odiville's public library, who were involved in the joint venture negotiation and or at Bobcreek Community Centre since October 2010.

Limitations

The subjective nature of the approach, with an emphasis on social construction by the participant, interpretation, and selection in data management, is an inherent limitation of the approach. This subjectivity stands in contrast to the need for objectivity required in scientific research. However, Creswell (2009), Patton (2002), and Yin (2009) posited that an approach must be appropriate for the task involved. In this case, the qualitative

approach facilitated the exploration and descriptive procedures necessary to understand how trust evolved in the city of Odiville and Jamber Foundation joint venture, and the city of Odiville's public library, rather than counting frequencies (Patton, 2002; Yin, 2009). The inability to generalize findings by inference due to the sample size is a limitation (Creswell, 2007; Yin, 2009). Yet, Yin suggested that it is possible to use analytical generalization by comparing the findings to an existing theory or proposition and not to the whole population. Limitations caused by personal experience and biases were acknowledged and great effort made to adhere to systematic processes and be open minded about the finding.

Miles and Huberman (1994), Patton (2002), and Yin (2009) noted that the quality of data collected could be affected by the experience of the researcher. This limitation stems from the selection of participants, who are not able to give relevant information on the phenomenon. Here the use of gatekeepers was beneficial when it was combined with purposeful sampling strategy, to ensure the selection of appropriate participants (Creswell, 2007). Despite the diversity in the work place, the use of interpreters was not necessary since there was no language barrier. Interview questions, responses and transcriptions did not need to be translated to another language. The reduction of information led to selectivity to avoid overload of information, which could be detrimental to the findings (Miles & Huberman, 1994). The final limitation was failure to adhere to traditions deemed crucial to the approach like informed consent, Institutional Review Board (IRB) permission, and breach of confidentiality.

The solution to the limitations started with the acknowledgement of the existence of the limitations inherent in the qualitative case study; followed by the consideration of the various ways to deal with the limitations, and the incorporation of the ideas in the research design (Creswell, 2007; Yin, 2009). I exercised care to adhere to the processes deemed crucial to the tradition (Miles & Huberman, 1994; Patton, 2002). Yin (2009) suggested collecting the real experiences of different people in their natural setting. In this regard, the researcher followed the Manual of the American Psychological Association (APA, 2009) guidelines on interaction with participants through the selection of words that were clear, specific, and nonjudgmental to complete a credible dissertation. It was the rigorous application of the guidelines and procedures that was crucial, not just the mere existence of the guidelines.

Another limitation was the lack of information relevant to public and nonprofit collaboration (Alexander & Nank, 2009). The multidisciplinary usages of collaboration and trust, led to my reliance on inferences from varying conclusions. However, I remained objective in the use of inferences to avoid biases to cultural differences and threats to credibility.

Strict adherence to the interview protocol, extension of interview collection until saturation, triangulation of data collection, peer review, participant confirmation of field notes, and purposeful sampling are strategies that to enhance the credibility of the final report. In selecting an approach, I ensured that the strategy and processes are aligned to the research questions. I provided accurate field notes through participants' confirmation, use proper data storage and analysis, and included a peer review of data

Significance of the Study

The exploration of how trust evolved from the knowledge of the staff at the city of Odiville and the Jamber Foundation joint venture, albeit from a microscopic perspective, revealed a critical analysis of factors that enhanced or inhibited the evolution of trust and added to the literature. An improved understanding of the city of Odiville and Jamber Foundation's joint venture experience can close the gap in the literature on trust, and remove the obstacle to successful collaboration). Given the fact that economic conditions have significant impact on the state of employment, the ability of the Government to collect taxes and meet the social programs the demand for collaboration to formulate policies that promote transparency, accountability, efficiency, and equitable use of resources, will continue to be popular (Hyman, 2004; Mikesell, 2011). Nonprofit organizations' involvement in public policy has earned them the reputation of being "linked to their communities, kind hearted and values driven" (Brinkerhoff & Brinkerhoff, 2002, p. 3) in contrast to the stereotype of the government as "intrusive, bloated, and requiring downsizing" (Brinkerhoff & Brinkerhoff, 2002, p. 3). Nonprofit organizations provide the bridge for a government to build that trust with the citizens and thus accommodate their needs and values (Alexander & Nank, 2009, p. 365). Agranoff (2008) asserted that private and public organizations must share the work, given the complexity of policy-making and the implementation.

Because this case study involved two institutions that promoted intellectual and physical growth, it provides a framework for service delivery models for countering illiteracy and obesity, which have implications on the allocation of resources (Bruton et

al., 2011). The increase in collaborative awareness provides empirical evidence

especially during times of financial hardship, when credible information is essential to

help make tough decisions (Eschenfelder, 2010, p.408). A better understanding of how

trust evolves will help policy makers to identify problems and solutions associated with

interorganizational collaboration. The contribution from successful public and nonprofit

collaboration is a public policy, in which resources are allocated efficiently and equitably,

leading to nation building and social change. In the final analysis the city of Odiville and

Jamber Foundation joint venture provides elected and none elected officials, boards of

nonprofit and for-profit organizations, staff, fellow researchers, and academics a better

understanding of the phenomenon of trust.

Summary

The adoption of collaboration between public and nonprofit groups has increased

in different sectors in the provision of the common good. Societal needs require all

sectors to become involved in finding solutions. In democratic governance, the allocation

of resources in response to needs came from public policy formation or implementation

that is consistent with efficiency and equity (Frederickson 1999). That an interdependent

solution involving two or more people working together could result in mutual benefit

not possible by going it alone makes the concept of collaboration a possible policy

strategy (Johnson & Johnson, 2003; Patel et al., 2012). Successful collaboration is

possible, but the success requires a trust relationship (Alexander & Nank, 2009). Trust,

involves the willingness to accept risk, perform one's obligation based on the expectation

that the other party will perform his/her own end of an agreement (Mayer, Davis, &

Schoormann, 1995). This qualitative case study filled the gap in literature through the exploration of how trust evolved in the city of Odiville, the Jamber Foundation joint venture and the city of Odiville's public library. The study was conducted through a social construction /constructivism with interpretation worldview.

Chapter 1 began with an introduction, the background to the problem including the definitions of collaboration and trust, purpose, research questions; scope of the study, information the city of Odiville, the Jamber Foundation and the city of Odiville's public library, the theoretical or conceptual framework about trust and collaborative advantage, assumptions, limitations, the delimiters, and the implications for social change. In Chapter 2, I examined the theoretical or conceptual frameworks based on the literature review on collaborative trust. Chapter 3 consisted of the methodology for the study. Chapter 4 is a report of the results and Chapter 5 contains the interpretation of those results and recommendations.

Chapter 2: Literature Review

Introduction

The purpose of this qualitative case study was to explore the evolution of trust in the city of Odiville, the Jamber Foundation's joint venture and the city of Odiville's public library. Despite the conclusion that the achievement of collaborative advantage is dependent on the existence of trust relationship, the literature on trust in public nonprofit collaboration remains limited (Alexander & Nank, 2009; Brinkerhoff & Brinkerhoff, 2011; Bryson, Crosby, & Ackerman, 2004; Gazley, 2008; Hyman, 2011; Indridason & Wang, 2008; Main, 2012; Nutt, 2010; Warm, 2011) As a result, of this gap scholars called for further studies to close the gap. This qualitative case study was a response to the suggestion for further studies as it provided a valuable framework for exploring the evolution of trust in real inter-organizational interactions, albeit in a single case.

The purpose of the literature review was to examine, analyze, and synthesize documentation about theoretical or conceptual frameworks and the assumptions that frame issues, factors that inhibit or enhance the evolution of trust and the attainment of goals. In this review, readers were given a synopsis of literature applicable to collaboration and trust and the information on how the gap was addressed; and how it applied to the city of Odiville, the Jamber Foundation and the city of Odiville's public library's joint venture.

Research Strategy

To find literature for this study, I conducted a systematic search of Walden University's research databases such as ProQuest Dissertations and Theses Full text,

EBSCO (Public Policy and Administration, Political Science Complete, Google, and Google Scholar. The search terms included *collaboration*, *partnership*, *trust*, *government*, *nonprofit organization*, *collaborative management*, *interorganizational trust*, *networks*, and *organizational culture of trust*. Most of the articles used to frame the problem were published within the last 5 years and older articles were used to demonstrate the longevity of the issue. Since it was not possible to find many articles relevant to public and nonprofit organizations, I presented articles relevant to collaboration in general, from which I inferred the evolution of trust.

The chapter is organized on different aspects of the various theories of trust and collaboration and that provided the framework for the study (social construction, constructivism with interpretivism, interdependence, collaborative advantage, and the nature of trust). The literature review included articles and empirical findings that dealt with benefits, factors that enhanced or inhibited the evolution of trust, or the desired outcomes.

Trust and Collaboration: Conceptual Framework

The purpose of literature review is to determine what was known about trust in public and nonprofit collaboration and what is not known, the gap, which formed the basis for the study. To that extent that trust and collaboration are used in many disciplines in, management, psychology, sociology, business, and public policy, the literature is written from the various perspectives (Brinkerhoff & Brinkerhoff, 2011; Tsasis, 2009). This lack of uniformity was problematic as analyses/constructs were as varied as the different researchers. Brinkerhoff and Brinkerhoff (2011) described the different

definitions of collaboration as "ideologically based advocacy and disparate research traditions" (p.3).

Some scholars based their writings on empirical studies, while others based them on normative agendas (Brinkerhoff & Brinkerhoff, 2011, p. 3). Brinkerhoff and Brinkerhoff noted that an improved awareness of "the potential and actual benefits of public private partnerships, calls for clarifying the concept and developing a framework… to draw inferences and lessons learned across diverse experiences"(p. 3). Brinkerhoff and Brinkerhoff asserted that a common framework would give a consistent meaning as the boundaries between disciplines become less defined. Furthermore, the use of interorganizational collaboration in public policy could have economic, social, psychological, and political impacts based on the interpretation assigned to the meaning. Because public policy is about the allocation of resources to ameliorate "conditions," the benefits from the presence of trust on collaboration can have a positive impact across an extensive span, based on the interpretation. The lack of information relevant to the evolution of trust in a public and nonprofit collaboration led me to infer from other studies. I remained objective to avoid bias.

Theoretical Foundation

Social Construction and Constructivism with Interpretivism: An Overview

Constructivism is a theory of learning advanced by Piaget (1929, 1955) as interpreted by Blaikie (2003). Piaget posited that individuals develop a system of learning through constructs from which they perceive reality. The meaning of life is learned through daily activities. Connected with constructivism is the interpretive theory of

Weber (1864-1920) and Schultz (1899-1959) as cited in Blaikie (2003). In

constructivism, the focus- is on how the actor defines the situation (Blaikie, 2003, p.1).

Weber and Schultz posited that social actions are understood through a "model of

typical meaning, used by the typical actors engaged in a typical course of action in typical

situations" (as cited in Blaikie, 2003, p.1). How individuals behave depends on the

interpretation of the subjective environment (Blaikie, 2003). Weber suggested that the

meaning of a given situation can be interpreted in three ways: the intended and actual

meaning, the average meaning that a group would use, and the meaning assigned to it by

the individual (as cited in Blaikie, 2003). It is the meaning assigned by the individual that

is critical in qualitative case study approach. Qualitative researchers place an emphasis on

understanding the individual's meaning of the world based on his/her life experiences. It

is the duty of the researcher to ensure that the field notes are accurate reflections of the

participants' responses. In this case, the collaborative experiences of the staff at the city

of Odiville and the Jamber Foundation of Odiville, Ontario guided the case study.

Interdependence Theory

Johnson and Johnson (2003) provided an in-depth history of the theory of

interdependence introduced by Deutsch (1949). The interdependence theory can be traced

to the Gestalt School of Psychology, with the focus on perceptions, outcomes, and the

impact of individual/group activity on others. The central theme is perception. If

individuals perceive his or her environment from an integrated world, the sum total is

more important than the parts and individuals behave accordingly (Johnson & Johnson,

2003, p. 288). If two people perceive and behave accordingly, an activity by one affects

the other. The motivating force is the common good (Johnson & Johnson, 2003, p.288).

Interdependence is positive when it fosters the perception that a person can do better within the group and negative when a person seizes a better opportunity outside the group. The interdependence theory rests on four pillars: perception, substitutability, cathexis, and inductibility, which are contextual (Johnson & Johnson, 2003). The outcome depends on the perceived effectiveness, which is the likelihood of achieving the goal or bungling, which reduces the achievement ability (Johnson & Johnson, 2003, p.289). *Substituability* refers to the degree to which the action of one can substitute for another. In other words, if one member is ineffective, other members must pick up an extra load (Johnson & Johnson, 2003, p. 290). *Cathexis* refers to an individual's investment in others. The assumption is that if an organization is to survive, members must respond in a survival mode/cathexis to events appropriately, positively or negatively (Johnson & Johnson, 2003). It is this ability to adapt that is critical for group development (Johnson & Johnson, 2003, p. 291). *Inductibility* refers to openness to influence others and be impacted on by others (Johnson & Johnson, 2003). In other words, members are induced to act for the common good rather than in an opportunistic way. Inductibility becomes group members' achievement tool, which enables members to focus on group benefits. The achievement of the group goal is the essence of interdependence.

The notions of perception substitutability, cathexis, and inductibility are consistent with the theories of social construction and interpretivism since people interpret their world by looking at the meanings that they assign to their daily activities

(Blaikie, 2003, p. 1). The subjective meaning assigned to a situation motivates the group to act for their mutual benefit or to act in an opportunistic way (Weber, 1964, p.96).

The growth in the use of collaborative ventures between the government and nonprofit organizations has increased. The government and nonprofit organizations have worked together on specific projects, using interlocal, bilateral, multiple, and specific agreements for joint economic development, such as police management, justice programs, watersheds agreements, and regional agencies (Warm, 2011, p.61). Warm asserted that the successful elements to collaboration involve interorganizational activity, responsibility, mutual benefit, and community value under a committed leadership to develop a culture of trust between the collaborators (pp. 61-62).

Collaborative success is possible under certain conditions, that is, members share a common goal that is consistent with their organizational mandates; take appropriate actions; act from group interest rather than selfishly; and improve communication that is buttressed by substitutability, cathexis, and inductibility (Johnson & Johnson, 2003, p.292; Msanjila, 2011; Vancoppenolle & Verschuere, 2012; Warm, 2011). A crucial attribute to gaining the collaborative advantage is the development of a trust relationship among the collaborators (Alexander & Nank, 2009; Fang et al., 2008; Gazley, 2008).

Several researchers have expanded the knowledge base about collaboration by providing guidelines for best practices (Alexander & Nank, 2009; Feiock et al., 2009; Gray& Wood, 1989; Ojo, Janowski & Estevez, 2011; Mattiesich, Murray-Close, & Monsey, 2001; Patel et al., 2012, Quah, 2011; Sun, Wescott, & Jones, 2011; Tsasis,

2009). According to Huxham and Beech (2003), the theory of collaborative advantage is

an important aspect of realizing the benefit of collaboration.

Collaborative Advantage Theory

The theory of collaborative advantage is defined as the "synergistic outcome

through collaboration, in which something is gained, that could not have been gained by

an organization working alone" (Huxham, 2003, p. 403). By working together in the

spirit of collaboration, members are encouraged to achieve desired outcomes by offering

a mechanism to understand, discuss shared goals, and resolve any tensions between the

collaborative advantage and the collaborative inertia (Huxham, 2003, p. 416). Huxham

(2003) posited that the spirit of collaboration is not enough if the body politic is unwilling

to make the challenging decisions involved in managing or being part of a collaborative

relationship. Huxham concluded that a successful collaboration requires a committed

leadership adept at managing the challenges inherent in collaboration, such as managing

goals, membership structures, appropriate working process communication,

accountability, resources, compromise, and equality. These challenges present themselves

in various ways and they are dealt with gradually, as the collaborators enjoy the benefits

of joint action.

The most crucial challenge to collaboration is the presence of trust (Ansell &

Gash, 2007; Msanjila, 2011). Msanjila (2011) noted that the success of any business that

is networked requires a certain level of trust to balance the risks of dependence, thereby

allowing partners to focus on the goal, free of suspicion (p.139).

The Theory of Trust

The purpose of this case study was to explore how trust evolved in the collaborative effort of the city of Odiville, the Jamber Foundation and the city of Odiville's public library in Odiville, Ontario. Even though trust has been identified as necessary to maintain social interactions, there is no universal definition of trust (Alexander & Nank, 2009; Brinkerhoff & Brinkerhoff, 2002; Feiock et al., 2009; Gazley, 2008; Indridason & Wang, 2008; Patel et al., 2012). There remains a gap in the literature of how trust evolves. Much was learned from the review of literature of what was known about trust, what needed to be researched, and how it could be applied to this study by starting with the historical aspect of the theory of trust.

Simmel's writings about trust (as cited in Mollering, 2001), has resonance today, given the multidisciplinary usage and its description as the glue that holds the society together (Alexander & Nank, 2009). Simmel posited that trust consists of three elements: expectation, interpretation, and suspension linked together by "a further element" (as cited in Mollering, 2001, p. 405). Expectation is the outcome of the activities. Interpretation is the construction of the reality. Suspension of what is not known, by interpreting and converting the doubt to what is certain. Simmer argued that the introduction of the further element, the leap of faith, makes it possible to block off the unknown and interpret it as certain. Interpretation plays a role in an individual's view of favorable or unfavorable expectations, depending on if an individual interprets the action or the intention of others as trustworthy or distrustful. Mollering (2001) noted that this functional basis of trust and distrust had been explored by the researchers such as,

Coleman (1990) explored the issue of risk-taking, Gambetta (1988) analyzed co-optation,

Luhmann (1979) examined reduction in social complexity order, Coleman and Putnam

(1995) explored social capital and they determined that trust must extend beyond mere

expectations to belief in others, because without that trust that people have in each other,

society will crumble (Mollering, 2001). Simmel (1950) concluded that trust is important

for human interactions and associations (pp. 3-18).

What made trust in each other possible is a quasi-religious belief, which compels

individuals to have positive perceptions of others; to accept risks; to comfort others; to

reinterpret the unknown by converting it to certainty; and to act based on the actions,

decisions, and words of others (Lewicki & Tomlinson, 2003). As the interaction amongst

the collaborators increased actors are able to assess the other's intentions and draw

inferences about the trustworthiness for forecasting future behavior (Kramer, 2010, p.

84).

Mayer's et al., (1995) definition of trust echoed Simmel's (1950) argument about

the three pillars in trust thus: expectation, interpretation and conversion of doubt to

certainty. In order words when all partners perform their appropriate obligations, the risk

is reduced and benefits increase or as the trust relation grows so do the collaborative

activities and vice versa.. As the relationship grows so does trust between the

collaborating partners. Fang et al., (2008) examined the impact of trust in terms of

resources and performance. Fang et al. found that lack of trust contributed to an

individual's unwillingness to give up control of his or her resources to the entity.

Employees assigned to work towards the goal of integrating resources may have mixed

feelings about the new entity and allegiance to their old company. However for the new entity to succeed, employees must form good working relationships with their colleagues from the other companies, while trying to learn new ideas that will benefit their old company and the new company (Fang et al., 2008, p.81). Fang et al. concluded that the risk of opportunistic behavior threatened the willingness to invest resources, which impacted the performance outcome (p. 93). By establishing an organizational culture of trust, the growth in employee trust is possible.

It is this growth in interpersonal trust that is transferred to organizational trust which under-girds the daily activities involved in collaboration (Alexander & Nank, 2009). It is the adaptive behavior which leads to organizational change, and which creates public value necessary for a trust relationship to develop, where no previous relationship existed (Quah, 2011, p. 3; Msanjila, 2011, p. 136). Organizational change requires change in the organizational processes, which are made possible by changes in the people who undertake the process. It is critical to establish an organizational culture of trust so that interactions are not mechanical, superficial, or functional (Quah, 2011).

Diversity in the workplace, ushered in by globalization and immigration, means that there may be difficulty in building trust based on a common background, conducive to the willingness to work together. On the other hand, the benefits from the creative ideas arising from diversity make solutions easier to find. In either way, the diversity in the city of Odiville/Jamber Foundation's joint venture made it a good candidate to study about the culture of trust, which offered a framework to build cohesion amongst workers at all times and when collaborative changes were introduced (Quah, 2011). Schein (2009)

suggested that fairness ought to be practiced as a part of the organizational culture of trust.

In the context of the government, the goal is to provide efficient service to others. Rawls' (1971) search for social justice is consistent with how trust could improve human, social, and economic transactions. Through interdependence, groups seek and obtain certain outcomes that they value and desire. The process of establishing trust is risky, time consuming, requires political know-how, adequate resources to continue the expectation, interpretation and suspension of the unknown, and conversion of the unknown to certainty (Simmel, 1858-1918).The level of trust varies from one culture to another (Jung & Kwon, 2011; Putnam,1993).

Alignment of Theories to Study Approach

In this qualitative case study, I sought to answer the research questions by exploring the meaning of life events as experienced by those who lived them (Creswell, 2009; Yin, 2009). Creswell (2009) defined theory as an "interrelated constructs or variables formed into propositions or hypothesis…that provide a systematic view of the phenomenon with a view to explaining natural phenomena" (p. 51). The theories provide the means to understand how people interpret situations and why their world is as it is (Maxwell, 2005, p. 42). The use of a qualitative case study explored the meanings of life experiences as seen by the staffs at the city of Odiville, the Jamber Foundation, and the city of Odiville's public library was consistent with social construction with interpretivism, the interdependence, and trust theories. Theories are constructs operationalized by the individual, based on his/her expectations and interpretations of the

behavior of the other persons in the given situation. The subjective meaning determines

if, when, and how people decide to suspend the doubt, "by leap of faith" and convert it to

certainty in the subjective environment (Mollering, 2001, p. 405). Kramer (2010) asserted

that trust is a social construct that comes into play when reassuring factors are present

and does not do so when those factors are absent (p. 64). If a collaborative advantage is to

be realized, trust provides the lens from which to interpret the situation and act or not act.

Collaboration Rationale

In this section, I present what other literature reviewers said about trust within

collaboration and the application to my case study. The reason to collaborate is to work

together to gain a mutual benefit, which is not possible to gain going it alone (Patel et al.,

2012). Various theories such as resource exchange, transaction cost, institutional agency,

and the social network have been used to analyze the process of determining whether to

collaborate or not (Chen, 2011, p. 383).

Chen (2010) examined the reasons for collaboration and the impact of antecedent

processes and perceived outcomes in evaluating collaboration on children and family

services. Chen (2011) posited that organizations enter into collaboration for the following

reasons: resource acquisition, transaction cost, and institutional agency theories.

Under the resource acquisition theory, organizations enter into collaborative endeavors to

compensate for resources that they are lacking. In transaction cost theory, parties focus

on the cost of setting up, building the trust relationship, and monitoring behavior during

the negotiation (Chen, 2011). Each process is time consuming. Two characteristics

deemed necessary to reduce transaction cost and to build a trust relationship are shared

vision and positive past history of working together (Chen, 2011). Gazley and Brudney (2007) referred to past experience and shared vision, as identity-based trust, that help organizations to develop expertise that can be built upon, thus sustaining the alliance at a reduced transaction cost. In the process theory, Chen (2011) suggested that the following factors lead to effective collaboration: joint decision-making, joint operation, sharing of resources, reduced or absence of transaction costs, and trust building, which covers the governance and management process and the level of commitment to enhance interorganizational trust. Institutional theory refers to the conformation or isomorphic behavior as a way of obtaining legitimacy within the industry. Because partnerships are based on "funding agency requirement, reputation enhancement, and building future relations," conforming to the environmental requirement improves the chances of achieving the goal (Feiock et al., 2009, p. 385). Supply side imperfection refers to the inability of an organization to secure alliances or to form alliances (Chen, 2011). The organization may be selected due to the inability to obtain others, under more favorable conditions elsewhere. As the choice is the second best, the collaborative experience may be unproductive (Chen, 2011, p. 386).

Chen used the process variable to conduct a quantitative survey and concluded that different preconditions impacted the success of collaboration. However, Chen asserted that improved knowledge of the dynamics of collaborative processes would help managers to make appropriate decisions and poorly endowed organizations should collaborate with the better off ones, not only for a win-win, but also for survival (pp. 384-5). Limitations to Chen's survey included the way the questions were framed, the

perceived "tainting" of responses, the "perceived outcomes" and the lack of attention to the process of interorganizational collaboration and recommendations for future research (Chen, 2011, p. 399).

Public and Nonprofit Privatization versus Collaboration

The traditional method of public service management theory, which required services to be provided efficiently and directly, is no longer viable or sustainable. Social issues have become more complex and need solutions from many actors. While ideology challenges the role of the government in peoples' lives, services such as education, health, defense, transportation, hydro, welfare, and the environment are best provided by the government when the total marginal social cost and benefits warrant public provision (Hyman, 2011). The expenditure in the common good is an investment, and the return on that investment is the creation of a nation through contributing citizens. Dubois and Fattore (2009) supported the traditional focus of public administration roles on the maintenance of democratic values in the areas of writing the law, interpreting the law, and applying the laws to public services efficiently and equitably by collecting taxes in a nontaxable environment.

Privatization, shared services and colocation have been advocated as methods of meeting specific purposes (Vancoopenolle & Verschuere, 2011; Warm, 2011). The proponents of private enterprises or free markets justify their support for privatization on the assumption that private companies can provide the same services cheaper and more efficiently than bureaucrats. A private company faced with budgetary constraints will tighten the belt, but the experience of the privatization of the U.S. army in Iraq has been

illusory. Calgus (2006) reported that the audit by the general accounting office of a

private contractor revealed that about $88 million dollars of food was not served to the

military personnel (p .69). Halliburton, the private contractor, justified it on the grounds

that "it was obligated to provide a minimum number of meals" (Calgus, 2006, p. 69).

Trudeau (2008) concluded that as a method of service delivery, there is a contradiction

between intent and reality of privatization (p. 2821). Privatization is not more responsive

to the needs of the citizens as profit motivation is important to organizational survival.

Brinkerhoff and Brinkerhoff (2011) summarized the reasons why public and

nonprofit organizations should collaborate:

- Achievement of effectiveness and efficiency of the purpose based on
  collaborative advantage.

- Provide resources and solutions necessary to deal with the purpose or
  where the mandate requires multisector actors.

- Provide a win-win rather than a win-lose in the achievement of the
  purpose

- Increase sustainability by involving citizens in decision-making as part of
  democratic governance (p. 5)

In an examination of collaboration between government networks, Agranoff

(2008) discussed administrators' and program managers' contributions to the

improvement of public administrative processes. As communities in the practice of public

administration, Agranoff asserted that public sector administrators were better at

decision-making, which is more knowledge-based and technical than implementation,

which has become more complex. Agranoff (2008) concluded that sustainability posed

challenges to administrators and program managers. Despite the fact that collaboration is

touted as a panacea, the gap between theory and practice, presents a series of barriers to

outcomes. In this particular study, the most notable barriers include:

- Agency power to block agendas or agreements

- Collective aversion of risky or controversial problems

- Process breakdowns due to protracted human relations shortfalls

- Withholding of important program resources

- Failure to meet critical time lines

- Policy design limits

- Unwillingness of political decision-makers to make policy
  accommodation

- Technical gaps in finding solutions (Agranoff, 2003; Bryson, 2004;
  Vancopenolle & Verschuere, 2011).

The benefit of collaboration is only possible within the climate of freedom from

political, institutional, or technical pressures, and the presence of trust. Policies and plans

can be artfully crafted, but the implementation may be problematic because of competing

interests, the political realities and the lack of trust.

Collaboration starts with a strategic assessment of needs. Eschenfelder (2010)

provided an overview of how to strengthen public nonprofit collaboration by suggesting

that the nonprofit organization undertake the assessment of community unmet and under

met needs. Eschenfelder asserted that a needs assessment is a critical aspect of

collaboration by giving the collaborating partners, funders, planners, community partners and other nonprofit organizations with ready data an opportunity to examine the community needs from an empirical perspective (p. 430) Ansell and Gash (2007), in an attempt to advance a model for collaborative governance as an option for policy formulation, conducted a meta-analysis of 137 collaborative cases. Ansell and Gash concluded that the collaborators must commit time to building trust in order to be successful, or abandon the collaborative strategy.

Patel et al., (2012) developed a collaborative framework from the Co- Space Integrated Project of 12 European countries which were collaborating in the creation of "collaborative engineering workspaces for planning, design, assembly architecture, construction and maintenance of activities" in the aerospace automotive and construction sectors (p. 5). The work space project blurred organizational boundaries, and involved a cross section of professionals, many locations, leadership, interpersonal relationships, motivating factors, management, engineering relationships, and communication and skills needed to coordinate the processes. Patel et al. asserted that work partnership is best understood by examining the context, which could have a positive or negative impact on the structure, processes, performance, and outcome. Patel et al. asserted that the context determined the individuals involved the amount of support required, the learning environment, communication, coordination, the processes adopted, decisions, and the eventual success. Sub factors within the context include factors such as culture, environment, business climate, and the organizational structure, as these have direct impact on the collaboration (Patel et al., 2012, p. 23). Patel et al. introduced the issue of

trust by asserting that trust is critical to group interaction, "in terms of whether and to what extent that they can trust each other, their employers and the way they interact (e.g. trusting), that they are using the best method of communication" (p. 5). Patel et al. concluded that trust is central to team performance in terms of whether and to what extent they interact with each other using accurate procedures. Patel et al. noted,

> Individuals and teams may have to trust that they are being given the best support available, in order to perform their tasks, that these tasks are important, and that their organizational context provides the structure, security and environment required for optimum performance, whilst showing a concern for individual and team needs. Trust is also needed in terms of the confidence that people have in the technology they use, the information it gives them and, in certain systems, the decisions it recommends. Finally, in business, trust is strongly related to issues of security and commercial confidentiality. (p. 5)

Patel et al. noted that the challenges to collaboration in the context of aerospace included communication, integration, construction, technical, individual relocation, and travel time (p. 6). Patel et al. discussed the limitations to the development of a uniform collaborative framework given the usage of collaboration in many disciplines. The authors questioned whether it was possible to capture such a multifaceted notion as collaboration in a working model (pp. 6-22). Patel et al. offered factors that enable and or challenge collaboration (pp. 6-22). Since the co-space collaborative working model (CCWM) was designed for engineering, Patel et al. asserted that they followed useful leads in education and health and found nothing that "lead us to believe that our framework would be very

much different had the original search been much wider" (p. 23) and can be used in other disciplines. The CCWM was the working model for this study, as it included the human team factors and provided a qualitative descriptive conceptual framework derived from qualitative methodology of using real people in real conditions, with data collected from participants (Stake, 1995; Yin, 2009).

Gazley (2008) and Milbourne (2009) examined the concept of collaboration from a legal relationship perspective. Gazley and Milbourne sought to determine if the presence or lack of a contract made a difference to collaboration. Gazley conducted a mixed methods research to discover the types of relationships governing public and nonprofit collaboration. Gazley concluded that the nature of the relationship varied from informal to formal with contracts or letters of agreement, but the underlying concern was the same: the realization of the benefits of collaboration depended on the presence of trust. Gazley asserted that the retention of individual autonomy and the lack of shared decisions, a critical indicator of collaboration, led to a lack of collaboration. Gazley recommended further studies in the role of formality and trust in public nonprofit partnerships.

Parkinson (2008) reviewed the attributes of membership conducive to collaboration and concluded that mutual respect, understanding, and trust were important to collaboration. Parkinson concluded that because "substantial risk taking is part of any collaborative effort; trust must be fostered between collaborators" (p. 17).

Smith (2008) investigated the issue of the capacity, which refers to what an organization can do, and concluded that the ability to enter into contracts were affected

by the" funding arrangements, and the presence of other resources" to implement the policies (p. 143). Feiock et al., (2009) investigated the transaction cost to economic cooperation between public and communities. Based on the Coasian cost theory, Feiock et al. were able to determine several challenges, which included the lack of trust. The need for funding from the same sources may lead to competition between the not-for-profit organizations.

Suarez (2010) interviewed 200 nonprofit participants to explore the importance of collaboration as a condition of receiving funding. Suarez concluded that in order to receive funding, management strategies, collaboration, and professionalization are critical added values. Although Suarez viewed collaboration as a positive, the issue of competition in awarding contracts in public and not-for-profits continues to be negative. Milbourne (2009) explored the impact of competitive bidding and performance-based funding on collaboration of community-based organizations and the government to provide services in deprived areas. Milbourne found that the changes designed to improve accountability had detrimental effects on the collaborative effort due to sustained mistrust. Also, the competition and performance contract frameworks yielded negative gains from increased collaboration, due to unequal relationship resulting in the lack of trust.

Benoit and Freyens (2011) explored the relationship between the government and 65 Family Relationship Centers (FRS) contracted by the government to provide services to children of couples involved in separation and divorce. The government used its monopolistic position to bid costs down, making it costly for small nonprofit

organizations. The challenges posed by the selection process, performance measurements, and the competition led to a loss of social capital. The resulting loss of trust and collegiality led to unwillingness to share information, led to inability to build the necessary cohesion to succeed (Benoit & Freyens, 2011, p.21). Benoit and Freyens concluded that the failure to honor agreements and meet expectations led to ill feelings and lack of trust. The city of Odiville/Jamber Foundation case study provided a framework to explore the impact of the selection process, and performance measure on public and nonprofit joint venture.

Chen (2010) discussed the importance of the introduction of a framework to analyze the conditions that lead to effectiveness of interorganizational collaborative trust. Based on the process and performance outcomes, described as the antecedent and preconditions, Chen evaluated the effectiveness of children and family services' organizational, legitimacy, and partnership characteristics. Chen concluded that the existence of preconditions and antecedents had an impact on collaboration. However, Chen further cautioned that the result of an "effective, efficient and responsive delivery system" (p. 381) was possible based on the presence of a process for resource allocation and building trust between the collaborators. Public and nonprofit collaboration is not limited to national, community, and interorganizational organizations but collaboration extends to international relationships. The European Union (EU), North America Free Trade (NAFTA), Economic Community of West African States (ECOWAS), and Africa, the Caribbean and Pacific (ACP) are examples of collaboration in the international scale.

These collaborations contribute to defining and clarifying concepts, and analyzing, exploring, documenting findings, and drawing conclusions.

Czerwinski (2007) and Brinkerhoff and Brinkerhoff (2002) forecasted a growth in public and nonprofit relationships. According to Brinkerhoff and Brinkerhoff, the relationship begins in response to the perceived opportunities in reaching disadvantaged groups. Once selected for contract services, the association tends to become more involved in policy dialogues (Brinkerhoff & Brinkerhoff, 2002, p.12). From this input, nonprofit associations become expert in the information relating to decision-making and begin to build relationships as well as providing the bridge for government to build trust with the service recipients. Eschenfelder (2010) noted that conducting a needs assessment helps the partners have empirical evidence with which to make decisions.

One of the purposes of public and nonprofit collaboration is maintenance or improved service delivery as it relates to efficiency, equity, and the building of social capital. The benefits may or not be realized but if realized, they cannot be done at the expense of the organizational identity and mandate. Alexander and Nank (2009) noted that the negative impact resulting from the loss of organizational mandate is the lack of trust relationship with its stakeholders and organizational survival. Discussion about the success of public and no private collaboration's contribution to public good must be done within the political, social, and economic culture. The pluralist model assumes that lobbying is for the common good and is, therefore, a legitimate defender of private interests. This should be contrasted with a corporatist model, where the government is responsible for defining the public interest. Alexander and Nank (2009) noted that the

nonprofit partners under either model act as bridges that enable the government to build

trust with program recipients.

Interorganizational Trust

Trust is necessary for successful collaboration in the selection of governance

choices (Alexander & Nank, 2009). In pursuit of enhancing governance in the New

Public Administration, Brinkerhoff and Brinkerhoff (2011) advanced four reasons for

collaboration: (a) efficiency and effectiveness to be able to take advantage of collective

advantage within and comparative advantage against competitors, (b) legislative

mandates, (c) the maxim of "do no harm" and maximization of the public good, and (d) a

win-win for collaborators (p. 5). The achievement of the goals depends on the ability to

reconcile public and private interests, the purpose of the collaboration, and commitment

to a long-term relationship to build trust (Brinkerhoff & Brinkerhoff, 2011, p. 12).

Poppo, Zhou, and Ryu (2007) asserted that trust emerged from a social perceptive

in contrast to the transaction theory. According to the social theory, trust emerges by

emphasizing the mutual benefits arising from the willingness to work together, which

creates a collective trust orientation, improved knowledge of each other, co-decision-

making, cost sharing, and improved communication (Zaheer, McEvily, & Perrone, 2005)

The expectation of future benefits, for others the sustainability of benefits, may lead to

the development of trust (Cairns & Harris, 2011; Kramer, 2010; Lewicki & Tomlinson,

2003). Trust is based on a history of positive relational experiences that individuals

expect will continue to guide the future behavior of others (Fang et al., 2008; Gulati

1995; Mayer et al., 1995). In either case, once trust is established, it is sustained by interaction and benefits derived therefrom.

Poppo et al. (2007) generated two claims: that the greater the expectations, the greater the level of interorganizational trust, and the longer the prior exchange history, the higher the level of interorganizational trust. Poppo et al. asserted that history generated learning about each other, which produces stability and growth of inter-organizational exchange. In other words as partners accumulate more history in a stable and mutual relationship, the cost of transaction reduces, as exchanges become more efficient and effective, leading to positive perceptions, and expectations from other partners (Poppo et al., 2007, p. 7). Poppo et al. concluded that it is the synergistic effect between the past and the future that leads to the development of trust. Zaheer et al. (2005) examined the tension between histories, the future perspectives, and the attempt to prove the origin of trust. Using quasi- experimental surveys of 600 participants, Zaheer et al. examined the connection between the greater the expectations, the greater the level of interorganizational trust and the longer the prior exchange history, the higher the level of inter-organizational trust (p. 16). By measuring interorganizational trust variables(reliability, predictability, fairness, asset specificity, and uncertainty), Zaheer et al. found that prior history has a positive effect on collective trust when the expectation of continuance is low, even with a long history. Zaheer et al. found that poor performance, such as late delivery, leads to a low level of trust.

Quah (2012) asserted that interpersonal trust is built on the confidence arising from the competence in past or current interactions. In terms of interorganizational trust,

Jung and Kim (2011) found that if the interactions are "technical/functional," work-related, and rational exchanges, trust is difficult to build (p. 4). It is challenging to build trust in the absence of cohesive or positive expectations from the other partner to act in the group's interest. It is necessary to have an organizational culture that fosters within it ethical and trust worthy behaviors, which are applied to dealings with the outside. Gulati and Nickerson (2008) posited that preexisting trust influences the ability to enter into future agreements, even if the use of agreements limits the ability for trust to develop.

Kramer's (2010) study of collective trust within organizations was based on multiple methods to analyze the "rational underpinnings" of trust (p. 82). After reviewing different aspects of collaboration between public and nonprofit organization's relationships, Kramer asserted that trust is a social construct, which comes into play when "reassuring factors" are deemed to be present, but does not do so when reassuring factors are absent (p. 64). The above factors should be distinguished from the institutional deception of Enron and Madoff who crafted the illusion of reputation and trust to dupe the investing public. Kramer concluded that the presence of collective trust leads to the organizational benefits of cost cutting through cooperation and coordination.

Rathburn (2011) discussed trust in terms of international agreements by examining the impact of strategic trust and generalized trust. The evolution of trust relies on a moralistic impression of others, based on a belief in the inherent integrity of others (Rathburn, 2011, p. 244). This moralistic belief is similar to the leap of faith that Simmel (1858-1918) discussed in the Nature of Trust. Rathburn described trust as "generalized expectancy held by an individual that the word, promise, oral or written statement of

another individual or group, can be relied upon" (p. 250). Within the context of collaboration, a belief in the trustworthiness of others enhances the likelihood of cooperation through an increased confidence that is necessary for collaborative trust, even when a person has limited information (Rathburn, 2011, p. 251).

Empirical Case Studies of Trust Development

Gulati and Nickerson (2008) developed a theory to test when and how preexisting trust influences the choice of governance, and how that trust complements any formal governance mode. Gulati and Nickerson defined trust as the "the organization's expectations that another firm will not act opportunistically" (p. 1). Gulati and Nickerson posited that the presence of preexisting trust can determine the mode of governance to reduce the formal arrangement and any instances of conflict. Predictability of the partner's behavior is based on the extent to which another firm lives up to the expectation extended to it. That is, if a positive expectation is manifested, a greater confidence is developed, reducing the fear of opportunism (Fang et. al., 2008; Gulati &Nickerson, 2008; Kramer, 2010 ;).

Gulati and Nickerson suggested that over time the "institutionalizing process crystallizes expectations and new boundary spanners are socialized to accept the firm's wide expectations for this partner's behavior" (p. 2). Gulati and Nickerson posited that trust enhanced by present good behavior enhances future good behavior: demonstrated opportunistic behavior will lead to limited or avoidance of interaction. Repeated interaction leads to an expectation of behavior better than that of a non-partner past interactions and interaction patterns are crucial foundations of trust.

Gulati and Nickerson (2008) found that formal agreements inhibit the range of adaptation necessary for trust to operate in collaboration (p. 16). Notwithstanding the argument, Gulati and Nickerson concluded that

- Pre-existing trust is both a substitution and a complement for formal governance modes

- Higher preexisting interorganizational trust corresponds to less hierarchical governance

- Trust enhances performance at each buy and ally level, lowering conflict for both (p. 17).

The careful choice of governance is important to cost control.

Volunteer Satisfaction and Trust

Jung and Kwon (2011) assessed the factors that linked social trust development and volunteering in nonprofit organizations. Jung and Kwon found that while there was a link between volunteering and social trust, the theoretical foundation to sustain the argument remained weak. Jung and Kwon defined social trust as trust in people and institutions (p. 158).

Jung and Kwon sought to determine if volunteering helps people to become trusting or whether trusting people are more likely to join organizations and thereby build trust. Jung and Kwon found that satisfaction with volunteer interaction and recognition by the institution had an impact on trust in the institutions. Volunteers, who had satisfying experiences and positive feedback, had higher levels of trust, regardless of the characteristics of the individual. The social relations theory holds that volunteering

activities foster cooperation and, thereby, lead to social trust (Jung & Kwon 2011). In the social capital theory, Jung and Kwon described trust as an "attribution of social relations… the extent to which individuals have trusting interactions" whereby individuals have multiple memberships in organizations, which make them amenable to cooperation (p. 160). Jung and Kwon emphasized the "individual's characteristics, properties of the relationships, and context" by looking at the commitment and positive experience (pp. 161-162). Jung and Kwon posited that the evaluation of trust development should be based on "dispositional, credibility and the relationship" (p. 162).

If correlation exits between volunteering and a high level of trust, then volunteerism will promote a nurturing management approach, not only in nonprofit organizations, but also in the work place. A person, who is satisfied, is more likely to have trust in the institution if the contribution to the joint effort is recognized. It is the relationship that matters because the level of recognition and feeling of satisfaction are critical to trust in the institution of work.

One of the requirements for collaboration is shared purpose. Fenwick, Miller and McTavish (2012) examined partnerships of local governments in England and Scotland. Fenwick et al. reviewed the literature on co governance or Meta governance, the theoretical underpinnings, and the multiple views within the multiple environments of local government partnerships. Cogovernance or Meta governance is defined as "managing the complexities, pluralities of tangled hierarchies" involved in the public service delivery (Fenwick et al., 2012, p. 406). Cogovernance means the involvement of public and nonpublic actors in the policy planning and implementation process (Fenwick

et al., 2012, p. 407). Following the 2010 election, changes were introduced in terms of service delivery, under which the local authorities in England and Scotland had to achieve 15 national outcomes (Fenwick et al., 2012, p. 408). Fenwick et al. investigated the motivation of cogovernance under four theses:

- The need to exchange resources and shared purpose

- The interaction is characterized by interdependence

- Interactions are based on trust referred to as game-like

- Actors maintained a high degree of autonomy (p. 409).

Fenwick et al. found that the partnerships were driven by resource capacities, shared goals characterized by interdependence (p. 412); the parties showed high degrees of autonomy based on trust, despite the awareness that the local government could reduce the financial resources (p. 413). Fenwick et al. found that the difference in budget size, the bureaucratic structure, regulations, and accountability to the political leadership resulted in the state actors playing dominant roles, which led to increased asymmetrical relationship.

Despite the success and limitations noted, the comment of the interviewee depicted the essence of the relationship.

> In partnership, we work well together; some areas don't work as well as we do here. But to do more joint service will not be easy. . . More joint delivery … some might say real joint delivery…could only come when pooled budgets, joint and even unified management and organization structures. There is a barrier to this. (Fenwick et al., 2012, p. 411)

In effective collaboration, the state actors and the power of the purse are important considerations (Hyman, 2004; Mikesell, 2011). While there is a need to collaborate based on shared purpose, the incentive differentiation ranges from how pooled funding is spent and accounted for, the alignment of organizational cultures (Yukl, 2009), the maintenance of national priorities, standards, and the organizational mandates in order to remain viable (Fenwick et al., 2012; Hyman, 2004). Fenwick et al. (2012) concluded that there is recognition of the importance of trust, whether to the "center itself" or the "practicalities" of the partnership, which requires the making of mutual adjustments (p. 413). Fenwick et al. described the mutual assured trust as game-like trust, based on accountability rather than trust originating from the development of social capital. Despite recurring themes of unequal relationship, the bureaucratic oversight, the different structures, and processes, Fenwick et al. found that the need for resources trumped the inconvenience (p. 415). Governments remain relevant to collaboration, so far as they remain the funders. To be able to determine if one obtained the desired outcome, it was important to evaluate the impact of funding on trust

Ford, Henderson, and Handley (2010) explored how an interdisciplinary approach could improve the learning environment in the study of geriatrics. Ford et al. evaluated the Geriatric Education Centers (GECs) in terms of interagency and interdisciplinary approaches to discover to what "extent the GECs collaborate with each other, in order to enhance geriatric education and service provision" (p. 449). Collaboration was described as processes with six Cs "contribution, communication, commitment, consensus, compatibility and credit "(Ford et al., 2010, p. 451). The conditions necessary to achieve

that collaborative advantage included "shared power based …on lack of hierarchy …trust, shared purpose, respect for divergent opinions …compromise, commitment and respect" (Ford et al., 2010, p.451). The inhibitors to collaboration included an unequal relationship between the physician and the nurse and a lack of trust. They found that the diversity of patients, in terms of culture, language, education level, poverty, urban, and rural dichotomy made collaboration difficult (Ford et al., 2010, p. 453). Collaborative success required the health care professionals to become "culturally competent and health literate" (Ford et al., 2010, p. 453). The program design had to be consistent with the funding requirements, the Institutional Review Board (IRB) conditions, and strategic discretion necessary to meet local conditions (Ford et al., 2010, p. 470).

Ford et al. (2010) found that the centers were from similar disciplines, and should have enjoyed the benefits of collaboration, the conditions necessary for IRB privacy protection, competition for funding, and discretion for local conditions gave rise to limitations and variations in interagency collaboration. Ford et al. concluded that the partnership between the GECs and the federal government was a contributory factor to the strengthening of integrated education for health care professionals in the field of geriatrics. Ford et al. recognized that funding from the federal government was critical to the "continued success of the GECs and ultimately improved health care services for older adults in the USA" (p. 479).

Capaldo and Giannoccaro (2012) analyzed the positive role of trust in supply chain performance by focusing on the interdependence structure. Capaldo and Giannoccaro reviewed the degree of interdependence pattern and the degree of

interdependence. Interdependence "occurs in supply chain networks, because actors depend upon one another for product and process accomplishments and /or for strategically relevant resources owned by their partners" (Capaldo & Giannoccaro, 2012, p. 1). The independence pattern was used to describe which actor depended on which actor to achieve the desired result. The degree of interdependence was described by the density of interaction (Capaldo & Giannoccaro, 2012, p. 1) Capaldo and Giannoccaro referred to several definitions of trust before settling on the definition as "an expected cooperation or benevolence by the participating organizations in the supply chain, which will do what is good for the overall system, and will not take excessive and unilateral advantage of each other, even when the cooperation may lead to a local disadvantage" (p. 2). Trust operates as a governance tool that fosters a belief in how other actors will behave within the paramount interest of the whole and not behave in an opportunistic way. While trust is explained in diverse theories, the process of joint action brings about learning through the exchange of information, operational flexibility, improved communication, and cost reduction from reduced competition.

Capaldo and Giannoccaro noted the influences of interdependence on the relationship between governance and performance and advanced two claims:

- The positive effect of trust varies across different interdependent patterns
- As the degree of interdependence increases, the positive impact of trust on supply chain performance increases

Capaldo and Giannoccaro (2012) used 30 diverse types of landscapes, patterns, and values. Through the use of simulation analysis, Capaldo and Giannoccaro found that the

influence of trust varies from low to high depending on the level of interdependence. A high degree of trust enhances the governance performance. Formalized patterns of interdependence decreases the adaptability of trust, and low trust levels are associated with detrimental dependent relationships. Capaldo and Giannoccaro made valuable suggestions for managers to select the nature of interdependence based on the interdependency structure.

Enhancers to Successful Collaboration and Trust Development

Because trust contains elements of risk-taking, factors that enhance trust development include shared vision, power sharing, good communication, flexibility, commitment, and trust under a committed leadership. While a collaborative advantage makes the goals realizable, the leadership must create the winning conditions. The winning conditions include the development of an organizational culture of trust. The window of opportunity is similar to the election of politicians, who are supportive of the intended policy (Bryson, 2004).

Leadership and Political Will

The literature on the role and impact of leadership is fully covered in articles in Hickman (2010) by scholars in the field of leadership such as, transformational leadership by Bass and Rigglio (2006), leadership in the extreme by Burns (1978), pluralism by Hicks (2003), organizational culture by Yukl 2009) and Schein (2004), and the inclusion of diversity by Stevens, Plaut, and Sanchez-Burks (2008). The theories and concepts of leadership vary from the great man theory to transformational, charismatic, the servant leader, contingency, and strategic to collaborative leadership. All of these

theories are designed to provide factors that lead to effective leadership. In the final analysis, leaders accomplish their desired outcome by setting the vision and mission and empowering the followers to complete the tasks, necessary.

In the transformational leadership theory, the stimulation and encouragement of followers to grow and develop into leaders is emphasized by responding to individual followers' needs by empowering them and by aligning the objectives and goals of the individual followers, the leader, the group, and the larger organization (Bass and Riggio, 2010, p. 77). This leadership style is an extension of the transactional perspective of "getting things done." Inherent in this style of leadership is intellectual stimulation, idealized influence, inspirational motivation, and individualized consideration as a part of the leader's behavior and charisma (Bass and Riggio, 2010, pp.78-79).

Situational leadership is based on contingency. In situational leadership, the difference in the leadership style is in the emphasis between directive and participation or task or people orientation. In the context of trust building, Ardichvili, Mitchell, and Jondle (2009) asserted that leadership is a contributor to the collaborative success by creating an ethical culture. In the literature review, two definitions of ethical culture from anthropological and organizational perspectives were offered. From an anthropological viewpoint, ethical culture was defined as an "accepted behavioral standards within the confines of a specified group as guided by a pattern of shared learned beliefs, traditions, and principles" (Ardichvili et al., 2009, p. 357). Schein (2010) discussion from an organizational perspective, culture is consistent with the belief of how things are done within the environment. The "way we do things" could be a formal or informal system. A

formalized system refers to leadership, structures, socialization, and the decision-making process (Ardichvili et al., 2009, p. 357). The informal system is the culture learned from osmosis by observing the behavior, norms, rituals, language, and past history (Ardichvili et al., 2009, p. 357). In terms of trust building, Ardichvili et al. suggested that an ethical culture is associated with structures that provide for equally distributed authority and shared accountability. An ethical culture has policies in place such as an ethical code of conduct that is clear, well communicated, and is specific about expected procedures and practices (Ardichvili et al., 2009, p. 357).

Although socialization reinforces the mission, ethical decision- making spells out the side effect of failure to uphold the transaction, or the cost and benefit analyses. The role of the leader is complex. Apart from the articulation of the vision, mission, goals, resources, empowerment, and attraction of followers, the leaders provide the environment for learning, modeling as "the witness for others" (Ardichvili et al., 2009, p.352). Ardichvili et al. enumerated the challenges of being a leader, referred to as the "survival of the fittest," the "law of the jungle," and "to get ahead" (pp. 352-353). The role of leadership is critical to any organizational change and more so in the development of the trust necessary for collaboration to succeed.

Yukl (2009) investigated the ways to influence organizational culture, and drew attention to the difference between espoused beliefs and underlying beliefs. The espoused beliefs are those that are expressed in a mission or value and may be incongruent with the strategies to achieve the goal. From a functional perspective, Yukl posited that the goal of culture is to provide an environment that is conducive to accurately respond to the

internal and external environment. Yukl suggested that two ways to influence an organization are through direct action and through the modification of a process based on effective communication. The direct action includes setting the espoused values, visions, role modeling, reaction to crisis, and designing the programs, systems, and structures to capture the espoused values. The focus on the leadership behavior ensures consistency between the espoused and the actual behavior. For example, the emotional aspect of handling a crisis may compel a leader who espouses ethical behavior to respond in an unethical manner. Organizational structure should include a reward for staff for excellent work, socialization, empowerment, and good communication. If the structures are designed to re-enforce the importance of building an organizational culture of trust, the trust can then be extended outside. Yukl concluded that the influence of the leaders, the development stage of the organization, and the founders have the greatest influence when the organization is young and has visions for the future. Yukl asserted that conflicts may result if there are competing visions and it is hardest to change when many assumptions and beliefs become "implicit and unconscious" (, p. 329).

Another area that requires leadership that is connected with organizational culture is diversity in the work place (Stevens, Plaut & Sanchez-Burke, 2010). Diversity is not limited to race and sex, but includes age, religion, and disability. The public awareness of the rights of disabled persons has increased the demand for inclusion. Hickman (2010) posited that a policy of inclusion "has a greater chance of understanding key issues, engaging in creativity or innovation and , sustainable change, by involving heterogeneous stakeholders, in a mutual problem solving arena" (p. 217). Diversity may provide a

challenge but the potentials of diversity are immense and not realized by guidelines and sensitivity training alone. It should not be just about creativity and increasing the productivity or the ability to serve people in their languages. The acceptance of diversity is about self-worth, value, attitude, shedding old beliefs and stereotypes about others, and regarding the workplace as a classroom setting to learn about others. The culture of trust can be enhanced when the existence of uniqueness and foibles are recognized and accepted. The onus is on leadership to set the example for others to follow. Through a policy that is inclusive in the hiring, promoting, and remuneration of diverse groups, the potential benefits translate into a positive work environment. A business that captures the essence of diversity stands to gain the benefits of collaboration, whether on a local, national, or international level.

In Canada, the federal government pursues a policy of multiculturalism in recognition that the society is made up of immigrants, albeit arriving at different times. Challenges due to diversity are more prevalent in bad economic times. As diversity increases and improvement in economic conditions continue, the potential benefits of diversity in age and disability become apparent. Diversity helps collaborating organizations to acquire a deficient resource from others. It is not possible to collaborate or to serve others without understanding people and their culture, which is consistent with "respectful pluralism at work" espoused by Hicks (2010, p. 484). Geertz (1985) asserted that understanding the meaning of other cultures is important to the involvement in international relations.

Public, nonprofit collaborations face workplace diversity, the potential benefits of creativity, and increasing productivity. It comes with challenges, which can, with proper investment be handled effectively. The goal is to pursue policies that foster cooperation and understanding; with mutual respect, trust will grow regardless of the differences. This natural inclusion affirms self-worth. While awareness and recognition are necessary to resolve potential issues, action is crucial in resolving them. Hicks and Yukl (2009) argued that if the spirit of action is to prevail, the organizational culture has to change to accommodate the realities of the demographics, which in turn, translates to mutual trust and successful collaboration. In this area, the case study provided the opportunity for real experience.

Mather (2010) suggested that a leader is someone who can get people to do what they would not do otherwise. In other words, leadership is a function about using the power of the office to influence and accomplish what needs to be done. For leaders, it is critical to support trust to gain the collaborative advantage. Given the competitive nature of the workplace and the diverse relationships in the workplace, collaborative efforts must exceed beyond the politeness or the win-lose stage to actual acceptance. The importance of the role of collective leadership cannot be overstressed.

Collective Leadership

Fang et al. (2008) argued that in order to achieve a collective gain, everyone is required to work together to solve a problem within the new entity. It is the responsibility of stake holders that is the decision-makers, to prepare strategic goals by reviewing the present, preparing for the future, and determining how to get there (Bryson, 2004, p. 7).

The implementation of the strategic goals by middle management through professional linkages completes the essence of the collaboration by adding public value in public and nonprofit partnerships (Agranoff, 2008; Bryson, 2004). In the United States, public value is defined as "providing the common good at a reasonable cost" so that the benefits "enhance life, liberty, and the pursuit of happiness, while also fostering a more perfect union" (Bryson, 2004, p. 8). According to Rabinowtz (n.d.), the advantages of collaborative leadership include a buy-in where the partners are more likely to implement decisions; effect a reduction in conflict; access information, new ideas, outcome, and empowerment; train new leaders; and bring about fundamental change (pp. 2-3). The success of the strategic planning depends on the model selected.

According to McNamara (2010), strategic models range from the simplest basic strategic plan through issue-based, alignment, and scenario models to a more sophisticated organic model. Both models provide a disciplined framework for decision-making, which helps the staff to implement the decisions in a purposeful manner consistent with the mission and vision. Strategic planning helps organizations to escape from isolation, and competition, and to build trust necessary for success.

The Impact of Politicians and Bureaucrats

From a public policy perspective, the most important driver in the development of collective trust is the political will or what Rossi et al. (2004) referred to as the "resource and political considerations" and governance (p. 23). Quah (2011) compared the impact of the level of trust and governance in Singapore and the Philippines on governmental effectiveness, political stability, and anticorruption strategies within the policy context.

Quah concluded that effective leadership led to a high level of trust and governance. This was based on how governments reacted to the challenges of governance, measures to curb corruption, the delivery of common goods, and the perceptions of fairness (Quah, 2011, p .2). Quah found that citizens are willing to trust that government if the bureaucrats who write, interpret, and implement the law, are diligent in the performance of their duties (p. 3). Any deviation from this practice is contrary to the mindset required for collaborative action, or, as in the definition of trust, as "an attitude of optimism about the goodwill and confidence about another person" (Quah, 2011, p. 3). The mindset requires changes in processes (that is clear and understandable manuals, organizational culture, and building trust relationships) which constitute a challenge to the traditional view of doing things. In other words, it would require an open system that responds to the environment. A change in mindset requires the reorientation of focus which Dubois and Fattore (2009) asserted involves providing services and collecting taxes.

Quah (2011) posited that other enhancers include improving communication between the collaborators, assessing their needs, building support gradually, sharing the gains, and improved interaction among staff to build a common identity (p. 105). It is important that middle managers deal with specific goals, which are then put into effect through day-to-day activities. It is through listening, learning, and working together that those skills which are conducive to trust and productive relationships are cultivated. Positive experiences lead to an expectation of improved behavior and the development of trust.

Quah (2011) asserted that while there is a need to develop trust, interpersonal trust cannot be a substitute for organizational trust. In this regard, good communication, adequate resources, and the presence of skilled personnel were fundamental to building interorganizational foundations of trust. Time is essential to the building of trust. By starting with a small project, the collaborators become aware of organizational culture, concentrate on what is shared in common, and reduce cost and competition, which eventually lead to the evolution of trust and success. Success does not happen per se, but must be nurtured starting with a willingness to cooperate and by embracing the necessary steps to achieve the goal.

Improved Communication Process Factors

Ojo, Janowski, and Estevez (2011) described how to build a sustainable, collaborative, technological environment, which encourages the free flow of information. Based on a network-centered perspective, Ojo et al. suggested that the flow of communication is critical at all levels starting with leaders, to middle management, then to the staff and back to the top (p. 237). The goals are to keep members informed, share values, and to get to know each other. These goals help to prevent conflict and to resolve issues amicably.

Purpose Context Factors

The enhancing property of purpose depends on the context, overall reasons for the collaboration, desired outcome, and to ensure the achievement of the purpose. Tsasis (2009) posited that goals must be clearly defined and agreed upon in order to ensure consistency between the collaborative purposes and interorganizational mandates (p. 10).

Sun, Wescott, and Jones (2011) stated that while it is crucial that the process should

include flexibility to accommodate different levels of trust in organizational cultures,

there should be a plan of action in order to achieve the collaborative advantage.

Bowornwathana (2011) documented the ability to manage resources. Resource

exchange has a broad implication as the interpretation includes transaction costs, funds,

people, and skills in insufficient quantity for use at the initial stage and as the relationship

develops. Bowornwathana, in reviewing the impact of politicization in service delivery,

compared interference by the governing body, trust, and the ability to perform.

Bowornwathana found "that there is a high positive association between trust in

governance institutions and the performance capacity of governance institutions" (p. 10).

Learning Environment

If collaboration is to happen, collaboration must provide a learning environment

so that the strategic planning process will strengthen the relationship, reduce conflicts,

and lead to a better understanding of each other.

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Resource Dependency

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Since the relationship between the collaborators is complex, the pursuit of

multiple goals demands changes in structures and processes to mirror how the public

partner operates. This isomorphism may be an attempt to interact with the government or

influence policy. Nonprofits can be initiators of policy through advocacy or

implementation, having gained their way in as experts in serving the poor, the

disadvantaged, and the needy (Alexander & Nank, 2009; Salamon &Anheier, 1998).

Regardless of whether the communication is from the top down, or vice versa, nonprofit

organizations have to exercise caution in their criticism of programs if they are dependent on government for funding (Suarez, 2010).

Tsasis (2009) used the resource dependency theory as the conceptual framework, to observe resource dependency, under resource, scarcity, interdependency, and uncertainty. According to Tsaias, under dependency theory, an organization develops loose partnerships with other organizations with similar interests in order to reduce uncertainty and manage their interdependency without crossing the boundary of losing autonomy (p. 6). Tsaias found reciprocal benefits from the exchanges, achievement of strategic goals, importance of complementary goals, and positive experience expectations on future relationship with external environment. However, the lack of shared goals resulted in competition (Tsasis, 2009, p. 10). Tsasis used words such as differentiation, specialization, complementary, domain consensus, and their impacts on their operation and the findings (p. 14). Domain consensus was defined as the "set of expectations for members of an organization and for other actors of what an organization will or will not do "(Tsasis, 2009, p. 11). The participants saw this case study as a strategic move for survival as it advanced the understanding of the social process of interorganizational collaboration through a qualitative approach.

Inhibitors of Trust

Hickman (2010) noted that the potential benefits of collaboration are realizable when the stakeholders recognize that benefits are derived from joint action. External challenges include incompatible goals, purpose, unequal power, and a fear of losing control of identity, culture, and the high cost of association. Internal barriers include clear

opposition as organizational change involves change in behavior to accommodate the new processes and fear of conflict. Barriers also include a lack of shared vision, poor communication, a lack of control, opportunism incompatibility, a lack of resources, a fear of losing identity and diversity, and a lack of trust (Hickman, 2010). The need to maintain organizational identity is tied to the fulfillment of the mandate or vice versa. The tension between the need to fulfill mandates may be in conflict with the need to keep their identity and trust with their client base (Ojo et al., 2011). Fang et al. (2008) cautioned about the danger of "multiple loyalties, by multiple players, to multiple entities" (p. 81).

Even with excellent leadership and a good learning environment, resistance to change and rapid change are two areas that may pose challenges to collaboration. Hickman (2010) suggested that resistance can be caused because adopting the new change demands that people "let go of certain elements of our past method of working… which means to experience a loss of competence, loss of reporting relationships, loss of job, loss of tradition, or loss of loyalty…to our heritage" (p. 507). In any organizational change, some people will adapt and others will resist, not wanting to give up the known.

Differences were dealt with in an honest and respectful manner. Responsibilities for decisions and shared actions built an atmosphere of trust (Hickman, 2011, p. 503). The purpose is to build a capacity for change to accommodate the new realities (Hickman, 2011, p. 502). An operative phrase linked to collaboration is that collaboration has potential benefit under such and such condition (Fang et al 2008, p.81, Msanjila, 2011, p.139). Fang et al. noted the challenges within the groups, between the groups, and the outside environment. Cairns and Harris (2011) documented the implementation

challenges associated with collaboration. Challenges include understanding

organizational cultures, decision making mechanism and information sharing (Cairns &

Harris, 2011, p, 312). It should be recognized that no system or model is perfect; that it is

important to be aware of the challenges and find ways to mitigate them. Hickman (2010)

posited the use of "conflict capital," here defined as a resource that helps to discover,

understand, and make use of differences among participants or shareholders (p. 503). The

result is the "vision of what is possible" (Hickman, 2010, p. 503).

Furst and Cable (2008) suggested that inclusion is an effective strategy to use (p.

1). Dealing with adaptive challenges requires readiness to think outside the box

(Hickman, 2010, p. 507). The strategy begins with understanding the cause for resistance.

Other suggestions include Blunt's (2007) "finding time to interact with people, listen to

them, to take their careers and professional growth seriously" (p. 3) and Fields' (2011)

leadership principles. Furst and Cable's (2008) counter suggested that it is not the

strategy used but "the nature of the relationship between the employee and the manager"

(p. 459). In the final analysis, it is the interaction between people that counts. It provides

the opportunity and the ability to build trust, an essential ingredient in human

relationships (see role of the leader).

The Reason to Continue

In a rapidly changing world, the role of government in the lives of citizens has

increased to meet the demands for policies to ameliorate social conditions (Anderson,

2011, Hyman, 2004; Mikesell, 2011). As society has become complex, the old methods

of dealing with social issues are neither sustainable nor appropriate. Governments have

turned to privatization and collaboration with nonprofit organizations for their expertise

in policy-making and implementation. While private organizations operate from a free

market perspective, there are services that only a government can provide based on the

common good principle. Scholars have discussed the potential benefits of mutual gain for

the collaborators if certain conditions are met. The most important is the presence of a

relationship based on trust (Alexander & Nank, 2009; Brinkerhoff & Brinkerhoff, 2011;

Feiock et al., 2008; Fang et al., 2008; Patel et al., 2012). Scholars recommended further

studies about trust, given its usage in many disciplines and importance in collaboration.

The likelihood of success is enhanced by the presence of a common goal,

purpose, culture, and leadership adept at taking advantage of winning conditions, an

action plan, performance measurement, and the creation of conflict resolution capital

(Hickman, 2010; Vancoppenolle, & Verschuere, 2012).) Given that public and nonprofit

collaboration is conducted within practical political and resource consideration, the

current lack of bi-partisan highlights the need for the study of trust in public policy.

Criticism of the Existing Literature

Despite the growing interest in collaboration and the importance of trust in

multiple disciplines, the lack of a universal definition of collaboration and trust remain

constant themes. This means that research is constructed from different perspectives and

interpreted from different lenses resulting in different conclusions. It is difficult to make a

conclusion. According to Brinkerhoff and Brinkerhoff (2011), some researchers based

their conclusions on "empirical studies, others on normative agendas" (p. 3). A uniform

definition or framework offered by Patel et al. (2012) helped to draw inferences and lessons learned across disciplines.

The use of the quantitative approach in determining the effect of trust in buy, sell, or make and by simulation in the laboratory ignored an important variable: the human input. The perfect conditions in the laboratory are not obtained in real life. In a controlled environment, theories work perfectly because conditions are regulated, coordinated, and free of tensions. Humans do not simulate as was used in the quantitative approaches. Human beings have their foibles, quirks, and different ways of perceiving and interpreting situations in a given environment. In the social sciences, the quasi-experiment is not acceptable because of the difficulty of applying "components of research designs, comparison, manipulation, randomization and control critical in pure experimental sense" (Frankfort- Nachmias and Nachmias., 2008, p. 116-117). Yin's (2009) suggestion of a qualitative case study provides the strategy to collect data from real participants under real conditions in their natural setting, which is free from manipulation and control of the researchers. The meaning assigned by the participant is critical to understanding the evolution of a phenomenon. Patel et al. (2012) included real people in their framework.

Collaborative Model: A Recommendation

Literature on public and nonprofit collaborations remains limited. Trust remains a gap in the literature requiring further study. Based on the literature review, a recommendation for a model to ensure that trust develops consists of collaborators that

- Share a common world view or philosophical assumptions

- Share common vision and goals

- Develop trust and respect for each other to meet group and individual obligations

- Share power

- Have good communication

- Are flexible

- Have organizational culture of learning that is ethical

- Are inclusive

- Have Servant leadership

- Adequate resources-staff, technical support

- Have the political will to support the activity

Summary

The role of trust in collaboration is critical to the success of collaboration. Political ideology or motives cloud the judgment of what is best for the people that the elected politicians are elected to serve. Proponents of the free market emphasize the benefits of privatization and exaggerate the flaws of the government in terms of inefficiency. The claims are not always borne out as evidence (Calgus, 2006).

This chapter provided a review of literature on what is known about trust, its critical role in successful collaboration, and supports further research. The recurring theme in the literature on collaborative trust is the multidisciplinary usage, the limited literature on public nonprofit collaboration and the absence of a framework.

Simmel's nature of trust (as cited in Mollering, 2001) provides the foundation of trust as consisting of three elements: expectation, interpretation, and suspension. Another element is the leap of faith, which helps suspend doubt and convert it to certainty. The elements of expectation, predictability, and reliability inherent in trust compel a person to accept the risk and vulnerability for the potential mutual benefit, arising from the collaborative advantage. The expectation is that the combination of certain factors such as shared goals, past history, and mutual benefits may contribute to the development of trust. These common elements of expectation and interpretation in a given situation are consistent with the social construction, interpretation, and qualitative approach. Knowledge of the subjective interpretation of how to overcome challenges inherent in human relations are critical to prevent tension between expectation, reality, autonomy, accountability, and the power structure (Huxham, 2003). As the role of the leader is crucial in getting things done, the leader should possess the charismatic and visionary qualities to attract followers. Ideally, they should be servant leaders, focused on the group interest, without sacrificing organizational identity and mandate (Alexander & Nank, 2009, p. 365).

Globalization, poor economic conditions of high unemployment, deceasing revenue, and an increasing demand for social services will continue to compel governments to seek alternative strategies to meet mandates, efficiency, equity, and sustainability (O'Neil, 2004). The bureaucratic method of service delivery is not sustainable in the face of reduced resources, demand for accountability, and a lack of political will in Congress. Formulating and implementing policies to deal with complex

issues require multiple actors. Collaboration does not happen in a vacuum. Groups with different mandates who wish to collaborate must construct a new reality that serves members, as posited by Fang et al. (2008. p. 1). People may work collaboratively for survival based on resource dependence/scarcity theory (Ojo et al., 2011).

Developing a trustworthy relationship includes building inter personnel skills and an interorganizational culture of trust, which are crucial to human relations. Quah (2011) concluded that the higher the level of trust, the better the performance, expectation, interpretation, and suspension of doubt. These stages in trust development may be slow and expensive in the energy required to set up and sustain the organization.

From a public policy perspective, trust, political will, purpose, cost factor, and organizational culture are important considerations in the trust development process. The changing roles, in response to evolving demands for accountability have led to a bigger say by stakeholders. With a decentralized public administration, many stakeholders are invited to the table. If all of the variables are exercised properly, the conditions are right to create what could be considered a winning environment. The leadership of the government, through the power of the purse and the political will, create the winning conditions. This qualitative case study of city of Odiville, the Jamber Foundation and the city of Odiville's public library venture provided the framework to explore on real participants the ideas contained in the literature review. In the final analysis, it is the participants' construction of the reality that is crucial to my finding. In Chapter 3, I outlined the methodology and how the data were collected.

Chapter 3: Research Method

Introduction

The purpose of this qualitative case study was to explore the evolution of trust from a public nonprofit partnership. Despite the conclusion that the achievement of collaborative advantage is dependent on the existence of trust relationship, the literature on trust in public nonprofit collaboration remains limited (Alexander & Nank, 2009; Gazley, 2008) The city of Odiville, the Jamber Foundation, and the city of Odiville's public library partnership offered the best framework to explore this phenomenon. In Chapter 2, I presented what was known about trust in collaboration and identified the gap in literature. Because of the importance of trust in interdependent relationship, a qualitative case was considered the best approach to explore the phenomenon. The qualitative case study enabled the staff to describe their knowledge about trust much better than the case study under the quantitative approach (Patton, 2002; Stake, 2009; Yin, 2009, 2011)

My research strategy incorporated the research design and the grounding philosophical assumption, the research approach and the methodology used for gathering information necessary to arrive at a credible finding on my research interest. In this chapter, sections are devoted to deal with the various sections such as: research design, the rationale for the choice of design, the role of the researcher, the sample strategy, the population, the data collection procedure, the data management, the data analysis procedure, trustworthiness issues, and the procedure that I used to gain access to

participants and ethical issues. Participant recruitment, data analysis and management

procedures though preliminary in chapter 3 did not change in Chapter 4.

Research Questions

1   How do city of Odiville, the Jamber Foundation and the city of Odiville's

public library define trust within their collaboration at Bobcreek

Community Center in the city of Odiville, Ontario?

2   How did trust evolve within the current collaboration between the city of

Odiville, the Jamber Foundation and the city of Odiville's public library?

3.   How does trust contribute to successes in collaborative leadership, and

what does it look like?

The research questions were designed to lead to a greater understanding of trust

within the context of public nonprofit collaboration, to meet certain criteria of relevance

to the topic, have impact on public policy, researchable-appropriate for scientific inquiry,

ethical for greater good, feasible, and adequate resources to carry out the research. These

questions explored factors that enhanced or inhibited the development of trust in

collaboration. Because collaboration involves working together to gain a collaborative

advantage, Warm (2011) found that the gain is possible, "if that work leads to bond

development amongst the partners so that out of the bonds, emerge the seeds of trust" that

is nurtured and eventually yields an improved outcome (p. 43).

Research Design and Rationale

Theoretical Basis of the Inquiry

I selected a research design best suited to explore the evolution of trust. As such, the exploration of the meaning that individuals and groups ascribe to a social or human problem is best researched under a research design that facilitates such exploration (Stake, 2009, p.8). The qualitative approach incorporates the philosophical assumption of social construction/ constructivism school, with interpretivism of Berger and Lincoln (1967) and Lincoln and Guba (1985), who asserted that the qualitative approach reinforces the importance of understanding the case as interpreted and presented by the participants. In this approach, it is the participant's world view and experience that are given prominence (Patton, 2002, p. 97; Yin, 2011). I used this approach, even though, the truth is not absolute but is socially and culturally learnt and interpreted because the interpretive aspect is crucial in qualitative research (Stake, 2009, p.11), I was aware of the real conditions, context, and settings which did not affect change, while relied on the participants' view of the situation Denzin and Lincoln (2005) defined qualitative research as the following:

> Qualitative research is a situated activity that locates the observer in the world. It consists of a set of interpretive material practices that make the world visible. These practices turn the world into a series of representations, including field notes, interviews, conversations, photographs, recordings and memos to the self. At this level, qualitative research involves an interpretative, naturalistic

approach…study things in their natural setting, attempting to make sense of or

interpret, phenomena in terms of the meanings people bring to them. (p. 3)

Denzin and Lincoln (2005) captured the essence of qualitative approach (the

exploration and interpretation of information gathered from real people under real

conditions) rather than establishing the causal relationship between variables and the

observable frequencies (Patton, 2002; Yin, 2011). By conducting a case study in the real

conditions, context, and settings, I was able to dig deep into factors that enhance and

inhibit trust development in public nonprofit collaboration and emerging issues that

might affect the participants' view of the situation (Creswell, 2007; Yin, 2009) The

approach offered the flexibility to combine or modify the process based on emerging

norms, which was a contrast with the rigidness of quantitative approach. In quantitative

approach, data collection involves surveys, experiments, and quasi-experiments, which

are not consistent with social science (Frankfort-Nachmias & Nachmias, 2008).

Creswell (2007) identified the differences in philosophical assumptions in

qualitative research and quantitative research as the ontology, epistemology, axiology,

rhetorical, and methodological, all of which show how the study will be conducted (p.

15). In this study ,the nature of the reality (ontology) was expressed by the participants at

the city of Odiville, the Jamber Foundation and the city of Odiville's public library,

during the data collection phase, from multiple sources, and in their naturalistic settings

(Yin, 2009). The use of this setting prevents the researcher's manipulation of the setting,

since contextual conditions impact on the participants' behavior (Guba, 1978; Patton,

2002, Yin, 2011).

Yin (2009) suggested that the case study could be used under conditions such as to ask how and why questions, to explore a behavior beyond researcher's control, and to focus on contemporary topics (p. 8). The study should involve studying people under real life conditions, be flexible and incorporate views of the participants Different approaches have been advocated by other researchers. For example, Creswell (2007) posited that the case study best suits the situation, "where the case presents an unusual or unique situation" (p. 74) and "in which in depth understanding of the case, and the cases that show different perspectives of the problem, process or event" (p. 75). The qualitative case study was used because of the unique nature of the city of Odiville, the Jamber Foundation, and the city of Odiville's public library partnership. By combining the interdependency theory as the theoretical framework, the exploratory method enhanced my ability to dig deep into the rationale for joint action, how trust evolved, and what success looked like. In the end, the truth unfolded, consistent with the constructivist perception. By using semi structured open-ended questions, examination of documents and focus groups, the researcher obtained sufficient information to make a credible finding.

Rationale for the Research Tradition

Although each research tradition has its advantages, the research approach selected must be the best suited to answer the research question (Yin, 2011, p. 9). The research question determines the link between the problem and the methodology. In other words, the research tradition must consider the context (Stake, 2009, p.4). I selected the qualitative approach which is emergent, evolving, and offers mosaic orientations and

methodologies of how to answer the research question to arrive at the truth (Yin, 2011, p. 9).

Patton (2002) offered several approaches to qualitative research, albeit with slightly different nomenclature. Five qualitative approaches were compared, namely biographical or narrative, case study, grounded theory, ethnography, and phenomenology before the final selection. It is the purpose of the study, as embodied in the research question, which determines the subsequent research processes.

Ethnographic approach emerged as an attempt to understand the subculture of a group, with emphasis on alienation and resistance to domination (Creswell, 2007, pp. 310-311). It was rejected for this case as inappropriate based on the problem statement and the focus of this study. In a grounded theory, the researcher seeks to generate a theory at the end a study, if there is sufficient information. While it was not the purpose, a case study is flexible enough to incorporate this approach. The purpose of this study was to explore and come to a finding of how trust evolved

Phenomenology is involved in the descriptive, subjective, real life experience of an event as reported by the participants (Patton, 2002, Yin, 2011). The goal is to gain an in-depth understanding of an event, albeit retrospective from the people who lived the event (Patton, 2002, p. 107; Yin, 2011, p.14). Because this case study is about collaboration, not an event, phenomenology was not selected.

Biographical or narrative research focuses on a historical figure/interesting life experience or event; therefore, it was not suitable for the purpose of this study. The research interest was neither about a historical figure nor an event. The need to obtain

information from multiple interpretations of real experience under real conditions and natural settings was not conducive to the use of surveys because of the rigid format; therefore, survey was not suitable for the purpose of this study (Patton, 2002; Yin, 2009).

The choice of case study was based on my ability as the researcher to focus on the initial intent, the issue, and the context (Yin, 2009). The flexibility of a case study to incorporate other qualitative traditions and uncover other perspectives without having to resolve contradictory comments led to a better exploration of the development of trust through emerging concepts (Yin, 2009, p. 8). Secondly, it enabled an in-depth study, rich in context, from multiple sources of data, and focused on the uniqueness of the situation (Stake, 1995, p.1; Yin, 2009, p. 2). The reasons for this selection were consistent with Yin's purpose-driven approach to data collection from multiple sources of data and in the natural setting of the participants.

Other researchers have opined that the selection of a strategy should neither be based on past reputation nor ideology commitment, but on the appropriateness of the procedure (McNabb, 2008; Patton 2002; Schilling, 2009; Yin, 2009). It is the efficacy criterion in finding the truth which was most crucial. An exploratory qualitative case study was my paradigm of choice that enabled situational responsiveness (Patton, 2002, p. 68). Schilling (2009) combined a qualitative case study approach with a pragmatic use of quantitative data analysis to strengthen the objectivity. As a researcher, I accept the qualitative philosophical assumption as a credible research approach, and on the same footing as the quantitative approach.

The Role of the Researcher: Bias and Ethical Issues

In accordance with the qualitative tradition, my role as a researcher was that of *the research instrument. In this role, my duties varied from data collection (which* involved preparing the questions posed) listening, obtaining, and transcribing the relevant information, managing, and analyzing data from the participants. While this process led to a greater understanding of the problem, the participant observer role brought a certain amount of subjectivity rather than objectivity, which is critical to research. The selection of the topic, the participants, and the data interpreted and reported are examples of subjectivity. Yin (2011) noted that regardless of the quest to maintain objectivity, the researcher's worldview, writing style, and interpretation are reflections of his or her experience and cultural backgrounds, which are brought to the research process. (p. 12). Janesick (2011) suggested that a researcher must recognize that bias exists and exercise caution in the research process (p. 147). Even though complete objectivity is elusive, I increased objectivity by heightened awareness, adhered to the code of conduct of Walden University, the guidelines of APA (2009), and IRB conditions. I used words that were accurate and clear, obtaining multiple sources of data, and using multiple peer reviews, to broaden my perspective to arrive at a reliable/credible finding (Hickman, 2010).

A clear understanding of the goal of the study did not lead to the bias of confirming a preconceived reason for the research. My interests in this research are intellectual curiosity, work-related, and to contribute to social change. I have never worked for either organization in a paid capacity. My interest stems from my belief in the possibility of change by serving on boards and advocating change. I am self-employed in

business. . I have no sponsors, financial or otherwise. Currently, I serve on the Jamber

Foundation Board responsible for five cities. I represent my city on the board as a board

member. I was the co-chair for the Capital Campaign in my city branch. I have served as

a board chair of the Public library and Art Gallery in my city, past chair for the Capital

Campaign, and first president for the Friends of the Library in my city. Membership on

these boards gave me a good understanding of their operations. This disclosure is

consistent Yin (2011) assertion to disclose any personal traits or what can be perceived as

conflict of interest (p.42) I conducted this research, with "extra caution…. used a research

lens rather " than as a board member (Yin, 2011, pp. 41-42). I used member checking and

peer review for preliminary findings to ensure objectivity.

It is desirable to discuss any ethical issues inherent in qualitative approach

because it is both subjective and judgmental. Cooper (2006) stated that an "ethical issue

exists when competing or conflicting ethical principles or values are embedded in

practical problems" (p. 32). Fieser (2009) asserted that ethics involves the "concepts of

right and wrong behavior" (p. 1). I have no ethical issue about the study as I neither hold

a position of power over the staffs' terms of employment nor is the study commissioned

by the organization. I do not reside in the same town or neighborhood. To avoid ethical

issues in content or procedure, I followed Yin's (2009) and Creswell's (2009) recruitment

process, obtained informed letter of consent. I followed Janesick's (2011) interview

protocol, clear explanation of my study, risks involved if any, the voluntary nature of

participation, the right to withdraw without reprisal, confidentiality and safe storage of

data generated and member checking.

The nature of this phenomenon did not pose psychology, social or economic risk, since participants were given code names or random numbers, thus protecting their identities. I have no preconceived views about the research. The knowledge gained will help in my advocacy for social change by facilitating "participatory and empowerment process" (Patton, 2002, pp. 182-189) for those not usually involved in the policy process. By following the data collection protocol suggested by Janesick (2011), Yin (2009), and Patton (2002) I conducted an accurate and fair study so that lessons learnt could be the basis of future research on nation building in the developing countries, where ethnicity/trust is an obstacle to development (Kagame, 2010). Patton noted that transition to democratic nation building involves informed citizens, who must master "in-depth democratic thinking and political sophistications" and "know how to use the information" (p.189). The findings from this study provide new thinking about the evolution of trust, its importance for collaborative success, and contribution towards social change.

Stake (1995) suggested that even though each case is unique, and merits its methodological approach, there is a commonality of interests with knowing how trust evolved in collaborative efforts per se. Although statistical generalization, from my case study is not possible, given the sample size in this qualitative research, Stake (1995) and Yin (2009) asserted that analytical generalization or the petite generalization of the finding was possible by comparing the finding to the existing theory. As research involves standing on the shoulders of giants to extend the existing knowledge, the particular understanding from this case study will extend the knowledge of the evolution of trust.

Stake (1995) suggested that while a case is not always representative, the new understanding, though gradual, leads to refinement of understanding, which could lead to the modification of generalization (p.8). Notwithstanding the above, I provided accurate and detailed reports of my methodology, in such a way that the reader can align the research question to the finding. Other options for duplication include future meta-analysis of existing cases and a change in methodology to quantitative approach, In this regard; there needs to be an establishment of the causal relationship between trust and collaboration. Further recommendations are discussed fully in Chapter 5

Methodology

Population Target and Sampling

My target population consisted of the employees and stakeholders at the city of Odiville, the Jamber Foundation, the joint venturers, and the city of Odiville's public library (Creswell, 2007, p.71; Frankfort-Nachmias & Nachmias, 2008, p. 163; Yin. 2011, p.115). The Management Committee of 4 representing the city of Odiville, the Jamber Foundation and the city of Odiville's public library participated in a focus group. The Management Committee was instrumental in the negotiation, leading the agreement to enter into the venture, implementation of the project and currently acts as the policy board. From the target population, participants were selected from employees, board members, volunteers and stakeholders that have knowledge of the negotiation that created the collaborative relationship, using the gatekeeper strategy (Creswell, 2007, p.71; Yin, 2011, p.115). Since the target population was too large, sampling allowed me to collect data from those, who were involved in collaboration during the negotiation and since

2010 and to do so within a reasonable time and cost without sacrificing the quality of data (Frankfort-Nachmias & Nachmias, 2008). A minimum of 15 up to 20 participants had been estimated to partake in the research, but the saturation was reached after 14 interviews, which formed the unit of analysis. Since multiple sources of data provide multiple representations of views, opinions and perceptions, my sampling strategy was consistent with achieving that goal (Yin, 2009). Patton (2002) noted that the power and logic of "purposeful sampling is embedded in the selection of cases, that yield rich, thick information," (p. 230) rather than empirical generalizations. The use of judgment/ purposive or snowball sampling strategy, enabled me to select the case and the design strategy best suited to answer the research question.

Sampling is a systematic selection of what is to be explored in the study (Cohen & Crabtree, 2006). Inherent in the discussion of the sampling strategy is the relationship between the sample size and saturation. According to Cohen and Crabtree (2006), saturation is reached when no new information is obtained. Miles and Huberman (1995), and Marshall (2005) asserted that the sample size is based on the optimum number required to make a valid inference. Patton (2002) concluded that since the unit of analysis determines what the researcher is able to find, the optimum size should be adequate to advance the study.

A small sample may be adequate for a study, but it may be inadequate in terms of generalizability. Apart from the need for transferability, no rules exist in the qualitative tradition as to sample size, but Patton (2002) suggested that it depends on the purpose, "what is at stake, useful…credible .and what can be done with the time and resources" (p.

244). I utilized multiple sources of data and obtained multiple perspectives, which compensated for the sample size by enabling me to obtain data from the widest array to build the thick rich information necessary for credible finding (Creswell, 2007; Maxwell, 2005, p.68). Because the sample size can affect the saturation, Cohen and Crabtree (2006) noted that the effect of premature redundancy, if the sample is too small, could lead to my analysis being skewed and limited, because of the failure to "go beyond the surface or status quo with the respondents"(p. 1). By using 14 individual interviews, a focus group, and examination of primary documents I was able to avoid the effect of premature saturation. In the final analysis, it was a question of judgment in the selection of the strategy.

Sampling Strategy

Information from my participants was crucial to arrive at a useful conclusion. The information must be reliable and adequate to answer the research question. For this study, purposeful snowball/ gatekeeper was used because it helped the researcher to understand the phenomenon and research question from the perspectives of participants, who were knowledgeable about it (Patton, 2002, p.230). The initial gatekeepers were the CEOs, from whom I obtained the Letters of Cooperation and played critical roles in the project moving forward. They were in the position to identify individuals, who had information about the venture. Patton (2002) asserted that the process of snowball enhances the location of "information- rich key informants…..by asking well situated people, who knows a lot about…and whom should I talk to?" (p. 237). With the help of gatekeepers, the researcher was introduced to the people on the know about the phenomenon of trust

and thus deepened my understanding of the phenomenon (Creswell, 2007, p. 71;

Frankfort-Nachmias & Nachmias, 2008; Marshall, 2005; Miles & Huberman, 1994;

Patton, 2002; Yin, 2011, p. 115). I used this method to saturation after 14 individual

interviews even though I had planned to interview 14-20 individual participants. The

participants were the cross section facility management, heads of departments, and upper

management from the organizations and stakeholders.

The research sites of the interview were at the natural setting of the participants in

Odiville, Ontario (Janesick, 2011; Yin, 2009). I gathered information to saturation point

to ensure that multiple views were captured, to draw reliable conclusion, and to increase

the trustworthiness

Sample Size

In absence of any rule on the optimum number of participants, the determining

factor was to collect enough information to produce a conclusive finding (Patton, 2002,

p.229). Patton (1990, 2002) went further to note that sample size depends on the

following: (a) what the researcher needs to know, (b) the purpose, (c) the phenomenon,

(d) credibility of the research, and (e) resources such as time and costs (p. 184; p. 229).

While I had estimated the optimum size, 14 and up to 20 participants and ended up with

14 without sacrificing the credibility of the finding. While details of the demographics are

presented in Chapter 4, it should be noted that there was neither sampling by age nor by

gender. The participants of 8 women and 6 men were selected from the three entities on

the bases of knowledge of the phenomenon and the willingness to participate

Data Collection Method

Instrumentation

According to McNabb (2008), data collection is composed of activities which the researcher must follow in order to gain the valuable information, while protecting the confidentiality of participants. In the qualitative approach, the activities range from selecting the site, the participants, sampling strategy, and collecting the data to build an in-depth knowledge of the phenomenon/trust. Yin (2009) suggested the use of 6 instruments: the use of archival record, interviews, documentation, observation, participant observation, and physical artifacts. I used 3 instruments.

Documentation

In this qualitative case study, a review of the primary documents enabled me to ascertain information about the phenomenon. I reviewed the following primary documents such as: the Memorandum of Understanding (MOU) the User Agreement and Lease Agreements between the Joint Venturers and between the Joint Venturers and the city of Odiville's public library, which yielded information relevant to the study. The examination of documents revealed the rationale for collaboration and the nature of the relationship (Yin, 2011, p.148). It demonstrated how the agreements were crafted in the light of the overall mission, vision, the coexistence of organizational mandates, and stakeholders' impact and the evolution of trust evolution relationship to a successful collaboration. The language of documents demonstrated the need for fairness as part of the mutual expectations of giving equal weight to equal needs, buttressed by the consensus decision model and conflict resolution provision.

It was critical to observe the impact of the presence of trust since Quah (2011) asserted that the presence of agreements limits the impact of trust development. There was no negative impact found in this case. While documentation gave me behind the scene information, it provided "a lead for the researcher to ask questions in the interview" (Patton, 2002, p. 307). By combining the three data collection methods, I had a better picture of the phenomenon (Patton, 2002, Yin, 2011, p. 149)

Interviews

Secondly, 14 individual interviews were conducted with identified employees and stakeholders of the city of Odiville, the Jamber Foundation, and the city of Odiville public library. Janesick (2011) defined an interview as two people exchanging information through a question and answer session that cannot be observed (p. 100). Through the 8 interview questions, a researcher could "enter the other's world by obtaining something that is meaningful, can be made explicit, and worth knowing" (Patton, 2002, p. 341)**.** Patton (2002) advocated the use of three open-ended approaches: informal conversation, general interview, and standardized guide. Furthermore, Patton suggested interviewing techniques such as asking probing questions, follow-up, prefatory, announcements, presuppositions, clarifications, recognition support, and feedback (pp. 369-375). Similarly Yin (2011) suggests (a) conversation, (b) moderation to allow the participant to speak more, (c) nondirective to allow participant to vocalize priorities, and (d) continuing analysis of the situation to know when to intervene (p. 138). Patton (2002) and Yin (2011) share similar views about the adherence to interview

protocol, full engagement and support to encourage participants to be open in sharing experiences.

I used the conversational, continuing analysis, guided techniques and follow up question as set out by Creswell (2007) and Yin, (2011). I used the same open-ended semi structured interview questions for consistency and clarity through follow-up questions that yielded rich thick information. There was no language barrier so no interpreter was needed.

Focus Group

Focus groups provided the opportunity the gather firsthand information from the people who were instrumental to the case (Patton, 2002; Yin, 2011). At the end of the individual interviews, I conducted a focus group of the Management Committee of four representing the three thus, two from the city (also funders of the library), three from the Jamber Foundation, It was difficult to find a day or time convenient for all. In the end, four members, three from Jamber Foundation and one from the city since only one could speak for the city, were able to participate. I would have preferred participation by all members of the focus group, yet I felt the individual interviews yielded in depth information especially as the interview questions were almost the same. Participation was on a voluntary basis and this was a case when it was not convenient for a participant. I used the semi structured interview questions (Appendix C) and informed consent (Appendix E) specifically prepared for the focus group.

The added advantage of this focus group was their direct knowledge of the phenomenon from negotiations to the completion. The use of questions specific for the

focus group, helped me to gain a deeper insight into the negotiation of the various

agreements, the why, who, what and when questions that affected the organizational

culture of trust (Yukl, 2009). Each medium provided unique information, to the rich thick

information consistent with Patton (2002) position that no single source can answer all

the questions. Patton concluded that that the use of multiple sources and multiple

perspectives were, "validating, cross referencing or compensating for the weakness of

another" (p. 306). Table1, shows the instrumentation used.

Table 1

Instrumentation

All Stakeholders	Documents	Interviews	Focus Group
The city of Odiville	X	X	X
The Jamber Foundation	X	X	X
The Library	X	X	
Upper/Mid Management		X	

Data Collection Procedure

The goal of answering the research question was dependent on obtaining reliable

information from participants. To that effect, I selected the data sources that yielded the

rich thick and reliable information, while being sensitive to the needs and protection of

the confidentiality of the participants. I selected interviews, examination of documents

and focus group to explore the research questions as each medium contributed to the rich

thick and reliable information. The documents provided the evidence of who was at the

table, why the agreement, contents, rules of governance of the partners, and to

corroborate the responses from the interviews and focus group, I completed the

preparatory phase, which included consulting the checklist as supplied by Creswell

(2009) and Yin (2011) to ensure compliance. I prepared Recruitment Letter, Informed

Consent, obtained Letters of Cooperation from the city, the Jamber Foundation, and the

city of Odiville's public library, interview protocol and questions as advocated by writers

Patton, (2002), Janesick (2010), and Creswell (2007) and Confidentiality Agreements

from an assistant and my NIH Certificate, which formed part of the submission to the

IRB application process. The IRB application to the University, detailed the nature of the

research, the level of risk to which participants are exposed, the procedures to protect

participants consistent with the IRB philosophy of and strict compliance to the principles

of confidentiality, justice, beneficence and respect (Creswell, 2009). The next section

dealt with data collection management, analysis, which went on simultaneously.

Data Collection Process

The exploratory nature of the study meant that I had to collect data to enable me

to gain an in-depth awareness of how trust evolved through the definition, evolution and

outcome. The basis of collection was fixed time interval, arranged for the convenience of

the participants (Patton, 2002, p. 229). However, I transcribed daily to ensure that I had

received complete information, or ask for more information while the interview was still

fresh.

Upon receiving the IRB approval number dated 12-09-13-0237005 and it expires

12-08-2014, a quick examination of the documents provided an insight into the nature of

the agreement, the goal, the what, when, why and who else was involved in the

negotiation. The rigorous data collection procedure that guided the data collection is now

described

 Recruitment

I sought the permission by e-mail or phone, from the CEOs of the Management

Committee made up of the Director of Parks and Recreational Services of the city of

Odiville the CEO of the Jamber Foundation and the Chief Librarian of the city of

Odiville's public library, to find participants who have knowledge of the phenomenon.

 I used the purposive snow ball sampling strategy and the Management Committee acted

as the gatekeeper and instrumental in *the introduction or identification* of key participants

only. I was responsible for the actual recruitment of the participants and maintaining their

confidentiality (Patton, 2002; Yin, 2011). I used the gate keeper concept and avoided the

perception that I represented the interest of the gate keepers, which could cause the

participant to refuse to co-operate fully (Yin, 2011, p 113).

The recruitment process involved contacting potential participants by email or

phone, sending the recruitment letter (Appendix D), which explained the details of the

study. Elements in the recruitment letter included identity of the researcher, the

institution, purpose and nature of the inquiry, the number of participants involved the

voluntary nature of participation, the length of time of the interview, risk exposure,

benefits to be derived from such a study, the confidentiality procedure, the ability to

withdraw at any time without reprisal. If interest was expressed I forwarded the consent

form (Appendix E). The date, time, and place of the interview were scheduled to the

convenience of the participant. The goal was to obtain thick rich information with which

to arrive at a valid conclusion.

Table 2 shows the composition of the interviewees for the individual and focus

group from the city of Odiville, the Jamber Foundation, and the city of Odiville's public

library. As a whole, the participants represented a cross section of employees and

stakeholders of the three entities. I have classed them as upper management, lower

management and technical skills, and the stakeholders, who were involved in policy

making and or implementation,

Table 2

Participants Individual & Focus Group

Stakeholders	City	Jamber Foundation	Library	Total
Elected	1		1	2
Appointed		1		1
Upper Management	2	2	2	6
Mid Management		2	3	5
Focus Group	1	3		4
Total	4	8	6	18

The participants consisted of employees and stake holders (funders, politicians,

board members) who had knowledge of the negotiation of the agreement and or worked

at the Bobcreek Community Center since October 2010, full time; 20 hours weekly (part

time and no less than 6 months

A form for gaining informed consent was e-mailed to those who expressed the

willingness to participate (Appendix E). This was necessary to ensure that participants

were aware of the nature of involvement, ethical issues and right of the participants to

withdraw at any time, without reprisal. With that knowledge, the participants could then give informed / free and voluntary consent. All the participants gave informed consent. It was only after the signing of informed consent and returned by the participant that data collection began. I followed the above steps for recruiting all participants including the focus group until saturation.

Data Collection

Data were collected in Odiville, Ontario and the location, time and date selected by the participant or at an office in the Odiville Public library branch at Bobcreek Community Center. Every participant was e-mailed an interview protocol (Appendix G) prior to the face to face interview or telephone interview, depending on the participant's convenience. I interviewed 14 individual interviews and a focus group of the management committee. The management committee interview was conducted at the end of the individual interviews. The interview questions (Appendix G) consisted of 7 semi structured open- ended questions and an 8th for other comments. I prepared similar interview question, designed for the focus group (Appendix). Every participant was asked the same questions for consistency and follow up for clarity. The questions were designed to inform the researcher of the participants' experience of the partnership with regards to the definition of trust, the evolution of trust and the outcome

During my interview visits, I packed an audio/ digital recording, extra interview questions, extra informed consent forms and recruitment letters, notes and pencils into a secure brief case for travelling to Odiville for fieldwork. The secure brief case enhanced

confidentiality of participant information, during and after the interview process returning home.

Data collection began with face-to- face interview or telephone interview when it was selected as more convenient by the participant. The focus group of Management Committee was conducted last at a focus group meeting, using interview questions designed for it. Fang et al., (2008) posited that using multiple sources means multiple perspectives, leading to a better insight into the multiple layers of organizations, with multiple layers of loyalties, by multiple staff. A focus group of the Management Committee was necessary to obtain information, which they alone had access to such as political, financial, and administrative issues that influenced the project, decision making model, conflict resolution mechanism, and their "body language," when acting in collective leadership.

I arrived at the interview site 30 minutes prior to the interview, to set up and test my audio/digital recorder. All interviews started with reviewing the interview protocol and receiving the signed consent. I started on time, introduced myself, thanked the participant for helping me with my research, and followed the interview protocol and acknowledged the existence of signed consent. All interviews were digitally recorded and notes taken with permission of the interviewee.

I built trust, rapport and a professional relationship with the participant, by stressing the confidentiality process of using code names (Patton, 2004, p.331). I obtained a clear picture of the phenomenon, past, and the future by combining the "conversation, continuing analysis strategy and interview guide approach" (Patton, 2002,

p. 347) technique. I record the interviews' responses and took notes with permission. All interviews lasted 1.5 hours and I offered a $5.00 gift certificate as a token of my gratitude. The process took 11 weeks trying to arrange time convenient for interviews, for the focus group within the Christmas holidays, and the very cold long winter. I gathered data to saturation after 14 individual interviews. As soon as I began to collect data, data management and analysis began with safe secure storage of data generated by field notes by transcribing into the word document that has password to ensure confidentiality of participants, in accordance with IRB conditions.

Confidentiality was maintained through the use of code names stored in a code book that is stored safely. The interviewees did not know who the participants were apart from the focus group who was interviewed together. In my analysis, I maintained confidentiality with the use of the code names, without job titles and pseudo names for the organizations. All data were dated, labeled, and identified by organization to ensure that all questions were answered fully, transcribed and entered in the computer.

At the end of data collection process, participants were given opportunity to confirm the accuracy of their interviews. As soon as I began to collect data, data management and analysis began with safe secure storage of data generated by field notes by transcribing into the word document that has password to ensure confidentiality of participants, in accordance with IRB conditions. As the summaries were signed and returned all identifying marks were removed from the transcripts before being entered into Nvivo10, which is accessible by password. Several hard copies were made. Two copies were saved on the computer. One became the master copy, never to be touched,

and the other was used for cut and paste/ the working document (Patton, 2002). At the

end of 5 years, the data saved in computer will be erased, the code book will be destroyed

and files shredded.

Data collections were intense processes of interactions between the researcher and

the participants, in an attempt to obtain adequate and reliable information to answer the

research question. As the research instrument, I adhered to the qualitative traditions

consistent with qualitative case study: multiple sources of data from participants in their

natural setting and from manipulation, voluntary participation, and avoidance of bias.

Above all, the process did no harm to the psychological well-being of the participants

through the recruitment process, informed consent, data collection, through adherence to

IRB conditions, Walden University, and APA's guidelines, safe and secure storage of

data, generated during the process. Having completed the data gathering phase, I

organized the field notes in a secure and manageable system.

Management of Data

When the data from the multiple sources reached saturation, it was critical to

organize the information for smooth analysis. I ensured that the interview was transcribed

verbatim, stored securely, and the information reduced to a manageable size. Miles and

Huberman (1995), Patton (2002), and Yin (2009) posited that the procedure for data

management and analysis in qualitative research are critical to a trustworthy conclusion.

I had purchased file folders, physical storage, and computer software that were

manageable and accessible (Patton, 2002; Yin, 2009). I gathered the information to

saturation point, that is, when no new information is forthcoming. As I completed the

interviews, they were dated, labeled, and identified by organization, transcribed, and entered into the computer. The raw data and consent forms were filed and stored in the physical storage (Miles & Huberman, 1995, pp. 45-46). All data are stored in a safe secure location at my home which has a security system. The data will be stored for 5 years in security password known by myself. At the end of 5 years, the code book will be destroyed and files shredded.

Data Analysis Strategy

According to McNabb (2008), data analysis takes place in six separate phases: organizing for logical interpretation, searching themes and patterns, coding, applying ideas to themes and categories, searching for alternative explanations and writing the report (p. 296), Furthermore data analysis involved the preparation of field notes and eventually entering transcripts in the computer software and the reduction of the voluminous information (Patton, 2002). Data reduction, data displays, and conclusions were driven by the purpose of the study, not for brevity (Patton, 2002). I followed the qualitative procedure of participants' verification of field notes for accuracy, feedback, safe and secure storage of files (Patton, 2002; Stake, 1995; Yin, 2011).

Stake (1995) suggested the use of four types of data analysis and interpretation for a case study. The first is categorical aggregation. In this process, the researcher looks for the emergence of "collection of issue-related instances" (Stake, 1995, p. 163). Secondly, in the direct interpretation, the focus is on a single instance from which a conclusion is reached. Thirdly, a researcher looks for patterns showing the relationship between categories. The fourth is to develop "naturalistic generalizations, applicable to

this case or others" (Stake, 1995, p.163*)*. Patton's (2002) three data analysis strategies

include a qualitative data, a holistic inductive design based on naturalistic setting, and

content or case analysis (p. 250). Yin (2009) provided five analytical techniques (p. 137).

I used the content analysis of Patton (2002) as it enhanced the qualitative data reduction

to make sense from the voluminous data to identify core consistencies and meanings (p.

454). It was also appropriate strategy to identify patterns and themes emerging

inductively (Patton, 2002, p. 454). I combined it with the logic model, which is similar to

pattern matching and compatible with thematic analysis (Yin, 2009).

The coding analysis began with reading each interview in order to get an in depth

understanding of the phenomenon. I also began the coding in order of the information,

obtained from the interviews, I used hand coding, which seemed tedious, but I found it

informative about the phenomenon. I turned to Nvivo 10 to improve the quality of

coding. NVivo 10 has many advantages, such as having all the documents in one

location and the various functions it needs precision in set up and adherence, to produce

the result. While CAQDAS has taken the drudgery out of organizing by making it more

systematic, in the final analysis, the researcher determines what is entered in the final

report. This is consistent with Yin's (1995) observation that a "full explanation… or

description of a case" (p. 128) would demand more than the usage of computer software

or "you have to do all the analytic thinking" (Yin, 2011, p. 180). The details of the coding

process are presented in Chapter 4

Trustworthiness

The validity and reliability of the findings are the end products of any research. Whereas in the quantitative approach validity is associated with rigorous research, counting frequencies, and objectivity, the qualitative approach subjective is the norm, as it focuses on understanding the meaning as expressed by the participants (Patton, 2002, p.573). Patton (2002) asserts that the issue of quality and reliability of a study depends on the lens, and is indicative of the debate about the legitimacy of the quantitative approach over qualitative approach. Lincoln and Guba (1985) suggested the use of trustworthiness, credibility, authenticity, dependability, transferability, and conformity in place of internal and external validity, objectivity, and reliability (p. 300). At first, the use of the qualitative nomenclature as espoused by Eisner (1991) gave rise to consensual validation which Eisner referred to as "an agreement among competent others that the description, interpretation, evaluation and thematic are right" (p.112).

Patton suggested the use of substantive significance, which is based on evidence, increased understanding, is consistent with the literature, and helpful to future collaborators (p. 467). Patton (2002), Stakes (1995), Woolcott (1999), and Yin (2009) suggested the use of words consistent in the field, and other researchers have found "qualitative equivalents" to quantitative validation (Creswell, 2009, p. 202). In the social construction constructivism of Lincoln and Guba (1985), they established the use of qualitative equivalency through words such as dependability, authenticity, appreciation of different world views, conformity, fairness, and transferability, in place of external validity, internal validity, objectivity, and reliability (p. 300). Therefore, I dealt with the

issue of reliability and validity from a qualitative perspective. A qualitative case seeks to understand the meaning of reality as constructed by the person. It may not be the objective truth, but the truth as perceived by the individual.

Credibility refers to both the process adopted in the inquiry and the ability of the researcher to demonstrate that the findings are consistent with the participant's beliefs (Creswell, 2007). In the qualitative approach, credibility is achieved by the philosophical belief in the appropriateness of qualitative research, rigorous, accurate field notes, and the skill of the researcher (Miles & Huberman, 1994; Patton, 2002). Patton (2002) posited that a functional basis included utility, feasibility, proprietary, and accuracy (p. 550).

Transferability refers to the provision of detailed characteristics of what was studied to allow others to test the findings in another situation. Dependability requires the stating of any changing environment in the study that will affect the findings. Conformability refers to the duty of the researcher to document the process used so that it can be duplicated.

How Trustworthiness was achieved

Reliability and validity refer to the accurate conclusion of what has been presented by the participants by maintaining a chain of evidence. Evidence of quality started with the choice of the subject matter, and rigorous adherence to the research question and research design that aligned with the methodology so that at the end, the findings are accurate and lead to positive social change. At each stage of the qualitative process, the researcher remained vigilant for inconsistencies.

I followed proper methodology, and provided rich thick information about the case and context to enable a reader" to feel as it happened to him/ her (Stake, 1995, p.85). I relied on the transcriptions of field notes, which Miles and Huberman (1994) described as the "logical chain of evidence" (p. 246) from which a credible conclusion was made. I followed Yin's (2011) guidelines of multiple sources of data, participant review of information, peer review, self- reflection, and adherence to IRB as methods of achieving quality (p. 41).

Other the practical measures for improving the trustworthiness included triangulation, collection to saturation, confidentiality of participants through the use of coded names, secure storage of documents for 5 years for verification, journaling, data checking and re-checking to ensure absence of bias, member checking to confirm accuracy, peer review to accommodate emerging themes , and purposeful selection of participants. In conclusion, by relying on multiple perspectives, other explanations were revealed as analysis progressed to accurately and logically explain events, the evidence as to the trustworthiness of the findings spoke for itself (Miles & Huberman, 1994, p.156)

Ethical Procedure

Ethical procedures included steps taken to obtain the proper IRB permission, recruitment of participants, consent forms, confidentiality, and proper data storage, which were detailed already. Here I touch on this issue of gaining access.

Gaining Access Informed Consent, IRB Recruitment

The aftermath of the Tuskegee experiment resulted in the creation of the IRB and the need to obtain IRB permission and informed consent (prior to research) in which

human are participants (Reverb, 2009). While the level of review varies according to the research, I complied with the Walden University IRB guidelines. Walden University mandates IRB permission as a condition for dissertation validation. This permission is required for studies involving data collection, interviews, surveys, data analysis, and pilot projects. Because the qualitative case study involved collecting data from multiple sources, I needed IRB permission, consent to gain access to the study site, and informed consent from volunteer participants from the city of Odiville, the Jamber Foundation and the city of Odiville's public library. The participants were not at undue risk, had the right to withdraw any time without reprisal and give or withhold informed consent.

 I obtained my approval number 12-09-13-0237005 to gain access.

Ethical Issues Associated with Qualitative Approach

Ethical issues associated with qualitative approach need special attention. Fieser (2009) asserted that ethics "involves the systematizing, defending and recommending the concepts of right and wrong behavior" (p. 1). Ethical issues arise when there are conflicting interests embedded in a practical problem so that a person has to make a choice (Cooper, 2006, p.32). An important element in the definition of ethic is the ability to make a right or wrong choice. An inherent aspect of qualitative approach is the interpretative nature of the process (Stake, 1995; Yin, 2009). While it was not possible to include all the data given the volume, the ideal is be transparent, include reports that are contrary to pre-conceived notions even under "an exception (Yin, 2011, p. 39). As the researcher, I felt obliged to give complete report of the findings based on the participants'

perceptions of the phenomenon. To that extent, the integrity was achieved through honest and accurate collection of the data and reporting.

Participants' protection, confidentiality, comfort and natural setting were of high priority throughout the process, I adhered to IRB conditions, the University, and APA guidelines through the dissertation process.

Summary

Chapter 3 is an explanation of the methodology that guided the study. I outlined the research design, sample strategy, participants, the link between saturation and sample size, the role of the researcher, and the instrumentation. I detailed the data collection procedure, management, analysis, and the need to produce findings that are trustworthy. Trustworthiness was reinforced by the use of a rigorous data collection method framed within qualitative philosophical assumptions. The challenges inherent in qualitative approach, while remaining credible, were acknowledged. The challenges of how to gain entry, receive IRB permission, and informed consent, as well as confidentiality were acknowledged. My choice of research methodology was considered best suited to answer the research question to the actual research or from proposal phase to research phase. In Chapter 4, the report on the results/ findings of the research was presented.

Chapter 4: Results

Introduction

The purpose of this chapter is to present the results from the field work dealing with the evolution of trust from a public policy perspective. Public policy is about "purposive action followed by government in dealing with problem or matter of concern (Anderson, 2011, p. 7). While there are several implications in the definition, most pertinent to the case are (a) policies just do not happen, (b), they respond to problems of a specific group or common good, (c) they happen over a period of time, and (d) are supposed to be provided in effective and efficient method. As the problems of the society have become complex, the traditional methods, competition, agency, privatization and direct service have shown to be inadequate nee to the task. Public administrators have turned to collaboration with nonprofit, organizations.

However in Chapter 2, even though the literature review revealed that trust is necessary for successful collaboration, the review gave no articulation of how trust evolves in public nonprofit partnership and what success looks like (Alexander & Nank, 2009; Patel, Petit & Wilson, 2012). This research was conducted in the partnership between the city of Odiville, the Jamber Foundation and the city of Odiville public library to contribute to filling the gap identified in the review of literature, Chapter 2. I relied on data collected from three sources, as recommended by Yin (2009) namely, examination of documents, 14 interviews and a focus group of members of the Management Committee from 18 interviewees purposefully selected. The purpose of

triangulation was to confirm the ethical need for validity of the data (Yin (2009). All

interviews were audio/digitally recorded and I took notes as part of the field research

The goal of this chapter is to present the findings of this case study through the

various stages of participant profile, data collection, data analysis, verification to ensure

trustworthiness, identification of themes results and summary. In order to explore the

evolution of trust in a public nonprofit partnership between the city of Odiville, the

Jamber Foundation, and the city of Odiville's public library, I relied on the following

questions.

1.   How do the city of Odiville, the Jamber Foundation and the city of

Odiville's public library define trust within their collaboration at Bobcreek

Community Center in the city of Odiville, Ontario?

2.   How did trust evolve within the current collaboration between the city of

Odiville, the Jamber Foundation and the city of Odiville's public library's

public library?

3.   How did trust contribute to successes in collaborative leadership, and what

did it look like?

To address these research questions, I prepared 8 semi structured open ended

interview questions specific for the individual interviews (Appendix G) and focus group

(Appendix H) and corroborated the responses with documents the same basic questions

were asked of each participant to ensure consistency and I followed with additional

questions, if clarification was necessary. Not all the participants were able to answer all

the questions since issues related to finance and political considerations were negotiated

by the CEOs, boards, and council, referred to as the "highest level." The participants

became employed or promoted within their entities after the signing of the Memorandum

of Understanding (MOU), which set out the guiding principles for formal negotiation in

2007.

Demographics of Participants

The approval for the field research received from Walden University IRB in

December 9, 2013, which expires December 8, 2014, gave me permission to conduct the

fieldwork in a qualitative case study on how trust evolved in a public nonprofit

partnership. I used purposeful sampling strategy, gatekeeper/ snowball as the method of

recruitment (Frankfort-Nachmias & Nachmias, 2008; Miles & Huberman, 1994; Patton,

2002; Yin, 2011). According to Patton (2002), the gate keeper process identifies the

location of "information-rich key informants.by asking well situated people, who know a

lot about…and whom should I talk to" (p. 237) to arrive at a valid conclusion.

Table 3

Participants Individual & Focus Group

Stakeholders	City	Jamber Foundation	Library	Total
Elected	1		1	2
Appointed		1		1
Upper Management	2	2	2	6
Mid Management		2	3	5
Focus Group	1	3		4
Total	4	8	6	18

Table 3 shows the composition of the interviewees from the city of Odiville, the

Jamber Foundation, and the city of Odiville's public library. The participants represented

a cross section of employees and stakeholders of the three entities. In order to maintain anonymity, I have classed them as upper management, lower management and technical skills, and the stakeholders, who were involved in policy making, the negotiation, and the implementation of the agreements. I had 16 potential individual participants but two changed their minds because they felt that they had nothing to contribute.

Most participants were well educated, which ranged from college to master's degree in their respective fields. The age range was from 40-60.The upper management was responsible for, articulation of vision, mission, mandate, and the strategic direction that guided the partnership. The next were the lower management consisted of professionals with technical skills, who set specific goals and also ensured that goals were operationalized through the day to day task. The stakeholders were elected and appointed board members, who were responsible for policy and finance.

Most participants had worked in their respective organizations on the average of 10-23 years and qualified under the guidelines set out in the recruitment letter (Appendix D) and the guidelines set out in Chapter 3. The inclusion of policy stakeholders was significant, since issues were discussed from political, financial and mandatory considerations (Bryson, 2004; Hyman, 2011; Rossi et al, 2004). Of the 14 individual participants, 6 were males and 8 females. In terms of the focus group, three were men and one female. There was no observed gender difference on views. Yin (2009) noted that interviews "are essential sources of case study evidence because most case studies are about human affairs or behavior…They provide short cut in the prior history of such situations helping you to identify other relevant sources of evidence" (p.108).

In order to protect the interviewees' identities, detailed description, titles, job, and institutions have been omitted. Confidentiality was maintained through the use of code names thus: PT, PB, and PN denote participants from different institutions, M and L denote upper /middle management, L for lower management and S is the stakeholder, which consists of elected officers and appointed board members. Participants did not know who was interviewed. Focus group participants met each other by the nature of focus group. Raw data are stored in a locked safe accessible only to me. The participants were able to, to provide valid information of the phenomenon, based on their respective lens/perspectives.

<div align="center">**Data Collection and Management**</div>

The advantage of qualitative case study is the ability to use multiple source of evidence that can be integrated in a case. While Yin (2009) suggests six methods of data collection, I utilized three instruments: individual interviews, (Appendix G) focus group of the Management Committee (Appendix H), and the examination of documents (Fang et al., Patton, 2002; Stake, 1994; Yin, 2009). Interviews were conducted using the method selected by the participants. Nine opted for face-to-face interviews and five were conducted through the telephone. To ensure confidentiality, the five telephone interviews were conducted from my home office.

Prior to the interview I e-mailed the interview protocol to the participant willing to participate to give him/her time to prepare. On arrival, I followed the interview protocol thus: (a) thanked the participant for the involvement, (b) explained the nature of the study and interview process, (c) answered any questions, (d) assured the participant of

the confidentiality and protection, (e) explained the length of interview time, and (f) and

then received the signed consent form. I stressed the right to withdraw without reprisal,

the protection of confidentiality, obtained the permission to take notes and digitally

record the interview and the implications for social change. The use of conversational and

guided technique as recommended by Patton (2002) encouraged participants to be

forthcoming,

The interviews lasted 1.50 hours, digitally recorded, and I took notes. At the end

of each interview, I thanked the participant with a $5.00 coffee certificate. Interviews

were copied into my laptop, which is password secure. The interviews were transcribed

into an MS Word document that is pass word protected. The raw data were stored in a

secure filling cabinet in my house, which is alarm protected. Even at the early stage of

immersing myself in this tedious but necessary work of transcribing, I began to gain an

understanding of the phenomenon and also noticed the emergence of patterns, themes and

repetitive phrases. After transcribing the interviews, I prepared a summary of each

interview and sent it to the participants for review, make any necessary changes, and sign

off as being accurate interpretation of the responses and return. The member checking

resulted in the correction of a number and the proper spelling of a name. I removed

identifying marks after I received the summaries back.

The documents, as the third source of data, provided an insight into the nature of

the partnership. The primary documents, available on public domain, consisted of the

MOU, the User Agreement between the city of Odiville and, the Jamber Foundation and

the Lease Agreement between the city of Odiville and the Jamber Foundation and the city

of Odiville, the Jamber Foundation and the city of Odiville's public library. Newsletters introducing the coming of the new Odiville's Community Center, Family Fitness, featured an impressive facility with the promise of benefits of participation in the city's Spectrum program and the Jamber Foundation's Value Proposition. I relied on the primary documents, cited by the participants to confirm their comments, the decision making process of the Management Committee, the conduct of Business of the Management Committee Joint Venture Agreement, the rights and financial obligation of each entity, conflict resolution mechanism and ownership of the facility after 40 years. The evidence from the individual interviews, focus group and documents provided a holistic picture of the evolution of trust, hence their inclusion.

Data Analysis

Data analysis consists of a series of activities, which include examining, tabulating or combining, coding, and data analysis of evidence to address the research question (Yin, 2009). In this section, I presented how I moved from inductive coding to larger representations to themes and the coding techniques. I also described specific codes and categories and themes using quotations as necessary to support their importance to the research question. I reported any discrepant cases and how they were factored in the analyses. Yin (2009) suggested the use of pattern matching logic as one of the five analytic techniques for analysis in a case study. Yin and Trochim (1921) posited that when an empirical based pattern is compared to and matches a predicted model, the internal validity is strengthened. I relied on the pattern matching logic program which is similar to pattern matching with the addition that activities produce sequence of

outcomes, which produce the "ultimate outcome" (Yin, 2009. p, 150). I adopted the descriptive and thematic coding which is aligned with my research design of exploration and consistent with pattern matching.

Coding

Miles and Huberman (1994) described coding as tags for assigning meanings to the descriptive or inferential information compiled during a study (p. 56), The coding processes of Straus and Corbin (1998, p. 143) and Yin (2009) suggested that the assigning of codes by words, phrases, chunks of data by "1) generating categories and their property in axial coding, 2) categories are systematically developed and linked to their properties, and 3) selective coding of integrating and refining categories" (p. 187). I combined parts of different strategies of the descriptive thematic coding to match the emerging sequence of actions that occurred from the inception of the partnership to the time of interview and assigned codes based on common themes

The coding process began in the order of the information obtained from the interviews. Figure 2 below indicates the evidence as comprised of the multiple sources of data used in the coding process.

```
┌──────────┐   ┌──────────┐   ┌──────────┐
│ Interview│   │ Document │   │  Focus   │
└──────────┘   └──────────┘   └──────────┘
```

```
        ┌──────────────┐
        │   Research   │
        │   Question   │
        └──────────────┘
```

```
        ┌──────────────┐
        │   EVIDENCE   │
        └──────────────┘
```
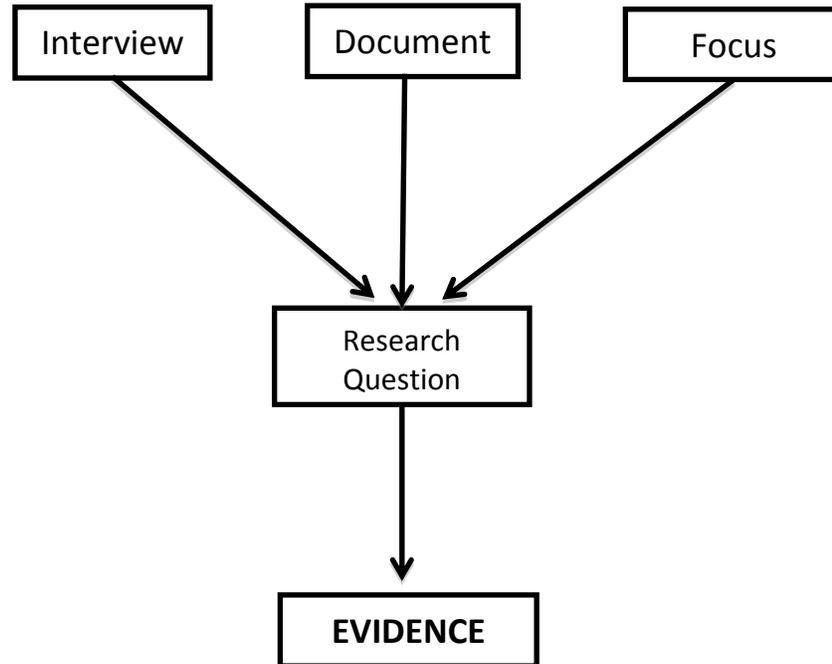
Figure 2 Multiple sources of data.

I read each summary to gain a better understanding of the phenomenon and underlined key words and repetitive phrases that pertained to the research with hand markers to generate patterns and common themes. Then I compiled under each research question, responses from interview questions developed to address the particular research question. Through constant comparison and content analysis for research question one, for example, I compiled the responses from Interview Questions 1, 2, and 7 dealing with the definition of trust (Appendix C) and compared the responses line by line to the Interview Question 1 followed the same process for research questions twos three and linked them with the interview questions.

This inductive coding process moved from line by line review of data to the generating labels and to the definition of codes. The next process of consolidating the

responses for the same questions was very useful in the line-by-line hand coding as it identified themes, similarities and differences between sources, between individuals and entities. I used a printed copy and hand markers, to identify by color scheme similar words, phrases, and common themes through constant comparison (Gibbs &Taylor, 2010). This was determined to be a part of the first level of coding.

As I read, I made notes for meaning or interpretation relevant to the research question. I reviewed the notes further meaning. The process is iterative. Through the use of Microsoft Word, the frequency of the key phrases and themes, I determined this as the second level of coding. The emerging codes were easier to organize into categories, sub categories and eventually through the iterative process to themes that were relevant to answering the research question. I made notes of themes, which were significant in the expression of the majority theme, since regardless of the entity there appeared more commonality than dissension. I continued to refine the commonalities to themes to avoid the hasty conclusion Themes were enhanced with quotations from the responses Based on the combination of the key words, phrases, the categorization and emerging themes, the researcher completed the hand coding. To improve the quality of the coding I turned to Nvivo 10,

The third level was continued with the use of the NVivo 10 computer software to create nodes and child nodes/ sub nodes, using the results generated from the hand coding. While NVivo 10 has many advantages, such as having all the documents in one location and the various functions, it required the investment of time to comprehend in order to produce the result. The first step was to create a new project, which facilitated

the export of data. I created a folder called Interview Individual and a subfolder called Focus Group, in which the interview responses were exported into the software. I used the codes from the hand coding to develop nodes and child nodes when necessary. Certain words were excluded The Query functions were crucial in developing the Word Cloud (Appendix A) and Map Tree (Appendix B) and to compare the word frequency generated from the Microsoft Word count. In terms of Word Frequency in the Query Function, words were limited to 100 linking the phrases with similar meaning to each other. For example words and phrases such as reliance, willingness to rely, reliable, follow through, committed, walk the talk, keep an agreement, equal priority and mutual expectation were consistent with the definition of trust. I analyzed themes in terms of leadership, purpose, process resources political based on the Wilder Collaborative Factory Inventory (Mattessich, Murray-Close, & Monsey, 2001).

The Nvivo 10 facilitated the identification of themes, the frequency and the reference. With the coding of the interviews completed, I was able to compare, contrast, corroborate the documentary evidence, and the NVivo generated coding resulted in the thematic results and helped to gain insight into the phenomenon. As part of the triangulation, I used peer review to verify the appropriateness of the coding.

Data Verification/Evidence of Quality

In this section, I present the process of data verification and evidence of quality Miles and Huberman (1994) noted that "credibility of an interview should not be assumed but deserves some verification effort" (p. 68). This is particularly true since subjectivity is a popular criticism of qualitative approach since the 1930s. I followed the

protocols as recommended by Stake (1995) and Yin (2009. Having completed the data collection, data reduction and coding, I verified the data to note any irregularities and any "conclusions" that can be drawn in an attempt to improve the quality. According to Yin (2011) a method of achieving quality is the adherence to the rigor demanded by the tradition. In this case, rigor involves (a) checking and rechecking for accuracy, (b) making the analysis thorough and complete, and (c) acknowledging personal bias (p. 177). I employed all three steps. I used member checking to determine credibility of the evidence. For reliability I used multiple sources of data, member checking, peer review, and acknowledged any bias. I used quotations from interview responses to support the findings/results

In terms of personal bias, even though I serve on the board of one of the entities, board members neither receive honorarium nor mileage for any board duties. I became a board member after the center opened so that I had neither emotional attachment nor responsibility for policy during the period under study. I have no sponsors financial or otherwise. The cost for this research is a personal investment towards intellectual curiosity. My many years in formal study and 40 years in volunteer organization in leadership roles on boards, funded by governments, gave me a good understanding of the collaborative process. Following Yin's (2011) suggestion, I kept notes/ memos to review "preceding day's notes for emerging themes, categorized sections related to the research question," (p. 168) and kept the rich thick information in some order for ease in replication (p. 168). The data verification continued as empirical work is based on evidence and accuracy becomes "obsessive" (Yin, 2011, p. 169).

In order to show objectivity during the data gathering process, I included the various processes and steps used in the research, presented an in depth data analysis of findings using the themes generated in the research questions as presented in the interview responses, supporting assertion with quotations, while following a methodology consistent with case study.

In Figure 3, the coding categories of the interviews are displayed. What have been included are the primary themes with sub-themes touched on in the reporting. Certain themes appear in all three headings but included in the section where it appears most appropriate and to avoid repetition. In other to maintain confidentiality, I have not broken the categories by entities consistent with the integrated spirit of the partnership demonstrated by participants' responses "from our view and from their view." While multiple sources provide multiple lenses, Yin (2009) suggests the use of convergence of evidence or non-convergence of evidence (p. 116). In this case the researcher used convergence of evidence

Evidence: Thematic Coding Structure

Definition of Trust for partnership Environmental Factors

- Context Purpose Factors.

- Willingness to rely.

- Individual needs.

- Shared outcome.

- Increase financial capacity.

Evolution of trust in this partnership Process Factors

Enhancing Factors

- Time to build trust.

- Clarity in agreement.

- Past relationship.

- Stakeholder support.

- Communication.

- The role of leadership building compromise and consensus among staff.

- Evolution of Trust.

Contribution of trust to goals achievements under collective leadership

- Trust Relationship in collective leadership.

- Alignment of goals and resources.

- Tangible benefits.

- Intangible benefits.

- Collective leadership compromise and consensus.

- Challenges.

- Future benefits.

Since trust was used in a collaborative environment, the findings were reported within that context in which people were working and focused on the interactions between people within the organizations and between the entities, not just on the "cognitive skills of workers and the organizational norms" (Patel, Petit & Wilson, 2012, p.8). The 16 themes generated in the context of this partnership, were grouped within the research questions into environment factors, the process factors and the role of leadership

in the success. The themes and subthemes helped to clarify the results I explored the evolution of trust by analyzing each research question with the quotes from transcripts to support each finding. In some cases, certain themes such as leadership and communication could have been reported under all the research questions but to avoid repetition I have included such themes where they were most appropriate.

Findings

The purpose of the qualitative case study was to explore how trust evolved in the partnership, between the city of Odiville, the Jamber Foundation and the city of Odiville's public library. From the interviews, I presented a visual format of the factors and their causal relationship to each other that the partners had to reconcile in order to develop trust relationship leading to a successful partnership and community center. Figure 4 displays the factors and process, which the data analysis revealed that had impact on the evolution of trust and the completion of the multi- purpose facility, designed to serve the northeast area, the end goal. At the ends, are the needs factors requiring trust to obtain the necessary resource. To achieve trust, the partnership shared goals and attributes and the collaborative leadership was necessary to make an individual goal possible. Below trust are the process factors, the stakeholders, and enhancing factors required to arrive at a successful trust relationship, partnership and community center, where integrated services are provided for underserviced area. Here are the details of the findings.
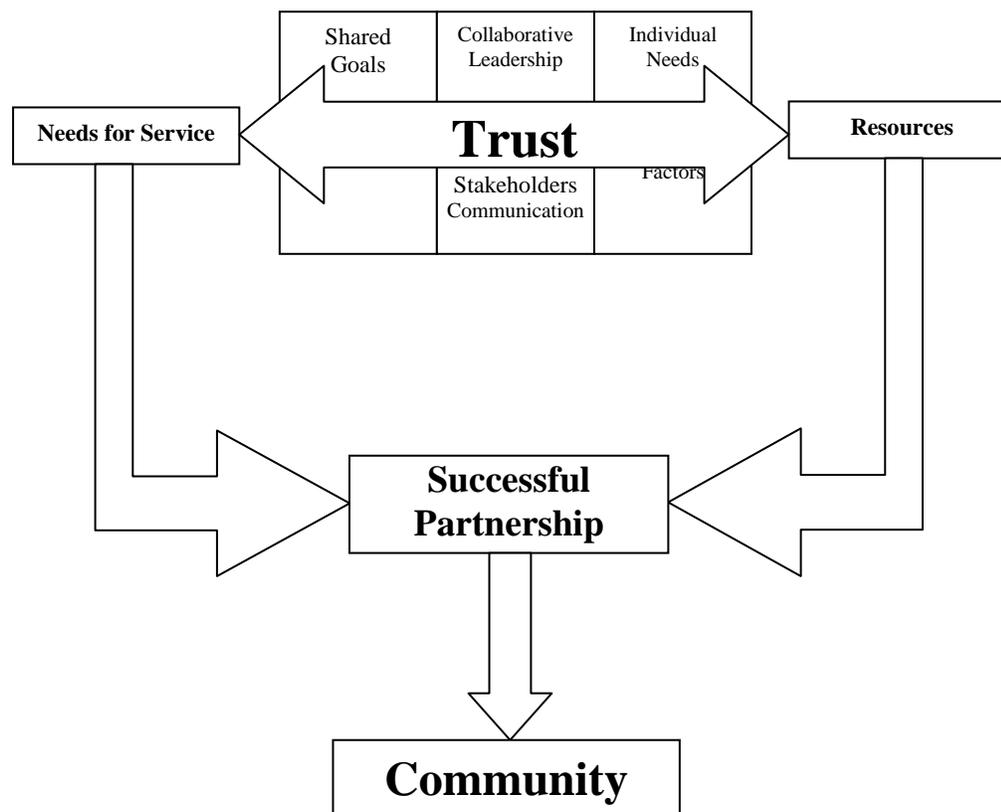
Figure 3.Display of the relationship between various factors and their dynamics to the evolution of trust.

Research Question 1 Definition of Trust

Trust takes many forms and levels. It is hard to gain and easy to lose. It means an individual or organization living up to their words and demonstrating that commitment within the context of the agreement (PNM2)

Theme: Environmental Factors Context

The first finding in this research fell within the environmental context in which the participants explained the reasons for the of the partnership, why trust was necessary and how that trust was defined under the themes of purpose, the service needs of each

entity, the shared goal, to increase the financial capacity necessary to achieve the

collective outcome as well as meet the individual needs. In answer to the question, how is

trust defined in the current collaboration between the city of Odiville, the Jamber

Foundation and the city of Odiville public library, the participants used words such as

"willingness to rely," "reliance on others,", "needs", "work together with the help of

others", "who are reliable", can follow through, and keep, their words or actions to

achieve the collaborative advantage. Since trust is defined within a collaborative

environment in which "the willingness to rely on others" is crucial, I have included the

environmental factor as the catalyst for partnership from the perspective of each

organization, since the reason was the starting point of many responses According to

PTM1,

> The Master Plan of the Parks and Recreation of the city Odiville had identified
>
> several areas of the city as deficient in services. The northeast, which was a
>
> growing part of the city, was one such area. The city expressed an opinion of the
>
> potential benefits of partnership with a non-profit organization to build a
>
> multipurpose facility, in the northeast. The tax burden would be reduced by the
>
> financial contribution from the nonprofit partner.

In response to the same question why was collaboration necessary, PNM1 explained thus:

> The Jamber Foundation, a nonprofit organization was interested in expanding to
>
> that part of the city to provide health, fitness, and recreational services. Following
>
> the announcement, the CEO of the Jamber Foundation approached his counterpart
>
> in the city and started an exploratory, "informal discussion" at staff to staff leg

work with the staff at the city of Odiville to tackle various issues, involved in such

a major project, thus initiating the partnership.

Similarly, PTM3 stated that, "the city of Odiville's public library, funded by the city was

interested in closing a branch and building a stand-alone full service library." In order to

achieve their individual needs, "it was natural for the three organizations to come

together" to negotiate the building of a multi-purpose facility to provide services to an

underserviced area." Although they had a limited working relationship that developed

over time "from shared clientele in children's services, daycare, and general relationship

of being in similar business, there was a need to find a business model that would satisfy

their individual needs to deliver services to an under serviced area". There was also a

need to develop a trusting relationship. They engaged in informal discussions from 2003

to 2007, which changed to formal discussions with the signing of the Memorandum of

Understanding between the city of Odiville and the Jamber foundation. The Library was

invited in as an equal partner. By the three partners pooling their resources together

building the community center became feasible if trust relationship was established

because of the need for accountability and good stewardship. In an attempt to build trust,

he partners engaged in trust building activities - toured several facilities, compared

several financial and facility models, and after prolonged negotiation arrived at a business

model that "all could live with." Other agreements were signed and Bobcreek

Community Center, a multi-purpose facility in the northeast was completed, funded by

the three entities as agreed in during the negotiations, and occupied by the three entities

since October 2010.

In summary it was this need to provide services to an under serviced area that was the catalyst for the partnership.

Theme: Willingness to Rely on Others

I found lack of uniformity in the definition of trust (Mayer et al. 1995; Patel, Petit, &Wilson, 2012). Nine respondents indicated that trust must be demonstrated by action that "gives equal priority" to individual needs, "walking the talk," living up to their words," "flexibility", and "openness so that all partners move forward".

Six participants indicated that "partners, as represented by the leaders, had to demonstrate trustful action or behavior so that others could rely on their actions, to ensure that success is not achieved at the expense of the other partners, even in unequal situations". Within this context of multiple definitions, PBM2 defined trust in terms of the "willingness to rely on actions of an individual or organization based on the belief of their honesty, integrity fairness anchored on good communication, respect, professionalism and mutual expectation."

From the governance perspective, PTS2, and PTS4 defined "trust in terms of confidence and belief in the ability of the staff to carry out the will of Council/Board based on their skills, past responsibility, accountability, and good stewardship, and transparency, efficient and equitable use of public funds."

Purpose Factor Needs, Shared Goals

Another theme found was the purpose factors. In answer to the subsidiary question, why was collaboration necessary? Participants used words such as "the individual needs and shared goals", While 100% identified the needs using words such

"the size of the investment", "to achieve individual need" or "collective goals," and four participants added the "reduction in tax burden." As PBM1 clearly stated:

> Collaboration was necessary in order to achieve organizational needs and collective outcomes, which were to develop a facility/ physical building capable of providing shared services in a new part of the city through a new service delivery model/ and innovation. The Library, the Foundation, and the city had specific needs and had seen other models of collaborative models that could work, but opted to this model as the best to satisfy the needs.

> The finding was consistent with the essence of collaboration as there was clearly a general recognition among the participants that achievement of the individual needs was dependent on the success of the collective action," given the size of the financial investment."

Theme: Increase in Financial Capacity

Another theme identified by the Focus group and all the participants was the lack of financial capacity, which resulted in the need to develop trust since "going it alone", was not a viable option. In keeping with the academic research about resources capacity, collaboration addresses the lack of resource capacity through resource acquisition and reduction in transaction cost (Chen, 2011). I found that participants agreed that collaboration "offers an opportunity to broaden the financial base" and that the, "partnership became feasible, only when the three entities pooled their resources," as PTM3's explanation demonstrated:

Even though the city of Odiville had set up a reserve, based on developmental charges, it did not have enough capital to operate it, without imposing tax burdens on the citizens. It would have taken the Jamber Foundation 20 years to accumulate the capital necessary to build it but its operating model could sustain the operation.

In answer to the question, why was trust necessary in this collaboration, PNM2 offered this explanation that it made "sense for the three to come together based on the needs to achieve the economies of scale while providing the community a facility, where a child could learn to read and swim, thereby getting the best of both worlds." In answer to the same question, PTM3 cited reasons such as: "achieve a win-win rather than win-lose," "to ensure mutual benefit," "are better off" and therefore "win public support" These were indicative of reducing risk of opportunistic behavior from giving up control of one's resources to the entity in absence of trust.

Theme: Enhancing Factors for trust/ Membership Attributes

Another subtheme that I found was participants' emphases on the presence of enhancing factors through the use of such words as: "respect," "professionalism," "clear communication" "willingness," "similar goals," shared history, good faith, belief, and leadership" Gazley and Brudney (2007) referred to these enhancing factors as identity based trust or Chen's (2011) typology of trust as" improved knowledge from the dynamics of collaboration" (p.385). In response to the question what factors enhance trust, PBL5 explained, that trust was enhanced or inhibited from reputation, "past positive/negative experience, building a relationship based on the same goals, same

values and moving forward together so that in the end, the facility users have access to multitude of services."

The focus group used words such as, "good faith and belief," that the other partners would "uphold their obligations." As PNM1 explained that "you can negotiate for so long and after a while you must take the leap of faith and the three entities took that leap of faith"

PNS5 provided a governance perspective of the enhancing factors thus, "you need three ingredients; capacity, competency, and intention that is not self- serving and when put together, lead to trust and enhance trust." Another governance perspective from PTS2 suggested that "the approval was a demonstration of trust in the senior staff to carry out the task or acting in a manner that is trustworthy, which enhanced trust." In terms of trust inhibiting factors, the participants used words such "dis-similar goals"," unwillingness to share information on a timely manner", " the refusal to accept responsibility for actions taken", " unfairness", uncertainty, opportunistic behavior, Win-lose agreement, negative past experience, poor reputation, not following living up to agreement, not acting in good faith, and program competition. The sub theme of poor communication between staff at each staff level within the organization and between the partners were an inhibiting factor. According to PBL4, "without adequate information it is difficult to know what the plans are and lack of trust creeps in."

In summary, the themes that emerged from the definition of trust were not given in a vacuum but were shaped in the environmental context of the reasons for joint venture, why

collaboration was necessary, and why developing a trust relationship was critical to the

success. The issues of risk to the financial investment and the lack of stewardship were linked

to failure of collaboration in the absence of trust relation and the willingness to give up control

of own resources to the control of the partnership. The environmental factors of, purpose,

resources, trust and were explored in depth with supporting quotations. The finding suggests

that each entity had a need to provide services to an underserviced area but "could not go it

alone." The finding also revealed that the project became feasible when the partners agreed to

pool their resources together, if conditions were met. The most essential condition was the

presence of trust relationship This section addresses the strategies adopted by the partners to

meet those conditions necessary for the trust relationship to develop.

Research Question 2

How did trust evolve within the current collaboration between the city of Odiville, the

Jamber Foundation and the city of Odiville's public library?

> Trust is not instant and that is why the word "building" always goes ahead of it
>
> because building trust takes time. Investing time might not be what the
>
> administrator wants since investing time seems unproductive. Yet if trust is not
>
> there nothing happens or if it happens, it may not be as desired. What we have
>
> experienced is that the more the interaction with the other partners, the more trust
>
> grows especially for people coming from different perspectives as in this case.
>
> (PBM3)

Theme: Facilitating Factors

I found under this heading the following themes, time, clarity in agreement, past history, political/stake holder support, communication and the role of leadership, challenges, satisfaction. These themes relate to the processes used for building trust relationship. In response to the question how did trust evolve, my finding is that 100% of participants began discussion in this section with the critical role of trust in the collaboration, using words and phrases such as "the size of the financial investment", "the obligations under the various agreements", "the reputations", and the demonstration of such sub themes as good "stewardship", "accountability", "efficiency", "and transparency; whether the funds came from members or tax payers".

To that extent, PTFM1 stated, "trust involves the creation of an environment of keeping your words so that there is certainty, professionalism and avoidance of opportunistic behavior." I found that there was a clear recognition that trust is central to team work and the presence of trust reinforces the security and confidentiality necessary to be vulnerable to others (Mayer et. al., 1995; Patel et al,, 2012). In order to build trust, they engaged in trust building activities, since interactions between the partners could not be mechanical, superficial, functional and insincere (Quah 2011). Apart from the involvement joint outreach, PNM2 confirmed that, "It was trust that made it possible to negotiate in good faith, accommodate each other's needs, and reach out to the public together, and work together to deliver the services to the people regardless of their membership"

Similarly PBM1 stated it clearly thus: "you had three entities with specific needs and different organizational set up that had to trust that their individual needs and collective outcome would be met through collaboration, while maintaining organizational identity crucial for survival."

Theme: Time to Build Trust Relationship

Another theme identified was time. All the participants mentioned such words and phrases as "time to know each other," "understand their needs and negotiate fair agreements." In response to the question how did trust evolve in reference to time, PNL3 stated that:

> Trust takes time to build and quick to loose. The time is spent getting to know others that are involved, you need to keep an open mind since people come with perceptions and needs different from yours and if you give them a chance, they will do the same for you.

The absence of cohesion or mutual expectation that the other partners will act in the best interest of the group presents a challenge, if time is not invested in time building activities (Quah, 2011; Ansell & Gash, 2007). Similarly, the need for time resonated with the PTM3 thus: "Success builds trust and the various agreements, provided the business model and guiding principles of fairness, respect for each interest, understanding of each other's needs and the creation of a satisfactory partnership relationship …"

In confirming another reason for the need to invest in trust building, PNM1 explained that,

Through the norming, storming, forming and team building models, trust was

earned through the negotiating process as we got to know each other. At the end

of the day, it took ten years to the completion of the venture since different

financial models had to be explored and approved by the policy stakeholders.

While the process was hard given that this was a huge financial investment, which

the partners were not capable of going it alone to obtain the same outcome; trust

had to be earned and was a factor in this partnership.

Elsewhere PNM1 observed that, "by working together as we have done with

various city staff, we were able to develop trust through the relationship. Trust is not

something similar to motherhood, trust is earned" (PNM1).

An interesting comment regarding investment of time worth noting was made PBM2,

who stated that

Time invested in building trust may not appear productive to the supervisor, but it

was trust that made challenges during the negotiation solvable, as we went back

and forth, respectful push back, I felt that trust was developing until you got to the

stage to accept the risk in good faith.

Another comment about building trust was made by PNL4 thus.

The city needed to trust we will be responsible for a portion of the financing,

fulfill our construction obligation, and manage the building professionally. To this

extent the city wanted to ensure that the Jamber Foundation had "skin in the

game" and at 60% in the construction the Jamber Foundation was responsible for

paying the construction bill directly." If the Jamber Foundation wanted to "continue being a trusted partner, it had to pay the bills on time."

Elsewhere PBL5 stated that, "trust was necessary to ensure that everybody was on the same page and accomplishing the same goals, provide a seamless service to users".

Theme: Clarity of Agreements

You cannot build on air but on a good agreement. In developing the arrangements, one had to exercise care to ensure sustainability and the Jamber Foundation model provided that. It was the perfect financial synergy. (PTM3)

An important theme related to the evolution of trust was the nature of the agreements. The participants used word such " clear responsibilities, fair, mutual gain, better inside collaboration, and clarity, good stewardship and transparent" since failure imposes tax burdens on the citizens, lead to ill will and lack of trust. When the question why were the agreements the Memorandum of Understanding, the User Agreement, and the Lease Agreements necessary in terms of limiting the trust requirement? PTM3 provided a detailed response thus:

Agreements contained the roles and responsibilities that were carefully crafted detailing the financial responsibilities and the rights. The city of Odiville committed land plus $24 million dollars. The Jamber Foundation committed $7-8 million from fund raising and provision of the city's Spectrum programs, the operating responsibility for the center. The library committed $3 million. Through this carefully crafted agreement, fairness and equal priority satisfied the mutual expectations and goals without compromising individual identity and goals An

agreement that was weighted in favor of one partner so that others got less in coming to the partnership would deteriorate quickly. The practice of inequality will lead to the failure of the partnership. In this partnership win-win not win-lose concept has been successful and the Jamber Foundation's increased membership has made it financially and operationally successful.

This theme was also found in the focus group with this explanation by PTM1 that "while the agreement was necessary, I can point to the agreement, however I do not look at it daily but it is here for reference." When I asked PTM3 about the impact of an agreement on trust building in terms of limiting the evolution of trust, PTM3 clarified the usage thus, "While a gentleman's agreement might work on simple transactions, it is best to use an agreement in complicated cases such as this, .lack of it, is a foundation for failure". Elsewhere PTM3 added "it provides a mechanism to smooth out things should problems occur. The trust relationship is higher now than three years ago."

I found that the need for clarity of purpose, expectations, roles, and responsibilities was clearly recognized and demonstrated through the policies and plans that were artfully "crafted to protect rights limit obligations," in the document, MOU, User Agreement and Lease Agreements, "so that implementation did not become problematic due to change in the environment or competing interests. The participants reported that several senior staff from city of Odiville retired or left the employment without affecting the partnership as "new trust relationships were built."

Theme: Past Relationship

Another theme found is the impact of past relationship, which many participants cited as predictor of future behavior (Patel, Petit & Wilson, 2012). When the question how did trust evolve in this collaborative relationship, respondents referred to the limited relation with each other, even though they had a history of collaboration with others. In reference to past relationship, PTM3 confirmed the impact and stated there were many people that "I will not join with, since they do not operate in a way conducive to the city. Trust is the foundation of any relationship, trying to lead without trust is difficult given the uncertainties you spend time wondering what next."

I found that Kramer's (2010) concept of trust as a social construct that came into action when reassuring factors (enhancers) were present and did not when inhibiting factors were present under scored the interpretation assigned to the reassuring factors by the participants . I found that the impact of past relationship was identified as influential in the willingness or unwillingness to give up control of one's resources to the entity due to the risk of opportunistic behavior or lack of trust (Fang et al., 2008). Given the limited past relationship and the "size of the investment", the negotiations were lengthy, "marked by constant dialogue."

In answer to the question how did trust evolve within the collaborative partnership, PNFM1, justified the lengthy negotiation on the absence of history of past relationship thus, " The established wisdom was that the Jamber Foundation was not interested in talking to the city because they (city staff) were not interested in working collaboratively" While PNFM1's experience "has proved un-singularly untrue," PTFM1

confirmed that the city's attitude and the incentive to change was due to "limited

resources, the shrinking dollar to save up for multipurpose facility, without a burden to

tax payers, the subsidy was increasing and increasing and how do you keep that aspect up

to ensure that those people had access?

In response to the question, why did the partners not collaborate before? PNFM1

offered the following insight in terms of failed attempt by stating that it was easier to

blame others for not working " collaboratively or competition in aquatics or daycare or

trying something because collaboration takes a lot of effort and a willingness to try. We

were pre disposed to the collaborative approach and prepared to do the work necessary to

succeed."

Theme: Flexibility as Strategic Framework for Action

A theme of flexibility was identified as the strategic direction crucial to the

evolution of trust in this case. Participants used such words and phrases as "the

willingness to try," the willingness to listen", or and to "accommodate," "to understand

our needs" or "not territorial" and "nimble" as the strategy direction. Figure 5
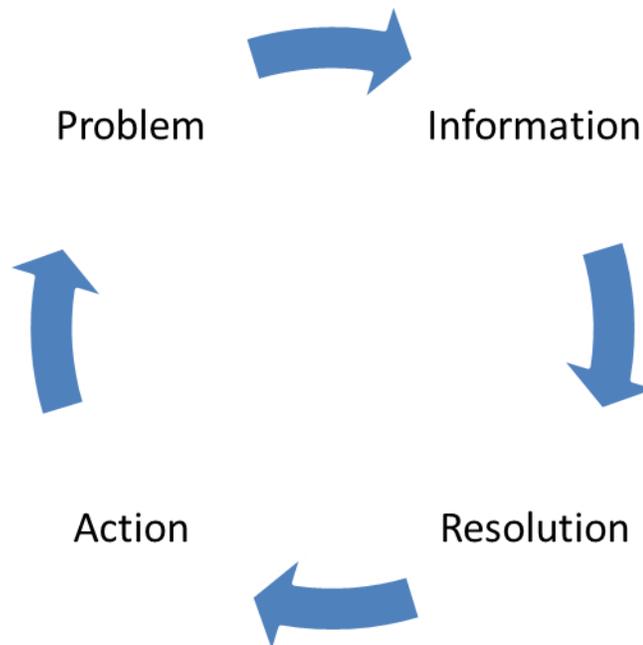
Figure 4 Adaptive Strategies.

      I found that the adaptive strategy helped the leadership to resolve challenges by

seeking information, resolving the problem, implementing and seeking further

information until individual and collective goals were met similar to the teleological

theory of change (Burke, 2008; Yukl,2009). The theory assumes that the organizational

change is purposeful, adaptive, and progress is defined by "goal formulation,

implementation, evaluation and modification" (Burke 2008, p. 147).). I found that the

role of leadership in in this partnership went beyond setting the mission, vision and

beliefs to providing an environment, conducive to responding to the internal and external

environment (Yukl, 2009). I found that the willingness of the leaders to be flexible

through "touring facilities together," crafting agreements that gave " equal priority" to

fairness, to "achieve win-win" played an important role in helping the partnership to succeed in general and when faced with challenges in particular.

When the question how did trust evolve within the current collaboration, PNL3 explained that "this was the biggest partnership by the Jamber Foundation from a financial perspective. While the process was hard trust was earned through the negotiating process" Similarly for PBM3, "there was respectful push back and with increased interaction of touring other models, we began to develop trust for each other." For PBL4, since everybody was new, "the lack of seniority removed the power dynamics, making it easier to share ideas, a feeling of equality to have a say"

Participants reported that the demonstrations of that flexibility were through actions as touring to other locations, rejecting this, constant dialogue, understanding, learning about each other's needs, negotiation and crafting agreements that protected rights and obligations. This adaptive strategy was confirmed at the Focus group as explained by PNFM1

> Apart from the heated exchange over the financial issue the place of equipment in the capital budget… the impact on what we were going to get coming out of it, solution was found over lunch with PTM3, the difference was awash.

When the question when did trust relationship evolve was posed to the Focus group, I found the focus group could not agree at the time given the fact only one member of the Focus group was present from the initial discussion to the final construction. However, there was a consensus that "you must start the conversation" for a reason" "have skin in the game" and "after due diligence take the leap of faith." Given

the fact that the propensity to trust differs from persons to persons, based on their

experiences, and cultural background (Mayer, et al., 1995 p.715), PNFM1 explained that

in the absence of trust in a partnership, "it will collapse, you cannot be totally self-

absorbed in your self- interest, ego, or career move and soon as you get those factors out

of the way, you have basic respect, you can build trust."

Although I found no consensus as to when trust evolved, there were indications

that trust was established a year and half when "the interests were protected in the

agreement, financial obligations were clearly noted and limited." PTM3 reported that,

there was a consensus that trust was demonstrated at the design phase "when we

presented a united front." PNFM1 also suggested that "When it came to costing the

design and construction, no other changes were allowed, because we knew collectively

how much our budget was and we said whatever we do that's it" Elsewhere PNFM1

concluded that, "During the design phase we were in the room with the architect talking

and disagreeing with the architect, but you did not know who was who and which

organization that people came from we spoke with one voice"

PNFM1 gave another example of the presence of the trust relationship during the

defect inspection process, when two city staff went through "the building inspecting it

thoroughly and you could have thought that it was their building, I thought that was

remarkable because we could have easily been arguing about one thing or the other or we

want this or that." Despite coming from different perspectives, according to PNS5, "we

shared similar philosophical view about service delivery from a common good

perspective as opposed to profit motivation" PTM1 and PBM1 noted that they "shared

similar clients" while PNM1 explained, "we embraced the collaborative approach and were willing to do what was necessary".

Theme: Stakeholder Support Political /Financial and Administrative

Another theme that I found was the importance of stakeholder support (Patel, Petit & Wilson, 2012). Their importance stemmed from the power of the purse as issues were considered from resource, political considerations and governance (Rossi et. al., 2004, p. 23). Only 8 participants were involved in this aspect. When asked about the how political, financial, and administrative issues were decided, the lack of political tension was confirmed by the stakeholders thus "this project was an easy sell because staff had gathered the information to ensure that what was built would meet the needs." (PTS4). From another governance perspective, PTS2 "this was an easy sell because the needs were met and nobody was unhappy about building the facility."

I found that this was possible because the staff had "worked hard to provide their respective governing bodies with the information," that ensured political and financial support. PNM1 reinforced the above by explaining that, " the information was evidence based on experience, and having satisfied the city's need for financial stewardship, it took 45 seconds to approve because the homework was done and satisfied the need for all" I found that there was clear support by the council and the mayor as explained by PTM3 thus,

> There was no partnership tension at the political level, despite the different
>
> perspective of looking at investment from a public or private lens. It was
>
> necessary to go through the debates and be very clear that there was a gain and

that most risks were protected. The city of Odiville and the Jamber Foundation shared the same motive –service to the public. The Jamber Foundation is well respected as a community leader and so the project went smoothly considering the motives. It was not surprising the councilors championed the project and were very supportive.

The high level of administrative cohesion was demonstrated by the professional preparation of information and presentation to the various governing bodies. The Jamber Foundation had no political problem, but PNM1 had to "show through public relations, which membership was not restricted to the rich, that access to services was available by paying membership fee or play as you pay." For the city of Odiville's public library, PBM 1 stated that "the library obtained support from the board to change the reserve fund from stand -alone library to location in Bobcreek Center"

Only 8 participants could comment on financial issues. When the question how were financial issues dealt with within the partnership, the participants used words such as clear support, "good stewardship," "accountability," "transparency" "efficiency" because of the "public dollars". In response to the question of financial/political support, PTS4 confirmed the lack of financial issues, which were dealt with in the MOU and the various agreements partnership "in the end, worked because, nobody complained that the expenses were inappropriate or the choice of location of the building, the cost worked well. It is a model of what public private sector partnership should be."

Theme: Satisfaction Community and Staff

Another finding was the theme of satisfaction for the community and staff, which enhanced the evolution of trust relationship. The participants reported that everyone "got along during the joint outreach and job fair to hire new staff, or the community barbeque, when they "used 3000 hot dogs," ran out of hot dogs." PTS4 recounted what happened at the ground breaking, "the turnout was high; people were pleased with the design, the partnership selection, especially with community dollars at stake. It was necessary to…, build trust with the people that we hoped to serve, and meet their needs and expectations"

In another example, PBM2, who was a new staff member, reported that her satisfaction was due to inclusion and recounted her first experience at a joint meeting thus, "I was included in the meeting even though I had no knowledge of building construction. I was struck by how collaborative we were buying furniture from one supplier together. They were all anxious to hear my opinion and requirements." Similarly PBM1 explained, "The increased involvement of staff at many levels increased the ability to trust. We are happy with the outcome" The participants reported that "at these meetings operative issues were brought forward, discussed, agreements found and adopted for action" (PBL2).

PNM2 also reported that while they worked together they shared "a mood of a healthy skepticism of success, afraid that perhaps, when we build it, nobody will come" Elsewhere, this view of healthy skepticism was in contrasts with the quiet confidence that I found from the policy stakeholders thus:

The decision was not made lightly. Once council made the decision, council

started to find a location, and put money in reserve and entered into contractual

agreement to accommodate the needs of all the partners. This arrangement had to

have the right building blocks for a positive outcome as in this case. It was

handled well administratively it is functional, beautiful, and a good model. (PTS4)

The respondents to Question 8 reported high job satisfaction using phrases such

as, "the best job ever," "happy end run," "look forward to attending a meeting than being

elsewhere," and "glad that I took the job." As new staff joined, new relationships were

formed thus " keeping it fresh" The job satisfaction was attributed to the physical facility,

the innovative services, a feeling of empowerment, inclusion, the camaraderie, the

constant dialogue, leadership support, and success itself (Maslow, 1954). Also according

to PNL3, "everybody giving up a little for the greater good made a difference." Another

significant comment by PBL4, "as a staff team, we became one with the Jamber

Foundation and the city of Odiville in our shared roles." While there seemed to be

nervousness at the opening of the facility, this was in marked contrast to the present

relationship. According to, PBL5,

> "if I am thinking of something or has a question, I pick up the phone and call
>
> PNM2 even if it had nothing to do with Bobcreek Community Center, he will tell
>
> me about somebody in the city, who has the information." , .

The relationship between the staff is good and according to PBL5, it is maintained,

"through the foundation of good communication, empathy and constant interaction…..we

are no longer strangers. Trust is the grease that has kept it going and the spin offs have

been great" Everybody wants to work there the relation is strong – "Bobcreek Community Center is that relationship, call it the Cadillac." The center is now operating as a smooth and seamless place and we laid a good foundation of working out any links" This finding was not surprising since PNL4 described the relationship thus, "this was a highly successful partnership. Lessons have been learnt from it on how to approach the city Protocols are ready to be applied to another successful partnership….we are blessed in this venture"

In reference to the theme of staff satisfaction PNL3, who had worked within the Jamber Foundation organization for 14 years described his involvement at the Bobcreek center " as the best job in my career." . PNL3 worked at Foundation's branch 6 months prior to the opening and recalled that trust relationship was necessary in order to get to know the library supervisor, "who was also new and different staff culture, different staffs, programming, marketing, building construction people We built on the trust and strong relationship developed at the end. Another aspect of staff satisfaction that contributed to evolution of trust was the demonstration of respect, good faith and professionalism during the negotiations towards the achievement of " collective outcome" as well "being true to your organizational value" According to PBM1,

When we come to the table the question was what do we all want, what are we trying to do? People need to know what you want and what you are prepared to do to get it. It would have been problematic had people come to the table with specific agenda that was negative to the creation of a collective outcome.

Regarding the community satisfaction, a comment made by a patron best demonstrates the positive feedback thus: "I come here, I get my books and I can swim without leaving the building, and I have had a great day and don't have to drive my car to the next activity the one stop shop. I have the best of both worlds"

The roles of leadership and communication were strongly identified in the evolution of trust and to avoid repetition, they were covered under Research Question 3

Evolution of Trust Time Line

As the central question to the research was how did trust evolve in this partnership between the city of Odiville, the Jamber Foundation and Odiville's city public library? Patel, Petit and Wilson (2012) in discussing the building of trust pointed out that the evolution was marked by levels of collaborative interactions based on time, the benefits that accrued, the level of communication, decision making process and shared leadership. I found that the levels of trust varied from the start up to when they "spoke with one voice" At the start, the past relationship was very limited to" being aware of the existence of each in the city, serving similar clients, or attending similar conferences" or co-location (PNM2). All participants agreed that through the long negotiation, "comparing models," "crafting agreements," "educating each other", "understanding each other" and solving challenges, they were able to build trust, determine "what we want and do not want," and " no visible line in the middle to indicate sides" There were many key moments in the process. When asked the question how trust evolved, PNM1 stated clearly that, "trust did not happen, trust was earned. It took a long time to build."

In order to clarify the evolution, I have presented the time lines as gleamed from responses thus.

Table 4

Timelines

Timeline	Actions
2003	The municipality announced the need to build a multipurpose facility in the northeast of the city and the potential benefits with a nonprofit organization. City sets up reserve fund
2003	The Jamber Foundation a nonprofit organization has same need approaches the municipality for discussion re- potential partnership 2003.
2007	The public library was considering closing a branch library for a stand- alone Library Informal discussion re feasibility, facility, financial, touring other location 2003 - 2007
2007	Memorandum of Understanding signed 2007 City gives political support, financial support is already in place
2008-9	Trust begins to develop more as negotiations continue community outreach. Steering Committee, presentations
2009	Selection of business model, limits responsibility, determines User Agreement 2009 Lease Agreement. Meeting with architect costing and other joint committees
	Speak with one voice year and half after signing Construction
2010	Facility opens on time and on budget

In summary, the evolution of trust was not instant. Throughout the responses the participant identified trust building activities including, touring facilities, finding a business model that satisfied the individual needs, and achieved collective outcome. Many attributed success to the excellent leadership of the three administrators, who embraced the concept of collaboration and "did what was necessary" to develop trust relationship necessary to provide services to an underserviced area I found that the high levels of respect and professionalism amongst partners meant that they did not stick to rigid guidelines but responded to events as they unfolded and built trust and success

along the way. The question of how trust contributed to success and what success looked

line led to the third research question.

Research Question 3

How did trust contribute to the success within the collaborative leadership and

what did success look like?

We had no idea that many people will join huge, huge success. We just had no

idea; hence we had to change the change rooms soon after opening. We had over

1000 joined before the opening. (PNM2)

Since the definition of success was based on organizational goal? I have presented the

goals set and achieved by entity in response to the research question above.

According to PBM1, the more specific goals were to, "achieve a good state of the

art Library within shared facility, and reach different population, who may not be regular

library users, provide library services, social, recreational and even new services"

The goals were achieved as PBM1 noted that the library was able to achieve a good "state

of art branch library, within a shared facility, the numbers have exceeded expectation

from the Foundation users who have joined the library, the strategic relation is strong…,

new and integrated services have been achieved through innovation."

According to PNM1, the Jamber Foundation

Had set numeric targets, cover the startup costs, fixed costs, set up a Sinking fund

for future repairs, increase subsidies, have members to equal or better the opening

numbers of Vancouver branch, which opened with 1100 members, to achieve

break even by one year and recruit 7500 by two years, spend $7.8 million as

construction contribution operate the facility, and the Spectrum program on behalf

of the city of Odiville.

PNM1 reported that the Jamber Foundation achieved and surpassed its goals by

opening with a membership of 1700, became profitable after six months, , provided a

subsidy of $500, 000.00, set up the "Sinking Fund of 1.3 million dollars" and "is meeting

its financial obligation."

With reference to the city of Odiville, PTM1 noted that," the goals were: to spend

34 million, made up of capital, and land in the construction of multi- purpose facility,

complete the building on time, on budget, to be operated, and subsidized by the Jamber

Foundation".

The goals were achieved and the significance recognized by PTFM1 thus:

The completion on time and on budget does not happen very often in a road

project. We are constantly faced with budget overrun and time constraints. In this

case it was different; the success is a testament to the people who were around the

table. That was a huge accomplishment just on the construction side alone.

These achievements were confirmed by PTM3 based on political perspective by

evaluating and asking these questions thus:

Does the public like it, do the users like it, is it a neighborhood facility, and are

there new users? Based on the public criteria, the goals were achieved. The place

is well used, liked and the parking lot is always full.

Similarly PNM2 "The best indicators of success are the participation level and the financial viability in absence of other measures financial viability speaks volumes if people didn't like the product we are delivering, we wouldn't have the volume of people that we do"

Theme: The Tangible Success

While I found that overwhelmingly success was defined in terms of the tangible benefits, completion of the facility itself, on time and on budget and consistent with the purpose of the collaboration, which was made possible through successful development of trust relationship, there were other signs of success .I presented them in terms of, tangible, intangible, and future and how the role of collective leadership made the overall success possible

I found that the multi-purpose facility offered the community access to multiple services in a location. One could use the free services of the Library, or enroll in the city's Spectrum program to swim once a week, "play as you pay", or buy the Foundation's membership and have access to all the programs, "value proposition" I found that because the Jamber Foundation's value proposition was more popular,. In answer to the question, how did trust contribute to the partnership, PTM1 indicated that the city was disappointed with the Spectrum numbers and pleased with the community impact "as the parking lot is full at any time." The disappointment stems from the fact that" people dive into the pool as Spectrum members and come out as the Foundation members." However, when viewed from the rate of participation "the city is pleased that many more citizens are involved in healthy lifestyles."

The model has been used in a smaller footprint, with success. Other municipal officers have visited the Bobcreek Center and gather information on how it was put together. There is an active discussion to replicate same in the southwest part of the city.

Theme the Intangible Success

Linking the theme of tangible to intangible achievement PBM2 explained that, "This in turn helped to achieve the collective goals and, individual goals," and according PBM1 "new users, new and integrated services have been introduced and achieved through innovation facilitated and sustained by clear and open communication, which in turn has been the key to sustaining trust."

PBM3 used words indicative of community satisfaction such as "positive feedback from surveys and verbal reports of satisfied users." While PBL4 emphasized the "learning about different organizations," PBM1 focused on "building strong strategic relations," which brought diverse interests together into a strategic alliance. I found that this administrative alliance included harmonization of protocols, increased staff satisfaction and increased the capacity to meet the needs through integrated services.

Years 1-3

I years 1-3 the membership satisfaction rate has remained high priority to the point that membership level has not peaked. In terms of the User Agreement, PTM1 has had no need to refer to User Agreement. Staff satisfaction remains high making the future plans promising.

Future

In answer to the question what is the future contribution from this project in terms of trust? PNL3 predicted that "there will be less pain in the next project because this project has been identified as good for future and trust in the organizations between the senior staff, front line workers has set the stage."

PTM1 summed up the future for participation thus, "not as the Foundation people or as the city people but as citizens. It is the metamorphoses, it is about people and it embraces all the work that goes to make this place unique and we shared that vision."

Theme: The Role of Collective Leadership to Success

Another overarching theme was the role of collective leadership, which overall exceeded the responsibility of articulating mission, vision and goals, but empowering, communicating to the staff, and implementing the tasks. I found that the leadership laid the foundation as PNM 2 noted, "that it set the tone to trust building relationship at the various levels to the ground. The ongoing trust and success are attributed to this group, who respect one another, learn to understand and accommodate the differences in organizational structures." I found that there was recognition that interaction with other leaders/partners had impact on organizational survival requiring, "reconciling differences." and "maintaining accountability, and transparency" so that "benefits are shared equally." As PNM1 explained that," With an eye on the goal and a firm recognition that it was never a 50/50 deal, the Foundation was always nimble, not territorial, In order to achieve that collaborative advantage, everyone worked together within the new entity "towards the same goal"

In response to the question the contribution of the leadership to success, PBM1 stated that the collective leadership of CEOs, boards, and council worked hard to craft "an agreement addressing organizational needs, protected legal rights, and limited obligations." PBM1 also reported that "the people responsible for operational management (technical, service) demonstrated leadership qualities to make the facility welcoming provide seamless service to the users of the center."

In response to the question of collaborative leadership and success, PNM1 explained that, "despite the different organizational cultures (union versus nonunion), the spirit of accommodation exercised by all leaders made the venture possible so that all sides can take credit."

I found that in recognition of the benefits of collaboration, that the harmonization of standards of policies and procedures, joint programs, based on consensus decision making model, according to PTFMI "was conducive to the building of collective trust towards the achievement of shared program within an integrated facility." Similarly, in answer to the question how were administrative issues handled within the partnership, PNFM1 responded "there was an alignment of goals from personal to the collective by the administrators, who "put aside career goals, were motivated by public good-services, and for the collective outcome." As stated by PNM1, leadership shared a world view about the potential possibilities of collaboration and "was determined to work for it" through another shared attribute- pragmatism.

In found that in order to build trust through pragmatism, according to PBM1 the participants toured "together examining facilities and financial models, rejecting line in

the middle, indicative of the Library side and the Jamber Foundation side, as not what we want." Acceding to PBM2"we did outreach together, learnt about each other, and were "involved in constant dialogue as no entity could go it alone." I found that the success was attributable to three significant leaders, who PTM3 referred to as "leaders that understood the importance of trust relationship... three leaders like a stool on three legs achieved the partnership goals by engaging in constant dialogue."

PTM3 also explained that, "In the presence of trust, with the proper agreements and proper planning helped to sustain that trust and the relationship between the three groups is stronger now than going in and very successful"

In terms of political support, PTM1 stated:

The city staffs developed relationship of trust with their counterparts in the other organization, through the constant dialogue, as they accommodated the individual and collective needs. With the support of the mayor and council, the goal for staff was to work towards the will of council based on the master plan priorities.

In response to political issues, stakeholders PNS5 opined that, "The board had trust in the leadership/staff and did not muddy the water when the CEO presented the progress. The board asked a few tough questions, kept an eye on the finances and left the negotiation to the staff."

I found that the role of collective leadership varied from the start with informal to formal discussion, according to PNM1 "to the hiring of the construction management company and design phase when we spoke with one voice" to the formal completion and

ongoing management of the center." In response to the question, how were administrative

issues handled in the collective leadership and how did it contribute to success,

I found that the administrative support achieved through joint committees and the

harmonization of procedures contributed to, the building of inter-personal trust, which

translated to organizational culture of trust. As explained by PBM2 in response to

administrative issues with an example of integrated services thus:" the Foundation camp

leaders, (usually summer students) come into the library to learn what we do when they

bring kids over whether bouncing basket balls, we talk about our activities,"

By engaging in trust building activities with new staff, PBM2 stated that, "things were

kept fresh" PBM1 reported that the cohesion built by joint activities resulted in the "huge

turnout at the job fair and opening celebration of something for the community-the

building." I found that the cohesion was also facilitated by the fact as PNFM1 explained

by the fact that" the leadership embraced the concept of collaborative approach and

demonstrated the willingness by investing t time for trust nurturing activities into the

relationship. The result "of each organization's past positive history of partnerships with

other organization were "translated it into this collaboration as the option of providing

service in an underserviced area."

> In answer to the question what does success look like,, PTM3 offered this
>
> explanation, "We were able to collaborate in the presence of trust, with the proper
>
> agreements, and proper planning to sustain that trust and succeed.in building a
>
> multipurpose center" PTM3 described two signs of success as "everyone wants to

take credit for the success and "there has not been a bad article, or comments that it is not running successfully."

In relation to what success looks like PNFM1 explained

I think that this is honestly a great project, as good as it gets. I would describe it as a home run, the membership is good; service is good; up financially; operation is good; and the surveys show that the relationship is good. The best part, if you go there on Tuesday nights, it is buzzing and packed. I could have walked without getting my feet wet not because of miraculous powers, but because it is jam packed just walking on kids' heads

I found that success led to further success in membership and financial success. For example, PNM1 confirmed that in year 3, "membership is still growing, 93% of the members are new." Similarly according to PTM1, "the rate of participation is high and the users are satisfied with the Jamber Foundation and the library being in the same building." To the question what does success look like? PTM1explained that the membership has helped the Jamber Foundation to maintain a good service level, meet the financial obligation, and provide subsidies to a tune of $500, 000 for this location, more than the city's budget for the whole city of Odiville."

I found that participation levels in the recreational and fitness activities provided by the Jamber Foundation were higher than the city's Spectrum programs because of the better value proposition. I found that while the city was disappointed however PTM1 realized that more participation provided by the Jamber Foundation "generates more revenue, more surpluses and other benefits, subsidies and no increase in tax burden and

as such 75,000 served monthly is success regardless of the metrics since we reach/serve 25000 in other locations." These benefits are consistent with the program goals that the city of Odiville articulated in the Parks and Recreation Guidelines and were made possible through this partnership.

Theme: The Role of Communication Clear and Open

Another theme identified as contributory to success was the role of communication, which was stressed in all three research questions The role of communication was noted in the inception of the partnership as recounted by PNM1 thus, "It was communication that started the partnership with the identification of the need by the city of the potential benefits of collaboration with a nonprofit organization, if the doors were opened". The Jamber Foundation went through the door and "started the discussion with many people at city hall" and by doing so initiated the collaboration by saying "let us work together to do something".

Many respondents stressed the importance of two way communication from the upper management to the staff at the lowest level and back to the top within and between the entities .made it possible to develop trust and cooperation. In answer to the question how did communication help, PBL4 explained "if people are worried about something they pick up the phone and someone responds. We were there for our best interests."

PBM1 also observed that communication was "not only about membership or about monetary needs", but also "building a trust relationship based on same goals, same values and moving forward together so that in the end, the facility users have access to multitude of services." When the question, how did trust contribute to success in

collaborative leadership, PTM1's comment about communication best represents the responses thus:

Communication has been a huge part of the success of the Bobcreek Community.

It was communication that facilitated negotiations, the sharing of ideas"

"educating each other", and helped to build the trust relationship.

I found that the theme of communication progressed from informal discussions to formalized meetings, emails, phones calls" or "walk over to ask for help." PNM1 noted that open communication ensured that all the partners were moving forward together in providing integrated services, harmonization of procedures, including media releases so that "there was no negative press, as great caution was taken to speak with a united voice. Like trust, communication became the glue that facilitated the trust building relationship."

Another theme that drove the partnership was the style of communication, which was "clear, open, respectful, and constant, so that when challenges arose" they were able to find " creative solutions" The intense belief in the critical role of communication was explained by PNM1 thus, " It is really easy to say they are wrong and we are right and should find ways to accommodate each other because trust is quickly lost and so by going through those things together keeping line of communication open you develop trust"

Theme: Challenges to Partnership

Another theme identified was the challenge to partnership. I found that early in the negotiation challenges arose about communication and finance, given the "many

personalities protecting different interests" .In answer to the financial issues, PNM1 recounted the

> One big hiccup when there was suggestion that furniture and fixture were not part of the capital cost of the project, which everyone thought that it had always been part of the budget. It caused angst between all because there was no way we could come up 1.4 million.

It was resolved by "reallocating the said amount to the operating budget and reducing the capital contribution from the Jamber Foundation by the said amount so that in the end it became awash" (PNM1).

The second challenge identified by two participants related to the harmonization of administrative procedures with regards to swimming standard. The issue was which pool safety standard should be adopted, the Red Cross or the Jamber Foundation standard? The solution was the realization of what was important as stated by PTM1 that either way, "The child has learnt to swim and will be safe at the cottage country, it means that the child is safe that is the ball that we are chasing not who delivered what" Similarly PNM1 acknowledged, "the child is floating and not at the bottom of the pool."

PTFM1 attributed the challenges thus: " it was more about I do not understand what you do and you do not understand what I am doing, because there were many people involved, but once we came to the meeting of the mind of the greater goal, it was okay." Similarly PNM1 concurred about getting over something during challenges to get something thus, " if you respect where each other is coming from and there is some stuff that we needed and stuff that they needed … and allow for that you come up with trust"

necessary for the partnership to succeed. I found that they were able to use the conflict resolution and consensus model of decision making incorporated in the agreement to deal with "hiccup"/ challenges to arrive at fairness, win-win partnership, and high staff satisfaction, which made challenges negligible and increased the feeling of trust.

As PTFM1 stated, that

> a good sense of humor and collegiality that everybody "brings to the table takes the edge out of what could be challenging when I look forward to going to those meetings and finding out what happened, without saying I will rather be somewhere else, that is success"

Discrepant Finding/ Rival Explanation

There was a contrary finding or rival explanation to Quah (2011) and Gulati and Nickerson's (2008) findings that the presence of formal agreements limits the range of "adaptations" necessary for trust to develop (p. 16). This finding was not borne out in this case as noted by a PTM3, "Given the complex issues involved, an agreement was necessary. Trust was still needed given the size of the investment. Trust is stronger today than it was 3 years ago." Furthermore, PTM1 explained that despite the presence of a written agreement, "there has been no need to consult the agreement because of the trust relationship."

Summary of Findings

In Chapter 4, I explored the evolution of trust in a public and nonprofit partnership between the city of Odiville, the Jamber Foundation and the city of Odiville's public library in this qualitative case study. The analyses of interviews revealed that the

participants were positive about the partnership, which was a success as the establishment

of a trust relationship led to the completion of the facility on time, on budget, and

currently providing integrated services I addressed the three research questions

The first research question focused on the reasons for the partnership, why trust

was necessary and how that trust was defined. The results showed that the partners were

interested in providing services to the same underserviced area, but lacked the resources

to go it alone. While partnership made the venture possible by pooling the resources

together, trust was necessary because of the risk of failure from opportunistic behavior.

Good stewardship was necessary regardless of the size of the investment. This led to the

second research question, how did trust evolve in this partnership? Under this question, I

explored the conditions necessary for trust to evolve. The result suggests that the leaders

embraced the collaborative approach and "did what was necessary to succeed."

Therefore, the collective leadership engaged in trust building activities over four years to

listen, learn about each other and their need, toured together found a business model,

from which agreements acceptable to all were crafted. The effects of time, past behavior,

clear agreements, stockholder support, an adaptive strategy and open communication

contributed to the evolution of trust. Given the many people involved and the divergent

interests, two challenges noted were not serious enough to disrupt the progress.

In terms of research question 3 how did trust contribute to success under

collective leadership? The result revealed that the success was attributed to collective

leadership, which saw the benefits of partnership and created the environment to build the

trust necessary for the venture to happen. The collective leadership aligned their career

goals to the collective outcome, harmonized policies and procedures, took into

consideration the concerns, considerations of each entity to build a sustainable trust

relationship, and complete a multi-purpose center on time, and on budget for the

community. Staff and community satisfaction have kept the levels of membership high so

that financial obligations are met. "It was trust that made it possible and stronger today

than it was going in." In Chapter 5, I present interpretation of the findings, limitations' of

the study, recommendations, implications for social change and conclusion.

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Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

That good that comes when you have a trusting relationship is that you work hard

to protect it. We are in a place where supporting the basic premise of building the

place is a big one and for me how great it is for the community because there is

more than one way to play. (PTM1)

This chapter begins with a review of the rationale for this study. I explored

evolution of trust within public policy and administration, in which the goal of each

entity was to provide services, consistent with its mandate, to an underserviced area of

the city. This idea of government providing social services provokes debates between

supporters and opponents based on one's ideology of the role of government in lives of

citizens. Regardless of one's ideology, there are common goods such defense, social

security, and education that only the government at all levels, can provide. In those

situations, the ideal is to provide the services efficiently and equitably. However, as the

traditional method of service delivery has become inadequate to the task and exacerbated

by the fact that the increase in demand for services has been followed by decrease in

resources to meet the needs public and nonprofit administrators have turned to

collaboration with nonprofit organizations as a means of policy formulation and

implementation. In Chapter 2, the literature review revealed that collaboration between

the public and non-profit organization has the potential to provide the needed services

through the pooling of resources and reduce the tax burden, but the collaborative success

hinges on trust (Alexander & Nank, 2009; Gazley, 2008).

Scholarly researchers have found that past research focused on the tax exemption status of nonprofit, or the organizational behavior, limited information on how trust evolves, and provides no objective guidance on the definition of success (Alexander & Nank, 2009; Czerniswski, 2007; Gazley, 2008; Patel et al., 2012). To the extent that the literature is silent on the evolution of trust and the benefit of collaboration hinges on trust, I sought to explore the gap from a theoretical framework of social construction/constructivism and test it against the application in a successful public nonprofit partnership.

By linking the theoretical to practice, the study could contribute to an increased understanding of the evolution trust, and positive social change impact, resulting therefrom. The choice of qualitative case study approach provided the advantages of flexibility to incorporate emerging norms, for an in depth study and the usage of multiple sources of data, obtained from participants, who had knowledge of the phenomenon from the policy process to the completion of Bobcreek Community Center from 2003 to 2014.

During the winter of 2013-2014, I interviewed 14 individual interviewees, a focus group of four of the Management Committee, and examined primary documents available on public domain. The participants were selected based on the gatekeeper/snowball strategy for their knowledge, leadership role in the negotiation, formulation, and implementation of policies leading to this successful collaboration. Using the research questions, I focused on identifying the factors and processes that facilitated that evolution of trust relationship, the success and the implication for future partnerships. The results of the interviews and analyses indicate that the collaboration was successful in building trust

relationship, in meeting the individual needs, the collective outcome demonstrated by the completion of a multipurpose facility, on time and on budget, which was described "as a huge success that never happens with road works." I found that success was due to the conscientious effort of the collective leadership. There was one discrepant finding about the effect of formal agreement on trust development. While this case study may not be exhaustive in terms of the numbers, it does yield useful insights instrumental to understanding assertions or modifying generalizations about trust (Stake, 1995, p.4). I explored the following questions.

1.   How do the city of Odiville, the Jamber Foundation and the city of Odiville's public library define trust within their collaboration at Bobcreek Community Center in the city of Odiville, Ontario?

2.   How did trust evolve within the current collaboration between the city of Odiville, the Jamber Foundation and the city of Odiville's public library?

3.   How does trust contribute to successes in collaborative leadership, and what does it look like?

In this chapter, I presented the interpretation of the findings, limitations of the study, recommendations, and implications for social change, conclusion and personal reflection.

Interpretation of the Findings

In this section I described in what ways the findings confirm, disconfirm or extend the existing knowledge in the discipline by comparing them with what has been found in literature review as described in Chapter 2.This study   provided challenges and

learning opportunities since past research on public nonprofit partnership, focused on other aspects such as agency theory or contractual effectiveness. I inferred from collaboration in general, adopted a process orientation to explore the evolution of trust, and provided the key themes within each research question.

In arriving at the interpretation much attention was paid to what the interviewees said about the Bobcreek Center. In order to reach a conclusion, I started by investigating the rationale for venture itself. In response to the challenges of how to finance the provision of services to an underserviced area, the public nonprofit administrators, embarked on a partnership, which by pooling their resources made the project feasible. The partnership demonstrated the use a flexible strategic process, which facilitated the exploration of options such as sharing of information, touring together, accommodating divergent interests, promoting successful implementation, and accountability, which facilitated the evolution of trust, and the eventual achievement of goals at a reasonable cost. The results shed light on the environmental factors that caused the creation of the partnership, the processes/strategies affecting the evolution of trust, and role of collective leadership in the successes, which could benefit other public and non- profit administrators to learn from the how of this partnership.

In answering the central question how did trust evolve in this partnership, the results revealed that participants had a positive and integrated perception, consisted with the findings of Johnson and Johnson (2003) in Chapter 2. In their discussion on perceptions, outcomes, and the impact of individual or group activity on others, Johnson and Johnson suggested that a perception of positive integrated world view means that

mutual gain is perceived to be more likely within a group than outside of it. I found that participants' description of this integrated world view evident in the acceptance of the "concept of collaboration and the willingness to do what was necessary to succeed. To that extent, they demonstrated by action through such words as "willingness to listen," "to accommodate each other," and "touring and comparing models and" "rejecting this as not what we want to replicate." These are consistent with Bryson (2004) strategic planning process and or with the teleological theory of change, by Burke (2008), and Yukl (2009) as outlined in Chapter 2. The theories assume that the organizational change is purposeful, adaptive, and progress is defined by "goal formulation, implementation, evaluation and modification" (Burke 2008, p. 147). Yukl counter suggested that the role of leadership is critical in organization change beyond setting the mission, vision, beliefs to providing an environment, conducive to responding to the internal and external environment. These scholarly writers found that leaders adept at making changes to suit the external environment play an important role in helping the organization succeed when faced with challenges. In this study, the t leaders were constantly making changes to accommodate the individual needs and with the joint outcome through carefully "crafted agreements" that all could live with." This adaptive strategy in conjunction with other trust building activities helped them to build trust. The details of how the success was attained are now presented.

Research Question 1 the Definition of Trust

There were three interview questions to answer Research Question 1, how was trust defined in the collaboration between the city of Odiville, the Jamber Foundation,

and the city of Odiville public library, why was collaboration necessary and how was trust enhanced? Since trust is used within an interdependent relationship, the various definitions advanced by participants were expressed within the context of the service needs of each entity and the shared goal to build a multi-purpose center since "no one could go it alone." I found that the use of various phrases and words, such as" willingness to rely on others words or agreement," follow through, commitment," "walk the talk," qualitatively conveyed the same meaning.

In the literature on trust Chapter 2, there was no clear definition because of the usage in multiple disciplines and as such has multiple definitions (Alexander & Nank, 2009, Brinkerhoff & Brinkerhoff, 2002; Feiock et al., 2009, Gazley, 2008; Patel et al., 2012). The absence of universal definition is problematic since analyses and constructs depend on the discipline or the writer's interpretation. Brinkerhoff and Brinkerhoff (2011) suggested that a uniform definition would give clear and consistent definition that could apply to all disciplines. Such scholarly writers Mayer et al., (1995), Patel et al., (2012) offered definition of trust within interdependent relationships, but not on public non-profit partnerships. I inferred from the literature on trust in general, but with a caveat to be mindful of impact of power and political dynamics in public nonprofit partnership on such a definition (Rossi et al., 2004).

While the literature does not present a clear definition, it does present certain characteristics about trust, which were found in this study. They include individual's belief in the willingness to act in reliance of the words, actions, and decisions of others and demonstration to perform one's obligation in order, to achieve a mutually beneficial

outcome, which were consistent with existing definitions. In order to achieve the mutual benefits, they had to pool the resources together, since "nobody could go it alone" without extra tax burden   The definitions of trust offered in the literature and the research capture the essence of trust, which (a) arises within an interdependent relationship, (b) to satisfy needs/ the reasons for trust, and (c) and to achieve a desired outcome (Patel et al., 2012).

In answer to the question why was collaboration necessary? The issues of resource capacity was problematic as the participants agreed that size of the investment needed to build the multipurpose complex was such "that nobody could go it alone," and to avoid extra tax burden." The findings within research question one support the resource capacity theory, the cost reduction theory and the "needs" espoused in the literature (Brinkerhoff & Brinkerhoff, 2011; Chen 2010; Eschenfelder, 2010, Fang et. al. 2008; Patel et al,, 2012). These scholarly writers also suggest the necessary conditions for successful acquisition of resources conducive to the development of trust relationship.

In addressing Question 1, while the study revealed the lack of uniformity in the definition consistent with the literature review Chapter 2, the attributes identified by both are also consistent. Each organization started with a needs assessment as espoused by (Eschenfelder, 2010) and realized that collaboration was the means to achieving individual goals, and joint outcome consistent with the finding by Patel et al. (2012). In Chapter 2, shared goal and philosophy are deemed crucial but they are not enough, since collaboration involves risk (financial or reputation) in relinquishing the control of financial resources to the partnership, in absence of trust (Fang et. al., 2008). This led to

Research Question 2

Answer to Research Question 2 Evolution of Trust

I found that several factors affected the evolution of trust such as time, clarity of roles and responsibilities clear agreements, positive past history, stakeholder support including financial and political, staff, communication, and collective leadership. These factors are consistent with the themes in Chapter 2, where the factors that enhance and inhibit trust were discussed. I will discuss a few themes.

Time I found a clear recognition that trust was not instant, took to build and "not quick to market," which is consistent with Kramer's (2010) finding that parties to a partnership must invest time to build trust. Ansell and Gash (2007) and Quah (2011) found that trust evolves as partners knowledge of each other improves through increased interaction, shared goals and as they felt comfortable enough to make accommodation for each other's needs. In the literature review, the challenges associated with building trust relate to the fact that one's evaluation of a trustworthy person is based on one's perception of his/her integrity, ability, knowledge, skill, and the belief that the other person has one's interest at heart or not oppose it (Mayer et al., 1995). The fact of the matter is an accurate assessment of a partner's trustworthiness requires time, "not on hear-say, but rely on personal explanation or solid good information to build trust" (PNL3)

In this case, I found that conscious efforts were made to build trust relationship through activities such as informal and informal discussions, touring, sharing ideas, "educating ourselves and getting to know each other's needs through the norming

storming model." (PTM1) Many other variables which had impact in building and sustaining include clear agreement, open dialogue, transparent process, stakeholder involvement, clear decision making and collective leadership were also found in this research. The study is also confirmatory of the chapter 2 finding by Kramer (2010), Ansell and Gash (2008) and Quah (2011) of the importance of time to trust evolution. It also extended the knowledge from the potential to actual. Another variable that impacted trust evolution is the past relationship.

Past Relationship another theme that I found critical to trust relationship is the history past behavior, which can be positive or negation. According to the literature review one's past history is indicative of one's reputation and future behavior. Kramer (2010, p. 84) found that as the interactions amongst the partners increased, parties were able to evaluate the other's intentions and draw conclusions about the trustworthiness for forecasting future behavior. Patel et al., (2012) advanced a similar argument that over time; partners build reputation through meeting deadlines as stated in roles and responsibilities. I identified that the participants reported engaging in trust building activities of " getting to know each other," "an agreement deemed fair" by all, and " a business model that protected rights, limited responsibilities," which generated positive perception that made collaboration possible,.

Another theme was the excellent leadership by the CEOs, who had a very good understanding of the "collaborative approach" and were "willing to do what was necessary to make it work". It is crucial to remember that when we speak about building interorganizational trust, it is really about the individuals in leadership, who must build

trust with the counterpart in the other entities consistent with similar finding by Zaheer, McElvily and Perrone (1998, 2005). Warm (2011) found that interorganizational activity, mutual benefit and community value help to develop trust under a committed leadership.

Throughout the analyses, the participants alluded to the three leaders, who enhanced the building of trust through "creative solutions" and adaptive strategies to ensure fairness, transparency, secure political and financial support, and mutual benefit. I found that trust did not just happen and took time to overcome some challenges of multiple interests, the many people involved, retirements and new employees. Each variable had an impact in creating windows of opportunities or risk. The progress was consistent with. Lewicki and Tomlinson's (2003) noted the different levels of trust ranging from the early stage to the highest level, when parties internalize each other's needs, intentions, and act as each other's agent. Mayer et al., (1995) described the evolution as the continuum of trust, which is low at the start up stage increasing as the collaborative activities and benefits increased. I also discovered that trust building was not linear, as acknowledged by PBM2 stating that, " when there is a change of personalities, there is a need to re-examine the arching position with open dialogue in performing agreed activities rely on good information to re-build trust."

With reference to the central research question, how did trust evolve in the current partnership, I found that while there was no consensus by the participants as at to the exact time of trust becoming embedded, I inferred from response of PNFM1 that trust reached the highest level when they met with the "architect at the design phase, they did not know who came from which organization, we spoke with one voice." I found that the

employees formed good working relationships with their counterparts consistent with Fang et al., (2008) finding as discussed in Chapter 2, that when all entities perform their obligations within the collaboration, benefits increase, and the trust building grows. Simmel's three pillars of trust, expectation, interpretation and conversion of doubt to certainty discussed in literature review were echoed through the finding in this study. The trust building activities were interpreted positively, converted to certainty by all involved as these were crucial to the evolution of trust.

     I found that Zaheer et al., (1998, 2005) hypothesis that the longer the time of the positive relationship, the deeper the trusting relationship, and the more the benefits accrue is consistent with the evolution of trust was consistent what I found in this case, where the " the trust is stronger 3 year later." Consistent with the finding, interpretation and discussion in Chapter 2, trust building is on- going and is sustained through communication, joint meetings, working committees, community outreach, integrated services, delivered by happy staff to a satisfied community.

     Political Financial and Administrative Support: I found that stakeholder support was critical to the success of this public nonprofit collaboration as discussed in Chapter 2. This finding is consistent with what Rossi et al., (2004) found about public and nonprofit partnership decision and described as made under "practical political and resources considerations (p.23). Rossi et al., noted that the benefit of partnership is possible if the environmental is free from negative political pressures. The city of Odiville's stated goal was to provide the services to an underserved area "with no increase in the tax burden." I found that the administrators worked hard to negotiate agreements that were aligned

with their respective goals or that " gave equal priority to individual needs," that " they could each live with," risk free," " a gain that was protected," and demonstrated transparency, accountability, efficiency and equitable. Despite, "the different perspectives of looking at investment from public and non-profit lens" the administrators provided "evidence based information," to their respective policy stakeholders to obtain their approval. In the end, there was neither political nor financial tension "as the financial obligations were covered under the MOU, User Agreement and Lease Agreements. The importance of political support found in this case study is confirmatory of the findings in the literature review. The high level of trust and confidence in the staff made decision making easy for the policy stakeholders by the fact that the staff provided them enough information to make informed decision.

Answer to Research Question 3 Trust Contribution to Collective Leadership Success

The final question asked how trust contributed to success within the collective leadership. The literature review in chapter 2 suggested that role of collective leadership was critical to success. Ansell and Gash (2008) in their meta-analysis of 137 collaborative governance cases identified power and resource imbalances including leadership and the collaborative design as contributory variables to success or failure of the partnership. I found that success depended much less on the needs, the resources, and fair agreements, since fair agreements remain goals on paper. While these were important, I found that of more importance is to have leaders who act in a way to ensure mutual benefit, minimize risk to others, and pursue policies that are deemed as evidence

of trustworthiness consistent with Mayer et al., (1995). In chapter 2, literature review, the roles of leadership in achieving organizational goals extended beyond setting goals, empowerment, implementation, and the creation of the "we" environment consistent with Fang et al., (2008) finding that everyone must work together to develop trust relationship. In terms of trust building, Ardichvili, Mitchell and Jondle (2009) concluded that leadership was a contributor to collaborative success by creating an ethical culture. The authors suggest that ethical cultures are associated with having policies and procedures in place, shared authority, and accountability. Not only did the leaders share belief in the collaborative approach, similar world view, a pragmatic approach, but they were also motivated by public service. The leaders were accountable, transparent and shared power "equally." Through the use of consensus model of decision making, policies and procedure were harmonized.

An important confirmatory finding is that success was due to the conscientious effort made by the three leaders, who were not selfish "in terms of career advancement," "organizational dominance," but the "motivation was public service," and demonstrated those qualities through accommodation of individual needs and constant open, clear communication, and " constant dialogue." That effort was communicated to the lower staff down to people responsible for the day to day operation. Even though, they represented different interests, answerable to different stakeholders, they were able to sublimate their differences, and work together, through inclusion, touring, joint working committees and joint out reach. The feeling of job satisfaction expressed by staff, led to the development of trust, even amongst those who worked in the branch library that

closed, were consistent with strong leadership beyond setting vision. They were able to

transform from individual leaders to collective leaders, with all that the leadership

entailed. Through the use of adaptive strategy, collaborative leadership "drove"

partnership to develop trust amongst them and extended that trust within and between the

staff. As new staff joined, they educated themselves "to keep it fresh".

The question what does success look like was also addressed.

An important sustaining factor was the commonality in perception of what

constituted a successful outcome. I found that the participants identified success in terms

of the presence of trust relationship amongst three groups, which made possible the

completion of the facility, on time, on budget, reaching numeric targets, the financial

success, under the guidance of collective leadership. In Chapter 2, Alexander and Nank

(2009), Fang et al., (2008), Gazley (2008), Mattessich et al., (2001), Msanjila (2011)

Warm (2011) discussed collaboration in terms of the potential benefits under certain

conditions. In Chapter 2, Huxham (2003), Patel et al. (2012) found that since trust arises

within an interdependent relationship to achieve collaborative advantage, the

achievement of the desired collective goal is considered a sign of success. This case

deviates from the potential and demonstrates the actual gain through a collaborative

leadership in the presence of trust. The detailed milestones indicative of this success were

presented in Chapter 4. Each partner's specific need and the desired collective outcome

were met thus:

Goals Achieved Year 1 included the completion of a new state of art facility, on

time, on budget, achieved numeric targets on membership, financial targets to meet

budgets capital and maintain operational feasibility arising from the growth in members, environmentally friendly building (LED), establishment of a Sinking Fund, subsidy, continued dialogue, integrated services, innovation, accessibility above the statutory requirement, community and staff satisfaction.

Year 2-3 goals were to maintain membership growth, since the peak had not levelled off, more integrated services, innovation, replace old equipment as necessary and maintain community, and staff satisfaction. (Maslow, 1954) The methodology has been replicated with similar success, although at a smaller footprint. Active negotiations are ongoing to use this methodology at the south-west of the city between the city of Odiville, the Jamber Foundation, and Odiville's public library.

Drilling down, each entity 's goal was achieved through the presence of trust relationship., for the city no extra tax burden, a state of the art branch library, and great membership for the Jamber Foundation to meet its financial obligation. Success did not happen overnight as trust was not instant and took time to build. The finding in this case deviates from the existing knowledge of the potential benefits of collaboration in the presence of trust by extending that knowledge to the actual benefit of collaboration in the presence of trust under a collaborative leadership, which is open to the "collaborative approach and ready to do what is necessary to make it work"

Summary of Findings

The first research question related to the environmental context in which the reasons for the partnership, why the partnership was necessary and why trust was necessary were explored in detail. The difficulty of defining trust in this research and

evident in the literature review in chapter 2 was the lack of uniformity since trust is used

in multiple disciplines .In absence of clear definition in a public and nonprofit

environment, I had to infer from the general definition. I hope that this study contributes

towards the eventual uniform definition applicable in public nonprofit environment. This

clear definition would provide more cohesion in understanding of trust, the evolution, and

how to measure it. Nonetheless, trust was defined and demonstrated through belief,

action, positive past history, and activities, integrity fairness, and communication that

helped to build trust by reducing elements of risk. The findings were consisted with the

definition as discussed in Chapter 2 and therefore confirmatory of existing knowledge.

The second question related to how trust evolved. The finding was consistent with

the literature review that trust building required time and other relational activities

discussed earlier and in Chapter 4. In the literature, discussions revealed that the

relationship progressed from identifying the needs, acquiring the financial resources to

understanding each other better and beyond. This was consistent with Kramer (2010)

Lewicki and Tomlinson (2003) and Mayer's et al., (1995) continuum of trust

development starting from the early stage to the highest level of trust, when, the "leaders

spoke with one voice" In this case there was a recognition that trust was crucial to

success, took time to build, and the leaders invested time to know each other, their needs,

and in the end helped the facility to be completed on time and on budget. The facility is

functioning, service is delivered as desired and trust did evolve and continues to evolve

so that they are "stronger now than three years ago. The finding in this case is

confirmatory of the literature review, chapter 2.

The third question related to the role of trust in the success under collective leadership. The finding credits the success to the role of the leaders as noted by a respondent, "It was leadership that made it possible to bring three different entities together and succeed." The leaders were able to align the individual goals to the collective goals through the trust building activities. Time, communication, and political support were critical to the evolution of trust and to the completion of the facility on time and on budget. "This, by all measures is a success." The finding extends the existing knowledge of the potential benefits of collaboration in the presence of trust to an actual benefit in the presence of trust guided by collective leadership. Based on the participants, the findings are consistent with the conclusion that the partnership was a success because of the presence of trust.

In answering the central question how did trust evolve, I found that trust just did not happen. The evidence shows that there was a clear recognition of the importance of trust to the partnership. PBM1 noted that, "trust was a big factor when it came to spending public funds…there had to be a good stewardship whether the funds came from the public or private" Similarly, PNL4 stated that, " at 60% in the construction, the Foundation was responsible for paying the construction bill directly. If the Foundation wanted to continue to be a trusted partner, it had to pay the bill on time."

Time and time again, the participants referred to the efforts made through real open and respectful communication, the integrity, professionalism with which they conducted negotiations, the shared world view of the leaders, the fair agreements, and the harmonization of procedures through joint committees, which contributed to the that

creation of the winning conditions., for the evolution of trust, which in turn made success possible. As a respondent stated, "the stars were well aligned" so that when the three leaders came together not only was it politically and financially feasible, but also the leaders "were not self-serving" and "motivated from public service."

The leadership displayed a positive mindset, defined "as an attitude of optimism about the goodwill and confidence about another person" argued by Quah, (2011, p. 3). This mindset requires changes in procedures of doing things which is different from the tradition. A change in mindset requires an open system, which is responsive to the environment. The collective leadership was able to do what was necessary "to make it succeed," (Quah, 2011, p. 3)

While research questions 1 and 2 confirmed the existing knowledge in the literature review, research questions 2 and 3 extended the existing knowledge from potential benefit of collaboration to the actual benefit of collaboration.

Theoretical Considerations

Alignment of Theories to Study Approach

Theories in research provide a systematic view of the phenomenon, with a view to explaining natural phenomena). It was necessary to design a framework that made such exploration possible so that I could relate it to existing theoretical framework, literature reviews in other to add new knowledge. In order to understand the meaning of trust as expressed by the participants, I selected qualitative case study since this approach relies on the meaning as expressed by the participants. I incorporated a social construction/constructivism with interpretativism, the interdependence theory, and the

nature of trust as the frameworks to explore the evolution of trust (Creswell, 2009, p. 5).

As the purpose of the partnership was to achieve a collaborative advantage "since the size

of investment made going it alone is difficult" the framework made it possible to learn

from the participants how the potential benefits became real benefits in this successful

partnership. Throughout the research, participants provided evidence of successful

outcome from their expressions, which were analyzed based on the following theories.

Construction/Constructivism with Interpretivism Theories

Piaget's (1929, 1955) theory of constructivism as cited by Blaikie (2003) is

connected with the interpretive theory of Weber (1864-1920) and Schultz (1899-1959),

(as cited by Blaikie (2003) which focus on how individuals learn from their environment

and interpret the meaning from that perspective (Blaikie, 2003, p.1). Interpretation of

social action depends on the meaning given to the situation by the individual regardless

of the meaning as assigned by the initiator of the social action. This ability to interpret

has impact on interactions between individuals or organizations. Therefore, in a

qualitative case study, the interview responses represent the experiences of the

phenomenon as interpreted by the participants and crucial to the finding. If the purpose of

collaboration is to gain collaborative advantage, how partners interpret the meaning of

partners' behaviors is critical to success.

The Theory of Interdependence

The interdependence theory, as presented by Johnson and Johnson (2003), focuses

on perceptions, outcomes, and the impact of individual/group activity on others. The

perception of the situation can be positive or negative. A perception of positive integrated

world is interpreted as the perception that the sum total is more important than separate

parts acting alone (Johnson & Johnson, 2003, p. 288). The assumption is that participants

with an integrated or positive world view are perceived to be more likely to act within a

group interest than outside of it. If the perception is negative, the person seizes a better

opportunity outside the group. The positive or integrated world view is more desirable in

a collaborative relationship. The common thread in the theories of social construction,

interpretivism, and interdependence, is the interpretive aspect of the meaning of life

based on the individual's perception. Since the collaborative researchers, (Alexander

&Nank, 2009; Patel et al., 2012) assert that trust is necessary for successful

interdependence; the question is how does trust evolve to achieve the desired goals and

outcome.

The Theory of Trust

The concept of trust generates interest amongst scholars due its usage in many

disciplines, and the discussions are presented from many perspectives. As a result Mayer,

et al., (1995) noted that the study of trust remains "problematic with the definition of

trust itself, the lack of clarity in the link between risk and trust, confusion between trust,

its antecedents and outcomes, and confusion over levels of analysis" (p. 709). This lack

of uniformity means that the definition is contextual. However, since the need for trust

arises within the context of interdependence, when one has to rely on another individual

or organization in various ways to obtain a benefit which he/she cannot obtain going it

alone (Msanjila, 2011). Trust theory, according to Simmel's nature of trust (as cited in

Mollering, 2001), consists of expectation, interpretation, and suspension. Inherent in

suspension is the leap of faith, which helps an individual to convert the doubt to certainty. The elements of reliability, expectation, and predictability allow an individual to co-operate with others for the potential benefits associated with collaboration. How the individual assess reliability or trustworthiness is based on the individual's perception. The assumption is that the perception changes as the interactions between the partners increase, they become more knowledgeable about each other, share more interests, and become more trusting, as deadlines are met on a timely basis demonstrating a trustworthy behavior (Kramer, 2011, Mayer, et. al.1995, Patel et al., 2012).

The three theories are interconnected in terms of expectation and interpretation of the meaning of a given situation. It is this subjective meaning assigned to a situation that motivates the individual or group to act for mutual benefit or to act in an opportunistic way (Weber, 1964, p. 96 as cited in Blaikie, 2003). In this case, the participants demonstrated a strong positive interpretation and expectation because of the perceived "synergistic outcome, which could not have been gained by an organization working alone' (Huxham, 2003, p.403). Given the importance of trust as the glue to social interactions (Msanjila, 2011), the significance of the study is that a clear understanding of trust can "facilitate cohesion and collaboration in public non-profit partnership or between people" (Mayer, et.al., 1995, p. 710), It can serve as model for future partnerships.

In the face of shrinking dollars and increasing demand for services, government nonprofit relationship, varies from competition, third- party implementers, and to collaboration. Of course, given the diversity in non-profit organization, (Brinkerhoff &

Brinkerhoff , 2011) this collaboration referred to as "institutional pluralism" has to be evaluated on a case by case basis." .Albeit, this study offers the public and nonprofit administrators an evidence based collaborative approach, which converted the potential benefits of collaboration to reality. I recommend further studies since this research demonstrates what can happen when leaders are willing to do "what was necessary"

Summary of Theories

The theories of social construction, collaborative advantage and trust were used to analyze the research questions in this study. The theories provided the framework to conduct this qualitative case study, with the emphasis on understanding the meaning of life from the participants' perspectives. Based on Kramer's (2010, p. 64), assertion that trusts is a social construct that comes into play when reassuring factors are present, I found that these theories were operationalized by the individuals, based on their expectations, and interpretations of the behaviors of the other people in the partnership. The leaders demonstrated a world view that was pragmatic in their interpretation of what collaborative advantage needed to succeed. The leaders articulated the mission, goals, empowerment, and provided the environment for learning as "the witness for others" (Ardichvili et.al, 2009, p.352).

The theories provided the framework for the study. In dealing with the central research question of how trust evolved, I concluded that the joint outreach, the long negotiations, and the getting to know each other processes, allowed people to develop social connection, suspend their doubts, and "by leap of faith" convert them to certainty (Simmell as cited by Mollering, 2001). Trust created the positive lens through which to

interpret the evolving situations and act accordingly. They were able to obtain political support and the funding to move the project forward. The success of this venture increased the willingness of the leaders to future collaborations. For example, the Bobcreek Center has been replicated on a smaller footprint in another county. It has attracted visits by other municipalities and the methodology is being utilized another location, by the same partners.

More citizens are using the facility towards healthy life style and constant innovation has been the hallmark of meeting people's needs. The center has become the community hub, the media center during police lockdown in a nearby school, and cool-down place during the hot summer. Through this partnership, the recreational and intellectual health needs of the current users and the next generation have been secured. "The goal of a one stop shop and the best of both worlds" have come to fruition. Based on the review of literature, I had composed an ideal model for collaborative success and this case study, has met the requirements. The hypothesis that trust is crucial to achieving a collaborative outcome was confirmed in this study and extends the existing knowledge from potential to actual benefit.

In closing, I pursued this study out of interest for the importance of trust as the glue that holds human interactions. With decreasing dollars, collaboration between the public and private will continue to be used to meet the needs of the poor, the sick, the aged, and marginalized It is hoped that the findings will promote debate about collaboration in general but more specifically of how the administrators from three organizations were able to find practical solutions to build trust and succeed in a public

nonprofit partnership.. The nonprofit organizations provide resources, skills, and expertise to solve the complex issues of the day, when invited to the table by public administrators. In this case study, the Jamber Foundation provided subsidies to the center, "equal to what the city provided city wide," thus reducing the city's tax burden. Without the subsidy, the least advantaged would not have been able to afford the membership fee. Based on the outcome, the current study has established that trust evolved over time to facilitate the collective outcome.

Conclusion

I explored the evolution of trust in public nonprofit partnership using the city of Odiville, the Jamber Foundation and the city of Odiville public library partnership as the case study. The nature of the study brought attention to what participants expressed about the phenomenon. The participants were selected based on the gate keeper strategy and as such provided an in depth knowledge of the negotiations and, implementation of the policies that made the partnership successful. Yin (2009) posited that a case study should be chronologically presented and in a descriptive form. In this research, I presented the procedures in a detailed descriptive form and a thematic analysis of the evidence. Chronology suggests that trust did not just happen and as such the project "was not quick to market." The leadership was successful in their original goal, to build a community center. However to do so they overcame their different perspectives, understood the benefit of joint programs, and that "collaboration serves the community well" The leadership "looked at things from a "higher level," "from a larger perspective but let it filter to the lower levels that carry out the goals." Information also "had to be up and

down, across and horizontally between and within the partners." Each entity had a need

to provide services to an underserviced area but could not go it alone. When the three

entities pooled their resources together the "the project became feasible." To that extent,

they engaged in trust building activities, such as "norming, storming, and forming team

building model" they were "able to develop trust along a continuum," An improved

understanding of each other's needs resulted in the protection of rights until liabilities in

the agreements were deemed fair to all and less risky. This move was significant given

certain facts confirmed by the focus group, that there had been a perception of the

municipality not wanting to work collaboratively with the nonprofit partner. While this

perception was confirmed, the reasons varied from competition to difference in the

culture between public and nonprofit perception of public funds.

Given the fact that the facility was completed on time, on budget in October 2010,

numeric targets and services met, one could posit unequivocally that trust relationship

was established, hence the success. In the collaborative model on page 72, I envisaged

the presence of such attributes as transformational leadership/Servant, with shared vision

to solve a problem, resources, communication, intra- trust, and ethical culture

organizational shared benefits, and time to develop that trust relationship. These

attributes were present as reported through the interviews to achieve the desired goals.

The ideal in the new public administration of providing services efficiently and

equitably for the wellbeing of citizens was achieved in this partnership. An apparent

lesson is that regardless of how well protocols are designed, in the final analysis, the

implementation is most crucial to obtaining results. As Fang et al. (2008) noted,

collaboration creates three entities, (we, them and us) so the staff charged with implementing the policies must build the "we" without being disloyal to their organizations, or opportunistic or situational bargaining, thus preventing trust from developing. Hickman (2010) posited that organizational changes that involve giving up the status quo, give rise to adapters and those resistant to change. The leaders adopted a flexible strategy, which is conducive to accommodation of the many interests and many people to deal with in a partnership.

They used open communication, cooperation, coordination, joint committees, and "the accommodation of each other's needs" until they "were no longer strangers," and "spoke with one voice." Within this scenario, PBL2 stated that trust was sustained by "knowing each other by name not as the Foundation people or the city people but people that I am working with so that when a fuse blows or a light bulb goes, I know who to ask for help."

They were able to obtain the necessary buy-in from their respective stakeholders to provide the state of the art library "a great library" "where patrons can still browse through the computer in the lobby with assistance from the Foundation staff, even when the library is closed." For the Jamber Foundation, the participation level and the financial viability, "speak volumes if people didn't like the product that we are delivering, we wouldn't have the volume of people that we do." (PNM2)

> For the city of Odiville, after exploring models such as co-location under a
> common roof, which was rejected as not "meeting our needs," the city opted for a
> multi-purpose facility, where "programs are integrated, the tax burden is reduced

and how we provide subsidy is amazing It provides way greater ability to get

access than if we did it on our own." (PTM1)

This arrangement is consistent with the political desire for good stewardship through

partnership. The fact that Foundation's involvement "reduced the capital cost burden by

1/3, provides complementary full family experience as the day of independent or

standard alone mono facility is over," and serves the role of " growth related project to

attract new development. By combining the charitable motto of the Foundation's

philosophy with the City's business model, the ideal of delivering public policy program

efficiently and equitably was achieved. As recognized by PTM1, "Increase in tax burden

on the tax payer means that 3 or 4 hundred thousand dollars in subsidy would result in

people losing their jobs or services cut." By sharing financial resources and expertise, the

Foundation has provided broader services, "more superior adult fitness program than we

will on our own (the city)".

The job satisfaction attributed to the physical facility, the innovative services,

the feeling of empowerment, inclusion, the camaraderie, the constant dialogue, leadership

support, and success itself led to the trust relationship (Maslow, 1954) This was

consistent with the finding that building trust included personal as well as

interorganizational trust and the higher the level of trust the better the performance

(Quah, 2011). Collaborations fail for many reasons beyond this study and as such calls

for further research using this study as a starting point.

From a public policy perspective, the government, through the power of the purse,

determines a crucial winning condition for collaboration (Rossi et. al., 2004);

Collaboration is only possible outside of political interference (gridlock) and the presence of supportive institutions. Hickman (2010) posited that potential benefits are possible only when the stakeholders realize the benefit from joint action. The research findings provide the framework of examining the government nonprofit relation and the role that nonprofit can play in service delivery, advocacy, democratic process and the formulation of policy.

While there were challenges, they were not serious enough to scuttle the partnership because they worked them out" as PTS4 noted," nobody is unhappy about it (project)". Yes, it is a case study based on a sample size of 18; but, it provides an important lesson of the power of one successful partnership.

Implications for Social Change

An important implication of this study is that this successful partnership can have positive impact on public non-profit partnership. It suggests that policy makers involved in interorganizational collaboration can begin to think beyond potential to practical guidelines to successful collaboration based on this study. Bruton et al., (2011) concluded that "multi-sector partnerships between the parks and recreation and community organizations have been identified as a key strategy towards increasing physical activity" given the increase in "overweight and obesity in the USA population" (p.55). In so far as these arrangements create interdependent relationship, trust will continue to be crucial to the success of the collaborations so that improvements in health and fitness will reduce the social costs to the health budget. Liechty, Mowen, Payne, Henderson, Bocarro&

Bruton (2014) confirm the potential multi sector solution to health and fitness and as an investment to reduce future costs.

In the Harvard Business Review on Point, the Spring 2014 edition was dedicated to collaboration. In the section "From the Editor," collaboration was described as" both deliberate and intuitive when to and how to collaborate can only strengthen… solve complex problems, build robust culture and deliver results" (p. 1). Brinkerhoff and Brinkerhoff (2011) posit that the number of public nonprofit collaborations will increase, given the increasing demand for services and decreasing resources available to meet them. The authors suggest that nonprofit organizations provide the conduit for community information, local leadership in community endeavors, bridge to trust building and credibility help to identify issues requiring policy formulation and implementation on behalf of the senior levels of government.

Brinkerhoff and Brinkerhoff (2002) posited that in pragmatic terms, the success of nonprofit associations in any specific role added more public value that legitimized their future roles in government relationship Perhaps this study will contribute to filling the gap identified in the literature, promote policy debate amongst researchers, administrators, and provide practical guide about how to develop trust in a collaborative relationship from which policies can be formulated that lead to social change. I envisage a practical application in nation building in Africa where ethnicity linked to lack of trust continues to hinder collaboration and requires debate amongst the academicians and the political leadership. Patton (2002) noted that transition to democratic nation building requires informed citizens, who must master "in-depth democratic thinking and political

sophistications" and "know how to use the information" (p.189). The findings from this study will provide new thinking about the evolution and its importance for collaboration towards social change.

Research is the process of standing on the shoulder of giants to extend existing knowledge. I am cognizant of the fact that statistical generalization, from my case study is not possible, given the sample size in this qualitative research. However, Yin (2009) and Stake (1995) asserted that analytical generalization or the petite generalization of the finding is possible by comparing the finding to the existing theory. Stake (1995) posited that a case study can "add a gradual shift in understanding, which could lead to modification in generalization" (p. 8). This study has the potential to add to the existing knowledge and lead to modification in generalization of how trust evolves.

The study is timely, given the spotlight on the increasing demand for good stewardship in service delivery and shrinking dollars. The lack of relevant information on public and nonprofit collaborations led me to infer from other studies such as from Patel et al., (2012). This study will contribute to the literature, an evidence-based information with which to make policy changes. The study provides practical tools for social agencies and governments wrestling with funding issues. Again, this study demonstrates what can be achieved when public interest, not "survival of the fittest," career goals, or a bunker mentality is the motivating factor, and the process of how the three leaders made it work. It entails thinking collectively.

My goal was to explore how trust evolved, compare it against the existing model and advance another model. What was demonstrated in the study is consistent with the

literature about potential benefits and goes beyond. This case study extends the

knowledge as a guide of how to build trust-based on actual experience from Bobcreek

Center in Odiville.

Limitations

The scope of and breath of this study were limited to the evolution of trust as

stated in the research questions. Given the diversity of nonprofit organizations in size,

purpose, mandate, the resources, the scope and breath of public nonprofit relationships

generalization may be difficult. Even the criticism of the size of the population may be

valid, in defense this case study, the purpose was to provide a deeper understanding by

extending the existing knowledge. As such the results are not intended to be generalizable

but to provide information to others involved in similar work.

Another limitation is the approach itself. Unlike a quantitative approach with its

emphasis on statistics and objectivity, the subjectivity inherent in qualitative approach

presents a criticism as lacking objectivity.

Recommendations

Recommendation 1 the potential benefits of collaboration have been well

documented (Alexander & Nank, 2009; Patel et al., 2012; Msanjila, 2011). Despite the

interest in the concept of trust, uniform definition, specificity as to the conditions for

success, and what success looks like, remain very limited. Mayer et al., (1995) suggest

that all three elements in this study "must be measured in order to test a model …so the

extent of perceived trustworthiness is consistent with the definitions provided (p, 729).

There is a need for further studies on how trust evolves, how trust is expressed, and what success looks like using this study as a catalyst.

Recommendation 2 from a public nonprofit public policy perspective, nonprofit organizations know their communities and are active in meeting their needs. For example, the Jamber Foundation has 100 years of experience in charitable work locally, nationally, and internationally and was able to come to the table to share that experience and funding with the public administrator. Given the increasing demand for services and decreasing resources, collaboration provides a means to involve the private sector in solving community issues and sharing the cost burden. To that extent the need for further studies is crucial for public policy administration based on the same phenomenon.

Recommendation 3 this study could be the catalyst for more research on issues related to trust in public nonprofit partnerships using mixed methods, qualitative case study with surveys or quantitative approach.

Recommendation 4 is to conduct further research based on multiple case study comparing the evolution and outcome of trust by qualitative or mixed methods.

Recommendation 5 Public policy is about governance. The ideal in democratic governance is to build a civil society in which the citizens are fully engaged in the democratic process and contribute to the economic good of the country. The deal may not materialize as unintended consequences create a gap in the ideal resulting in the have and have nots. It becomes necessary for governments to help the have-nots. Additionally, there are services, the common good, which only the Government can *afford* to provide. I used the term *afford* because resource availability and the political ideology dictate what

"we can afford to fund or not" For example, a society can be proactive, invest up front in youth activities in conjunction with community partners as suggested by Bruton et al., (2011), or can be reactive and pay a higher cost later. For example, a reactive policy that refuses to fund school fitness program and nutrition results in the loss of economic contribution and talent to the gross democratic product from obesity due to lack of health and fitness centers (Bruton et al., 2011).

Public programs for the betterment of the common good do not happen in a vacuum but require public policy initiatives, ranging from collaboration between public services departments, within service department, with citizen groups, and with the private sector. Chun, Sandoval and Arens (2011) suggest that the purpose of public engagement in public policy is to "develop policies or services to arrive at consensus based decisions" (p. 190). Chun concluded that policies and services arising therefrom "create cost effective solutions to policy issues, build confidence in the government, ensure that the policies and services are deemed relevant and successful by the people being served, and provide feedback on unintended consequences (p 190). Crosby (2010) posited if public problems "require solution beyond the government agencies and the government," there would be a need to "forge formal and informal alliances." (p. 69). The people brought in as part of the solution "may have to trust that they are being given the best support, security, and environment required for optimum performance (Patel et al., 2012, p. 5). Trust will be necessary if the collaboration is to be successful. Collaboration with nonprofit organization or citizens is akin to prevention, an ounce of collaboration purchases a pound of savings. Further studies are recommended.

Personal Reflection from Experience

The findings from the study demonstrate a successful public nonprofit partnership achieved by the deliberate actions of three leaders, who embraced the concept of collaboration and did what was necessary to succeed. Central to the success was the investment of time in trust building activities. Similarly, my PhD journey demanded deliberate actions and investment in time to continue to be an agent of social change. As a scholar practitioner, the love of learning/ intellectual curiosity per se instilled in me that education is the medium of social change were the driving forces to purse my PhD dream. The euphoria of being accepted in Walden University gave way to the realities that I had to overcome the challenges of on-line degree, the isolation mitigated by residency, becoming technology "savvy," balance priorities (family, work, school. volunteer, no stranger to this), scholarly writing, becoming familiar with the philosophies of science, scientific inquiry, submitting assignments/discussions on time, negotiating the online research library, and getting enough sleep! Time management, support, and commitment were critical to moving forward.

As I progressed through the courses, I had to narrow my research interest by finding the gap to be "filled," the need to select an approach, and research design best suited to answer the research question of Creswell (2009). Literature review, methodology, the art of research, interviews, findings, interpretations and conclusions become familiar terms and in practice. The data collection process during the long cold winter of -20 degree Centigrade temperature and driving 100 kilometers were exhausting, but enlightening to see the theory of construction/ constructivism in practice. The fact

that I made it thus far is a successful collaborative effort and as such I owe a debt of gratitude to my many professors, fellow students, Dissertation Committee, my Walden family, my family, friends and interviewees. Thank you. It is also an indication that I must have "mastered" something, perhaps how to research, recruit, collect data, interpret, and report towards future work that could contribute to social change.

In my application to Walden University, under personal goal I stated that "A PhD in Public Policy will give me more credibility and credentials to continue to advocate peace by empowering non-governmental organizations/services groups to lobby their governments to embark on public policies that are conducive to peaceful co-existence." I submit that social change starts by "investing" in programs for the betterment of the most vulnerable in the society. Such programs do not happen in a vacuum but require action through policy initiatives as a result of advocacy or encouragement by the citizens. Such public policies encourage different forms of partnerships between the public and nonprofit in solving societal issues. The study demonstrates what is achievable in a public nonprofit partnership when the stakeholders are ethical in their leadership, have transformational, transactional, and Servant leadership qualities, who put the interest of the citizens first, "not career goals." The leaders led from that common good perspective to provide the winning conditions conducive for trust relationship to evolve indicative that societal complex issues can solved collaboratively in a preventative manner or otherwise

My duty is to be guided by National EMSC (2010) to disseminate my new knowledge/ findings to various groups, public, and nonprofit administrators, non-

governmental organizations (NGOs) researchers and journals in an attempt to promote

the formulation and implementation of public policies conducive to social change.

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Appendix A: Word Cloud

Appendix B: Tree Map

Cloud

trust	financial	services	success	model	people	partnership
	public	goals	staffs	year	good	relationship time
community	facility	one	joint	leadership issues	membersh venture	sharing
	open	coming	users	enhance response new	location centre	making
needs	project	involved	organiza since	managers administr decision interest		use
	operating	programm	partners	think informatic made	factor even	means
collaborative		politics	first	achieving numbers based positive cost	way	accom
building	together	meet	necessar	deal develop group past role	succee demon	
	differently	level	respect	describe get importa money comme constru		going
works	provide			inhibit taking boards win part want		expect
		agreemen actions	know understa days	accomp three particu tax		

Appendix C: Data Collection Forms

Interview Questions

- Could you please describe what the concept of trust means to you?

- What actions enhance or inhibit trust in a collaborative relationship?

- Why was this particular collaboration necessary?

- How was trust a factor in this joint venture?

- What goals do you think your organization accomplished in the first year by this

  collaboration?

- How did the city of Odiville, the Jamber Foundation and the city of Odiville's

  Public library leadership deal with financial, political and administrative issues

  in the decision to co-locate?

- To what extent have the leaders succeeded in this collaborative effort?

- Any other comments?

- **Interview Questions Management Group**

- Who initiated the discussion to collaborate? Prompt – history, legitimate leaders in the community, informal relationship, unique purpose

- Why was this particular partnership necessary? Prompts shared vision, skilled leadership, past history, self-interest, ability to compromise?

- How did city of Odiville, the Jamber Foundation and the city of Odiville's Public library leadership deal with financial, political and administrative issues in the decision to co-locate?

- How would you describe your decision making process? Prompt flexibility, open consensus, majority , disagreement and barriers

- What goals do you think your organization accomplished in the first year by

  this collaboration?

- Describe in your opinion what the second year and third year of collaboration looked like? The long term goals

- How would you describe the role of trust in this collaboration

- What actions enhance or inhibit trust in a collaborative relationship?

Appendix D: Recruitment Letter to Individuals

November 27th 2013

Maria Odumodu

████████████

Dear Sir/Madam,

My name is Maria Odumodu. I am a doctoral student at Walden University I am conducting a dissertation research titled, "Collaborative Trust: A Case Study of the Evolution of Trust in a Public and Non-profit Partnership." A number of studies have concluded that the potential benefit of collaboration hinges on the presence of trust relationship between the joint venturers.

I propose to explore how trust evolved in the collaborative effort between city of Odiville, the Jamber Foundation, and the city of Odiville's Public library at the Bobcreek Community Centre. While this study will provide me with the data about the evolution of trust in this collaboration, the study will offer evidence based information to public none and nonprofit administrators considering collaboration

I would appreciate it, if you could participate in my dissertation study. Participation is voluntary and as such you can withdraw, at any time during the study. To be eligible to participate, I am looking for those who:

- Have worked at the city of Odiville, the Jamber Foundation and the city of Odiville's Public library at the Bobcreek Community Centre since October 2010, for no less than 6 months
- Worked at city of Odiville, the Jamber Foundation and the city of Odiville's Public library towards the collaborative effort that resulted in the construction of the Bobcreek Community Center before October 2010.
- Upper Management
- Supervisory
- Part of the negotiation group
- Part of the stakeholders, funding group, board, politicians volunteers

I have enclosed a detailed consent form for the study and a copy of the Walden University Institutional Review Board's approval, dated xxxxxxxx. If you meet any of the conditions and would like to participate, please call me at ████████ or email at maria.odumodu@waldenu.edu with further questions and so that we can arrange a meeting. I thank you for your consideration and look forward to hearing from you.

Yours truly,
Maria S. Odumodu
PhD Student, Walden University.

Recruitment Letter to Management Committee Members
November 27th 2013
Maria Odumodu

████████████

Dear Sir/Madam,

My name is Maria Odumodu. I am a doctoral student at Walden University I am conducting a dissertation research titled, "Collaborative Trust: A Case Study of the Evolution of Trust in a Public and Non-profit Partnership." I propose to explore trough a focus group of the Management Committee, how trust evolved in the collaborative effort between the city of Odiville, the Jamber Foundation and the city of Odiville's Public library at the Bobcreek Community Centre as it provides an ideal situation for this case study.

The study will offer evidence based information to public and nonprofit administrators, politicians and elected officials, to help them to identify problems and solutions associated with inter-organizational collaboration that will lead to social change.
I have enclosed a copy of the consent for the study and Walden University Institutional Review Board's approval, dated xxxxxxxx

You qualify for inclusion in the Management Committee Focus Group thus:
- involved in the negotiation leading to the construction of Bobcreek Community Center
- responsible for the policy, financial, and management of the Centre
- representing your respective organizations and or
- .the day to day management of the center

A focus group will be set at a date/time that is convenient to focus group members. Your experience is important to this research study. Participation is voluntary and as such, you can withdraw, without reprisal, at any time during the study. Information provided during the focus group will be strictly confidential.

If you would like to participate, please call me at 1-519-539-4080 or email at maria.odumodu@waldenu.edu. I will co-ordinate a convenient day, time and place for the focus group and answer any questions. I thank you for your consideration and look forward to hearing from you.

Yours truly,

Maria S. Odumodu
PhD Student, Walden University.

Appendix E: Consent Forms

Consent Form Individuals

Research Topic: Collaborative Trust: A Case Study of Trust Evolution in Public/ Non-profit Partnership

Walden University

You are invited to take part in a research study on the evolution of trust in the collaboration between public and non-profit organization. The researcher is inviting those who, have worked at city of Odiville, the Jamber Foundation and the city of Odiville's public library at the Bobcreek Community Centre, since October 2010 and before October 2010 as part of the negotiating team of the joint venture, part of the funding group and part of the management group to be in the study. This form is part of a process called "informed consent" to allow you to understand this study before deciding whether to take part. Please read the form and I welcome questions before you accept the invitation to be in the study.

This study is being conducted by Maria Odumodu, who is a Doctoral Candidate at Walden University. You may know that I am a Board Member of the Jamber Foundation of Western Ontario, but this research is independent of that role.

Background Information:

The purpose of this study is to explore the evolution of trust in this joint venture, based your experience.

Procedures:

- If you agree to be in this study, you will be asked to participate in an individual interview

  - The interview will last one and half hours

  - Your participation is voluntary and you could withdraw at any time. Any information collected will be destroyed
  - With your permission, I will take notes as well as audio/digital tape the responses
  - The tapes and all data collected will be in secure storage and destroyed after a period of 5 years
  - Through member checking, you will be able to confirm that interpretation of the data from you is accurate
  - Any correction will be included in the data collection

Here are some sample questions:

- Could you please describe what the concept of trust means to you?
- What actions enhance or inhibit trust in a collaborative relationship?
- Why was this particular collaboration necessary?
- How was trust a factor in this joint venture?
- What goals do you think your organization accomplished in the first year by this collaboration ?

How did the city of Odiville, the Jamber Foundation and the city of Odiville's public library Leadership deal with financial, political and administrative issues in the decision to collocate?

- To what extent have the leaders succeeded in this collaborative effort?
- Any other comments?

Voluntary Nature of the Study:
This study is voluntary. The researcher will respect your decision of whether or not you choose to be in the study and will not treat you differently if you decide not to be in the study. If you decide to join the study now, you can still change your mind at any later. You are free to stop at any time.

Risks and Benefits of Being in the Study:
Being in this type of study involves some risk of minor discomfort that can be encountered in daily life, such as fatigue. Being in this study would not pose risk to your safety or well- being. The study will contribute to positive social change by providing policy makers with evidence in making policies and allocating resources efficiently and fairly. This case study will provide a service delivery model to improve health and intellectual growth.

Payment:
As a token of gratitude, a five dollar coffee certificate will be given at the successful completion of the interview or at withdrawal.

Privacy:
Any information that you provide will be kept confidential. The researcher will not use your personal information for any purposes outside of this research project. Also, the researcher will not include your name, job title or anything else that could identify you in the study reports, through the use of code names or numbers. Data will be kept secure in a locked filing cabinet. The data on my computer can only be accessed by password. The code book will be stored elsewhere in safe locked storage. Data will be kept for a period of 5 years, in a secure storage, as required by the University and then destroyed.

Contacts and Questions:
You may ask any questions you have now. Or if you have questions later, you may contact the researcher via ███████████ or maria.odumodu@waldenu.edu. If you want to talk privately about your rights as a participant, you can call Dr. Lelani Endicott. She is the Walden University representative who can discuss this with you. Her phone number is 001-612-312-1210. Walden University's approval number for this study is 12-09-13-0237005 and it expires on December 8, 2014.
The researcher will give you a copy of this form to keep for your records

Statement of Consent:
I have read the above information and I feel I understand the study well enough to make a decision about my involvement. I have asked questions, which have been answered to my satisfaction. By signing below and returning the form I understand that I am agreeing to the terms described above, "I consent" to participate in the study described above.

Name of Participant

_____   _____

Date of consent

_____   _____

Participant's Signature

_____   _____
Researcher's Signature   M S Odumodu

This has been approved by the
Institutional Review Board of
WALDEN UNIVERSITY
as acceptable documentation of the
informed consent process and is valid
for one year after the stamped date.

Consent Form Management Committee for Focus Group

Research Topic: Collaborative Trust: A Case Study of Trust Evolution in Public/ Non-profit Partnership

Walden University

You are invited to take part in a research study on the evolution of trust in the collaboration between public and non-profit organization. The researcher is inviting you to this focus group as part of the Management Committee, responsible for the negotiation joint venture between t the city of London, the YMCA and the city of London's public library at the Stoney Creek Community. This form is part of a process called "informed consent" to allow you to understand this study before deciding whether to take part. Please read the form and I welcome questions before you accept the invitation to be in the study. This study is being conducted by Maria Odumodu, who is a Doctoral Candidate at Walden University. You may know that I am a Board Member of the Jamber Foundation of Western n Ontario, but this research is independent of that role.

Background Information:
The purpose of this study is to explore the evolution of trust, based your experience on the negotiating team and continuing role in this joint venture.

Procedures:
- If you agree to be in this study, you will be asked to participate in focus group, made up of the Management Committee
- The focus group will last one and half hours
- Your participation is voluntary and you could withdraw at any time. Any information collected will be destroyed
- I will take notes as well as audio/digital tape the responses if all focus group members agree
- The tapes and all data collected will be in a secure storage and destroyed after a period of 5 years
- Through member checking, focus group members, separately, will be able to confirm that interpretation of the data from the focus group and findings is accurate
- Any correction will be included in the data collection

Here are some sample questions:

- Who initiated the discussion to collaborate? Prompt – history, legitimate leaders in the community, informal relationship, unique purpose
- Why was this particular partnership necessary? Prompts shared vision, skilled leadership, past history, self-interest, ability to compromise?
- How did the city of London, the Jamber Foundation, and the city of Odiville's public library leadership deal with financial, political and administrative issues in the decision to collocate?
- How would you describe your decision making process? Prompt flexibility, open consensus, majority , disagreement and barriers
- What goals do you think your organization accomplished in the first year by this collaboration?
- Describe in your opinion what the second year and third year of collaboration looked like? The long term goals
- How would you describe the role of trust in this collaboration
- What actions enhance or inhibit trust in a collaborative relationship?

Voluntary Nature of the Study:
This study is voluntary. The researcher will respect your decision of whether or not you choose to be in the study and will not treat you differently if you decide not to be in the study. If you decide to join the study now, you can still change your mind at any later time. You are free to stop at any time.

Risks and Benefits of Being in the Study:
Being in this type of study involves some risk of minor discomfort that can be encountered in daily life, such as fatigue. Being in this study would not pose risk to your safety or wellbeing. The study will offer evidence based information to public and non-profit administrators, politicians and elected officials, to help them to identify problems and solutions associated with inter-organizational collaboration that will lead to social change. This case study will provide a holistic approach to service delivery that will improve health and intellectual growth.

Payment:
As a token of gratitude, a five dollar coffee certificate will be given at the successful completion of the interview or at withdrawal.

Privacy:
Any information you provide will be kept confidential. The researcher will not use your personal information for any purposes outside of this research project. Also, the researcher will not include your name, job title or anything else that could identify you in the study reports and will use code names or numbers. Data will be kept secure in a locked file and I only will have access to them. The data on my computer will be

accessed by password. The code book will be stored elsewhere in safe locked storage. Data will be kept for a period of 5 years, in a secure storage, as required by the University and then destroyed.

Contacts and Questions:
You may ask any questions you have now. Or if you have questions later, you may contact the researcher via ▮▮▮▮▮▮▮▮ or maria.odumodu@waldenu.edu. If you want to talk privately about your rights as a participant, you can call Dr. Lelani Endicott. She is the Walden University representative who can discuss this with you. Her phone number is 001-612-312- 1210. Walden University's approval number for this study is 12-09-13-0237005 and it expires on December 8, 2014.
The researcher will give you a copy of this signed form to keep for your records
Statement of Consent:
I have read the above information and I feel that I understand the study well enough to make a decision about my involvement. I have asked questions, which have been answered to my satisfaction. By signing below and returning the form I understand that I am agreeing to the terms described above, "I consent" to participate in the study described above.

Printed Name of Participant	
Date of consent	
Participant's Signature	
Researcher's Signature	M S Odumodu

This has been approved by the Institutional Review Board of
WALDEN UNIVERSITY
as acceptable documentation of the informed consent process and is valid for one year after the stamped date.

Appendix F: Letters of Cooperation

City of Odiville,

Odiville, Ontario

Dear Sir

My name is Maria Odumodu. I am a doctoral candidate at Walden University. I am conducting a dissertation research titled, Collaborative Trust: A Case Study of the Evolution of Trust in a Public and Non-profit Partnership**. The joint venture at Bobcreek e between the city of Odiville/ Jamber Foundation and the city of Odiville's public library provides an ideal situation for this case study. A number of studies have concluded that the potential benefit of collaboration hinges on the presence of trust relationship between the joint venturers. As such, this research study will explore, from a public policy perspective, the evolution of trust based on qualitative case study, which encourages the sharing of life experiences of those, who lived the issue under research**.

The intent is to obtain information from the leadership of the Joint Venture, who were involved in the initial negotiation and other staff, who have been at the Library at the Bobcreek from 2010 to date and can describe in their own words how trust evolved and maintained. The information will be obtained through the examination of documents- minutes, memoranda and agreements, face to face interview and focus group of the Management Committee

Your assistance in conducting this research is important. I need from you a *Letter of Co-operation t*o gain access to the building and to interview identified participants. The participants are free to choose whether or not to participate in the study and can discontinue participation at any time. Information provided by the participants will be kept strictly confidential.

I would appreciate a Letter of Co-Operation signed and emailed maria.odumodu@waldenu.edu. I welcome a telephone call from you to discuss any further questions that you may have concerning this study and your role in identifying research participants please. I can be reached at xxx xxxx

Thank you.

Yours Sincerely,
Maria Odumodu, Doctoral Candidate
Walden University

The Jamber Foundation.
Odiville, Ontario

Dear Sir

   My name is Maria Odumodu. I am a doctoral candidate at Walden University. I am conducting a dissertation research titled, Collaborative Trust: A Case Study of the Evolution of Trust in a Public and Non-profit Partnership**.** The joint venture at Bobcreek e between the city of Odiville/ Jamber Foundation and the city of Odiville's public library provides an ideal situation for this case study. A number of studies have concluded that the potential benefit of collaboration hinges on the presence of trust relationship between the joint venturers. As such, this research study will explore, from a public policy perspective, the evolution of trust based on qualitative case study, which encourages the sharing of life experiences of those, who lived the issue under research**.**

   The intent is to obtain information from the leadership of the Joint Venture, who were involved in the initial negotiation and other staff, who have been at the Library at the Bobcreek from 2010 to date and can describe in their own words how trust evolved and maintained. The information will be obtained through the examination of documents- minutes, memoranda and agreements, face to face interview and focus group of the Management Committee

   Your assistance in conducting this research is important. I need from you a *Letter of Co-operation t*o gain access to the building and to interview identified participants. The participants are free to choose whether or not to participate in the study and can discontinue participation at any time. Information provided by the participants will be kept strictly confidential.

   I would appreciate a Letter of Co-Operation signed and emailed maria.odumodu@waldenu.edu. I welcome a telephone call from you to discuss any further questions that you may have concerning this study and your role in identifying research participants please. I can be reached at xxx xxxx

Thank you.

Yours Sincerely,
Maria Odumodu, Doctoral Candidate
Walden University

City of Odiville Public library
Odiville, Ontario

Dear Sir

My name is Maria Odumodu. I am a doctoral candidate at Walden University. I am conducting a dissertation research titled, Collaborative Trust: A Case Study of the Evolution of Trust in a Public and Non-profit Partnership**.** The joint venture at Bobcreek e between the city of Odiville/ Jamber Foundation and the city of Odiville's public library provides an ideal situation for this case study. A number of studies have concluded that the potential benefit of collaboration hinges on the presence of trust relationship between the joint venturers. As such, this research study will explore, from a public policy perspective, the evolution of trust based on qualitative case study, which encourages the sharing of life experiences of those, who lived the issue under research**.**

The intent is to obtain information from the leadership of the Joint Venture, who were involved in the initial negotiation and other staff, who have been at the Library at the Bobcreek from 2010 to date and can describe in their own words how trust evolved and maintained. The information will be obtained through the examination of documents-minutes, memoranda and agreements, face to face interview and focus group of the Management Committee

Your assistance in conducting this research is important. I need from you a *Letter of Co-operation t*o gain access to the building and to interview identified participants. The participants are free to choose whether or not to participate in the study and can discontinue participation at any time. Information provided by the participants will be kept strictly confidential.

I would appreciate a Letter of Co-Operation signed and emailed maria.odumodu@waldenu.edu. I welcome a telephone call from you to discuss any further questions that you may have concerning this study and your role in identifying research participants please. I can be reached at xxx xxxx

Thank you.

Yours Sincerely,
Maria Odumodu, Doctoral Candidate
Walden University

Appendix F: Confidentiality Agreement

During the course of my activity in collecting data for this research: "Collaborative Trust: A Case Study of Trust Evolution in Public and Non-profit Collaboration" I will have access to information, which is confidential and should not be disclosed. I acknowledge that the information must remain confidential, and that improper disclosure of confidential information can be damaging to the participant.

By signing this Confidentiality Agreement I acknowledge and agree that:

1. I will not disclose or discuss any confidential information with others, including friends or family.
2. I will not in any way divulge copy, release, sell, and loan, alter or destroy any confidential information except as properly authorized.
3. I will not discuss confidential information where others can overhear the conversation. I understand that it is not acceptable to discuss confidential information even if the participant's name is not used.
4. I will not make any unauthorized transmissions, inquiries, modification or purging of confidential information.
5. I agree that my obligations under this agreement will continue after termination of the job that I will perform.
6. I understand that violation of this agreement will have legal implications.
7. I will only access or use systems or devices I'm officially authorized to access and I will not demonstrate the operation or function of systems or devices to unauthorized individuals.

Signing this document, I acknowledge that I have read the agreement and I agree to comply with

all the terms and conditions stated above.

Signature: **Date:**

Appendix G: Interview Protocol

Hello, Good morning/evening Name *My* name is Maria. Thank you for taking the time from your busy day for this interview. I am a doctoral student from the University of Walden.

In preparation for my dissertation, I am glad that you……*Name* has agreed to participate in it by signing the informed consent. The purpose of the interview is to learn about your experience with the collaboration between the Library and the city of Odiville, the Jamber Foundation and the city of Odiville's public library at Bobcreek Community Centre. How has trust relationship expressed. How has it evolved I will be interviewing 14-20 other people and that information will contribute to this study. During our interview, I will ask you questions that I have sent to you beforehand, about the trust and factors that enhance or inhibit collaboration and trust. As you know, your participation is totally voluntary, so if ask you a question that you don't want to answer or if you need to stop the interview at any time, just let me know. Also, as I mentioned in our previous conversation, I will be audio taping the interview and also be taking some notes. I hope that this is still agreeable. When I complete the transcripts, I will give you a copy of my notes to ensure that your comments are depicted accurately. This study may be published in publication and conferences, your name, even if I use your direct quotes, will not be published. If you prefer, I will use a pseudo name. The interview will last one hour and thirty minutes and hope that it is alright. Do you have any questions? Pause. Your participation in this research is appreciated. Are you sitting comfortably? Pause. Thank you and we will begin.

Closing remarks:

Name of participant: Our time is up just as we concluded the interview. Thank you again for taking time from your busy schedule to help me. Your participation in this study is appreciated. As promised, I will be sending the transcripts to you on the …….for your perusal and correction where necessary.

Thank you.

Maria Odumodu

Doctoral Candidate

Walden University.

Appendix H: Focus Group

Focus Group Protocol…………………………………………………………………………..
Date of Focus Group…………………………………………………………………………..
Location……………………………………………………………………………………………
…
Names of Participants…Facility Management Board…………………..

 The city of Odiville……………………………………………………………………..

 The Library……………………………………………………………………………..

 The JAMBER
FOUNDATION………………………………………………………………………………

Field Notes Researcher Reflections

Physical Setting

Participants

Activities

Conversation

Subtle Factors

Researcher's Behavior

Interview Protocol

Date: _____

Location: _____

Name of Interviewer:

_____

Name of Interviewee:

_____

Interview with Participant:

Curriculum Vitae

Maria S. Odumodu M.A

Education

Candidate PhD in Public Policy & Administration (Public/Nonprofit Partnership)
Walden University, Minneapolis, MN
2014
Master of Political Science – Thesis Topic Self- Reliance as a developmental Strategy for
the Third World.
University of Western Ontario, London
1986
B. A, Honors Political Science
University of Western Ontario, London
1981
Member National Association of Parliamentarians (Roberts Rules) 2007

 Associate Chartered Insurance Institute (A, C, I, I)
 Holborne School of Law Language and Commerce, London, England
 1969

 State Registered Nurse - England and Wales,
Newcastle General Hospital, Newcastle –upon- Tyne, England
1963

Entrepreneur Experience

Quality Hotel and Suites Woodstock
Board Chair Sept 2012-

Property Development 1980 to Present
Principal of Nivest Group

Pharmacy Management 1976 to Present
Vice-President of Operations, Brighton Pharmacy (Woodstock) Inc.
Human resources, marketing and finance.

Retail 1973 to 1976
Owner/operator of Mother and Baby Care

Work Experience
Insurance 1969 to 1970
Marine & General Mutual Life Assurance Society, England.

Nursing 1963 to 1969
Newcastle General Hospital, Newcastle-upon Tyne, England

Volunteerism and Community Service

Volunteer Experience

Current Appointments
.
Board Member the YMCA of Western Ontario
Board Member South West Catholic Foundation of Ontario
Board member: Parish Advisory Board Holy Trinity Church
President Children's Aid Society of Oxford

Past Leadership Roles

Political Involvement
President of Federal Electoral District Area
Nominee for candidate of electoral district area of provincial party
Poll clerk, returning officer and census taker.

ZONTA International
Member of the Woodstock Club since 1974
Past President 1989
Area Director Area with 8 clubs
District Chair United Nations Committee
District Chair Public Relations Committee
District Chair Amelia Earhart Committee
International: Nominee for International Director
MENTOR to charter the Stratford Club

Church Organizations
Recording Secretary Ontario Provincial Council, CWL 2007-2009
Past Diocesan President- London Diocese Catholic Women's League-the largest Diocese
in Canada with 14,000 members 2004-2006
Past Council President St Rita's CWL 1984-86
Past Chair Parish Advisory Board, 1992

Community Involvement
Chair: Woodstock Public library and Art Gallery 1983-1989
Co-Chair Fundraising Furniture & Fixtures Association the Library. 1997-2000
Chair: Friends of the Library 2000-2004
Cabinet Member: Woodstock and District Community Complex Cabinet 1990-96
Chairperson Special Events Community Complex
Chair Woodstock Seniors' Drop-In Centre 1991-93
Regent – International Order of Daughters of the Empire IODE 1988-1990
Member Provincial Executive Council 1992
Member National Executive Council 1993
Chair and member: Oxford County Children's Aid (CAS) 1997-2006
Treasurer and member: Ontario Association of Children's Aid Societies 2002-2004
Board Member: Business Improvement Area 1993
President: Electoral District Area (Federal) and Member Council of Presidents

Oxford County School Boards, 1994-95
Member: Anti-Racism and Ethno-culture Equity Committees of the Public
School Board and Separate School Board.
Co- Chairperson: Curriculum and Writing Team (Separate School Board).
Contributed to provincial legislation on race relations

Mentoring - One on one mentoring of young people to stay in school.

Awards
Recognized by the Province of Ontario for voluntary work, 1988
Service to Seniors Award, 2000 -2003
Isabel Scot Award from Oxford CAS, 2003
Maple Service Pin from St Rita's Catholic Women's League
Life Member Catholic Women's League

Hobbies and Interests
Public speaking, community fund raising
Travel, sewing, reading, tennis, decorating, gardening (Roses)
Directing and writing Christmas pageants 21 years