Exploring Strategies to Sustain Organizational Success:
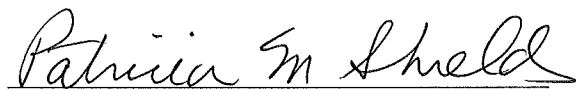
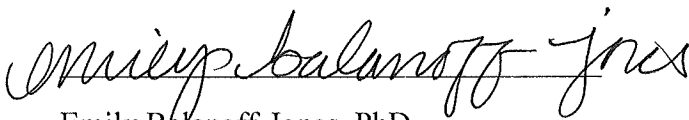# The Case Study of the Texas Association of Partners in Education

By

Larry A. Douglas

An Applied Research Project
(Political Science 5397)
Submitted to the Department of Political Science
Texas State University
In Partial Fulfillment for the Requirements for the Degree of
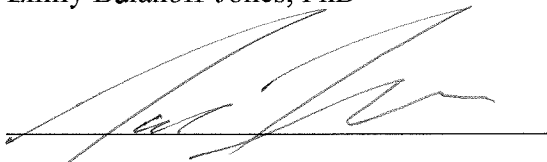Master of Public Administration
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Abstract

Purpose: The lifecycles of nonprofit organizations have been identified and studied for decades. Whether in the idea stage, the terminal stage or somewhere in the middle, each nonprofit organization exists to serve their respective communities. Lifecycle stages alone however do not fully explain the dynamics that impact and influence their existence. Capacity building is an emerging initiative gaining momentum and recognition among nonprofit community leaders for increasing nonprofit success. Nonprofit organizations can increase capacity building strategies to deliver meaningful and community-based programs and services to ensure their survival. This case study explores the organizational maturity and governing board strategies for the Texas Association of Partners in Education (TAPE) through the lens of capacity building strategies.

Method: This research project utilizes three working hypotheses (*capacity, performance, impact*) to develop a preliminary non-profit organizational success assessment framework, derived from Susan Stevens" Continuum of Organizational Success. This framework is used to assess TAPE"s organizational maturity. Each working hypothesis produced sub-hypotheses used to explore research expectations. The data collection techniques used in this case study are document analysis, survey questions, and structured interviews.

Findings: The overall results indicate that TAPE"s organizational maturity and governing board strategies are somewhat strong. The organization has the capacity and ability to sustain operations. Organizational documents revealed TAPE has established a strong foundation for defining and managing its governance infrastructure. However, improvements are required in the following areas: *capacity,* associated with the delegation of management responsibilities; *performance,* associated with its advocacy initiatives for industry development and input for public policy; and *impact,* associated with its competitive advantage to cycle new programs, attract and retain volunteers, and continuously monitor its organizational presence and viability.

Conclusion: The organization has refined its strategic efforts to recruit an Executive Director, which should aid governing board members" efforts to delegate responsibilities currently managed at the board level. Governing board members should refine performance strategies and advocate public policies that advance their mission to support educational partnerships. The implementation of these efforts should aid the organization to better assess the organization"s impact and ability to deliver, and improve community programs supporting educational partnerships.

Exploring Strategies to Sustain Organizational Success:

The Case Study of the Texas Association of Partners in Education

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Mr. Douglas received his Bachelor of Science degree in Business Administration from California State University, Dominguez Hills and recently earned his Master of Public Administration (MPA) degree from Texas State University – San Marcos. He also holds several professional certifications in the Internal Auditing arena.

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Chapter 1: Introduction

The Nonprofit Lifecycle

Nonprofit organizations are founded to fulfill an unmet social need and "make a distinctive difference in the lives of individuals and in society" (Drucker 2008, 13). Nonprofit institutions run the gamut in their quest to help people live better lives, from fine arts, to humanitarian efforts, to rebuilding homes for displaced citizens due to natural disasters.

The lifecycles of nonprofit organizations have been identified and studied for decades. The literature on non-profits suggests a common agreement: organizations are formed, then transition through a series of stages (either strategically planned or by crisis management), and occasionally terminate (Bessant et al. 2005, 4). Whether in the idea stage, the terminal stage, or somewhere in the middle, each nonprofit organization exists to serve their respective communities, which in some cases are nationwide.

The various lifecycle stages of non-profits may offer a perspective on how nonprofit organizations function. Lifecycles stages alone, however, do not fully explain the dynamics that impact and influence their success or failure. In order to grasp and respond to specific impacts and influences, nonprofit organizations should continuously assess their current operations and identify which factors have either contributed to their success or have kept them stagnant.

Board members of nonprofit organizations are under pressure to perform and are constantly bombarded with demands and expectations from government and regulatory entities, donors and trustees, and the communities they serve. Stevens (2008, 12) suggests that the public"s demand for effectiveness and accountability increases pressure on nonprofit leaders to produce results. Hence, there is pressure for nonprofit leaders and trustees to explore capacity

building strategies to sustain organizational success. This case study is an exploration and examination of the capacity building strategies for the Texas Association of Partners in Education.

TAPE - Grassroots Beginning

The Texas Association of Partners in Education (TAPE) is a statewide association of professionals from school districts, businesses, nonprofits, higher education, etc.[1] Initially created in 1981 as the Texas School Volunteer Program (TSVP), it operated as one of the original 12 affiliates of the National School Volunteer Program (NSVP). According to TAPE"s historical documents, the organization spring-boarded off the momentum of wider national efforts by the NSVP. In 1980, NSVP held its conference in Houston, Texas, and the following year TSVP was established. Its first conference was held in Fort Worth, Texas.

Prior to its initial establishment as the TSVP (and subsequently as TAPE), a network of Texas school volunteer coordinators was led by Margaret Dunlap and Jeanne Fagadau from Dallas, Texas (TAPE 1999). In 1977, both Dunlap and Fagadau worked collaboratively with Legislative Liaison, Robby Collin of the Dallas Independent School District (DISD) to formulate legislation to promote citizen participation in public schools, and establish a pilot volunteer program to provide general assistance to school districts (LRL 2011). From their actions House Bill (HB) 1911 was introduced during the 65th Legislative Session in 1977. Declared as State Policy in Section 2 of HB1911, "citizen participation in public schools as volunteers is desirable and a means of more effectively meeting the goals of public education"(LRL 2011). The bill

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[1] Information retrieved from TAPE Membership Database, accessed July 17, 2011.

received tremendous support from leading volunteer groups; however, the legislation was not passed at that time.

After the non-passage of the initial bill, TSVP established a steering committee comprised of community leaders throughout Texas to orchestrate the passage of the bill. A second unsuccessful attempt was made during the 66th Legislative session. Through unwavering commitment and determination, the bill was presented as House (HB) 1015 during the 67th Legislative session in 1981 (LRL 2011). The third attempt resulted in the final passage of the bill; however, the Texas Legislature did not appropriate funding for the initiative.

During the 1980s efforts to promote school volunteerism extended beyond school district professionals to "inside" school volunteers. Volunteer efforts to promote student success required collaboration with business and community partners. In 1988, NSVP assumed responsibility for the annual National Symposium of Partners in Education. During this time, NVSP changed its name to the National Association of Partners in Education (NAPE).[2] To align itself with NAPE and reflect the diversity and composition of its membership, the TSVP name was changed at the annual conference in Corpus Christi in 1992 to TAPE. In 1994 the group was incorporated as a 501(c)(3) tax-exempt organization.

For over 30 years TAPE has provided leadership and expertise in building partnerships for schools, families, businesses, and communities that embrace student success. TAPE continues to serve as a pioneer and partner in education to communities in Texas by improving the knowledge, skills and competencies of school volunteers so that students and school personnel will receive greater benefits from volunteer services. Each year the annual TAPE

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[2] http://www.napehq.org/1.html, accessed September 11, 2011.

awards banquet recognizes outstanding community partnerships across the states that support the organization's mission (TAPE 2011).

Nonprofit organizations such as TAPE are facing an uncertain future. Primary reasons include: reduced funding from past donors, high attrition and instability of staff support and volunteers, and outdated administrative infrastructure systems. For these reasons TAPE should explore capacity building strategies to sustain organizational success. In order to operate efficiently, TAPE governing board members should first understand capacity building as defined below.

Capacity Building – Purpose Defined

The National Council of Nonprofits refers to capacity building as "activities that improve and enhance a nonprofit's ability to achieve its mission and sustain itself over time" (NCN 2011). More specifically, Light notes that "capacity building is designed to change some aspect of an organization's existing environment, internal structure, leadership, and management system, which, in turn, should improve employee morale, expertise, productivity, efficiency, and so forth, which should strengthen an organization's capacity to do its work, which should increase organizational performance"(2004, 46).

Capacity building is an emerging initiative gaining momentum and recognition among nonprofit community leaders. However, there is no one foolproof way to build capacity for all nonprofits. Stevens suggests that "while foundations, academics and practitioners scurry to articulate, conceptualize, define and measure what makes nonprofit organizations successful, one thing is becoming more readily understood: nonprofits cannot achieve or sustain program success without overall organizational competence" (2008, 12). Therefore, nonprofit

organizations must align their organizational competence with capacity building strategies to deliver meaningful and community-based programs and services to ensure their survival.

The Argument for Capacity Building

Nonprofit organizations are generally formed to provide a service to the public at large. Although many nonprofit organizations have existed for years, contemporary social, economic and political events challenge their foundations (Light 2004, 1). Furthermore, public confidence in nonprofit organization appears to have eroded based on a few "bad seeds" that have been discovered to have demonstrated unethical behavior and financial malfeasance. Finally, federal, state and local governments have been reducing discretionary line items to ensure vital programs and services are properly funded and supported, leaving nonprofit governing board leaders searching for new sources of revenues. Unfortunately, "the nation wants more of virtually everything that nonprofits deliver, but with no administrative costs" (Light 2004, 1).

Greater demands and higher expectations should encourage nonprofit governing leaders to become innovative and employ new governance strategies. Nonprofit leaders must demonstrate not only the ability to govern; they must also demonstrate a commitment to governing well (Light 2004). In spite of their commitments, governing board members sometimes appear surprised, even overwhelmed, by the enormous responsibilities that come with board service: "Although many nonprofit executives and employees accept the case for capacity building, their donors and board often underestimate the need for capacity building during hard times" (Light 2004, 10). Therefore, it is important for nonprofit leaders to explore and implement capacity building strategic initiatives to ensure organizational success. The following

section discusses the preliminary non-profit organizational success assessment framework, which

provides the basis for this case study.

Preliminary Non-Profit Organizational Success Assessment Framework

The preliminary non-profit organizational success assessment framework introduced in

this case study is derived from the continuum of organizational success as defined by Susan

Stevens. According to Stevens, the continuum of organizational success is comprised of three

concepts: "with capacity as the means, performance the measurement, and effectiveness as the

ultimate goal"(2008, 13). The following figure is a graphical depiction of Steven"s Continuum of

Organizational Success.

Figure 1.1 Steven"s Continuum of Organizational Success

Source: Stevens, Susan Kenny. Nonprofit Lifecycles: Stage-based Wisdom for Nonprofit
Capacity, p. 13

With respect to the organizational continuum, these three concepts provide a framework

for defining organizational competence. Organizational competence outlines not only whether

an organization can achieve its goals and objectives, but also the ways in which resources are

deployed to ensure its success. Stevens also suggests that organizational competence is

necessary to achieve and sustain program success. Moreover, organizational competence in

alignment with capacity building is important, especially when organizations are either trying to

grow or survive. The preliminary non-profit organizational success assessment framework

outlined in this case study should indicate whether TAPE has the overall organizational

competence and capacity building strategies for sustaining organizational success.

TAPE is in need of an organizational assessment, which would give its leadership a sense

of its capacity, performance, and effectiveness. Furthermore, like many nonprofits with limited

staff, this type of useful assessment has never been performed. Also, education and nonprofit

organizations affiliated with education face an uncertain fiscal environment. Specifically,

funding cuts in education at the national and state levels have severely impacted school districts

and their ability to maintain mandatory programs and services. Discretionary funding initiatives,

such as educational partnerships, usually run a distant second place in comparison to funding

mandatory services. For this reason educational partnerships are in jeopardy of losing critical

financial support unless governing board members can legitimately prove their value and

relevance. TAPE and other education affiliated nonprofit organizations should assess their

organization with an assessment tool that would demonstrate its capacity, performance, and

effectiveness.

Exploratory Research Purpose

The driving force behind this case study is the need to explore capacity building

strategies for nonprofits affiliated with educational organizations. To that end, the purpose of this

research project is threefold: First, using Susan Stevens" organizational continuum diagnostic

framework, a preliminary non-profit organizational success assessment framework (capacity,

performance, impact) is developed. Second, the preliminary non-profit organizational success

assessment framework is used to assess the organizational maturity and governing board

strategies of the Texas Association of Partners in Education (TAPE). Third, information from

the TAPE assessment is used to make recommendations to improve the Texas Association of Partners in Education governing board management/policy strategies.

Preview of Chapters

This study is comprised of six chapters. Chapter two discusses TAPE's mission, membership base, governance structure, programs and services, organizational strengths, accomplishments, and obstacles. Chapter three discusses the preliminary nonprofit organizational success assessment framework, introduces working hypotheses, and explains the conceptual framework. Chapter four outlines the research methodology, which includes the operationalization of the conceptual framework. Chapter five discusses the results of this study arrived at through document analyses, survey questions, and structured interviews. Chapter six discusses the conclusions and recommendations for organizational improvements, as well as suggestions for future research.

Chapter 2: Texas Association of Partners in Education

Chapter Purpose

The purpose of this chapter is to discuss the mission, membership base, and governance structure of the Texas Association of Partners in Education (TAPE), a nonprofit membership association based in Austin, Texas. The latter part of this chapter provides information relating to TAPE programs and services, organizational strengths and accomplishments, and current obstacles threatening organizational success.

Mission

TAPE"s mission "is to provide leadership and expertise for schools, families, businesses and communities to build partnerships that enhance student success" (TAPE 2011).   The fundamental purpose of this organization is to strengthen student success through volunteer, community and business partnerships. TAPE invests in partnering with community and business partners to boost the success of youth in school, to prepare them to be responsible citizens, and to contribute to their economic, civic, and social environment. Governing board members and staff collaborate with leading educational practitioners to advance the partnership profession, to facilitate networking opportunities, and to assist members to become more valuable professionals. The next section defines the membership benefits, membership base, and dues structure of TAPE.

Membership

TAPE is a membership association that provides valuable programs and services to its members through various webinars and regional educational forums in an ongoing effort to

promote community partnerships. TAPE promotes member benefits by subscribing to the
following six R"s.

1. Real Change – build partnerships by providing leadership and expertise for school,
   families, businesses and communities.

2. Relationships – share experiences as part of the members-only online community.

3. Recognition – post events and job openings on TAPE"s website and e-newsletters,
   and post member names in the membership directory.

4. Rise to Leadership – members are eligible to serve on TAPE Board of Directors.

5. Resources – stay informed through training programs, webinars and workshops.

6. Reduced Fees – attend TAPE conferences and trainings at reduced rates *(members
   can participate in webinars at no additional costs)*. (TAPE 2011)

Annual membership dues make up approximately 11% of TAPE"s total revenues. Table
2.1 outlines the four categories for TAPE annual dues for membership:

Table 2.1 TAPE Annual dues by membership category

Membership Category	Annual Dues	Voting Members for 2011	Total Income from Dues
Volunteer	$50	8	$400
Professional	$100	62	$6,200
Institutional/Small Business	$300	22	$6,600
Corporate	$500	7	$3,500
Total		99	$16,700

Source: TAPE Membership Database, accessed July 17, 2011 and TAPE Standing Rules, January 25, 2009
Volunteer membership includes students and retired individuals. Professional

membership includes individual business owners and school district professionals (school board

administrators, partnership directors, superintendents, principals, and school counselors).

Institutional and small businesses include school district organizations, chambers of commerce,

government entities, and small business owners, as defined by the Small Business Administration (SBA). Corporate members include corporate organizations, both national and international (TAPE, 2011).

As of June 2011 TAPE has 99 voting members and more than 200 non-voting members. Voting members are defined as those who are listed as the primary person for institutional and corporate memberships. Non-voting members are additional persons listed on the small business and corporate membership application. Both types of TAPE membership provide a professional benefit to individuals and organizations. Specifically, TAPE facilitates professional training to its members through webinars and regional forums to promote volunteerism and other educational partnership initiatives in schools. Schools in turn should be better able to develop and use their volunteers by forming educational partnerships. The next section outlines TAPE"s governance structure (TAPE Standing Rules 2009, 1).

Governance Structure

TAPE is currently comprised of 21 governing board members (16 voting and 5 advisory non-voting members) that retain responsibility for the full governance structure of the organizational operations. The organization"s Executive Committee consists of the following eight officers: President, President-Elect, Vice-President of Development, Vice-President of Membership, Vice-President of Programs, Secretary, Treasurer, and Immediate Past-President (TAPE Standing Rules 2009,1).

The President serves as the Chair of the Executive Committee. On of this committees major initiatives is to "evaluate and make recommendations to the board about administrative and financial changes and procedures which will make Texas Association of Partners in

Education a more efficient, effective organization" (TAPE Standing Rules 2009, 2). As outlined in the TAPE Board Responsibilities Form, each governing board member is required to serve on at least one of the following six standing committees: Administrative/Bylaws, Development, Finance, Membership, Nominations, and Programs. Each standing committee consists of at least three board members (TAPE Duties of Standing Committees 2009).

During calendar years 2009 and 2010, TAPE had two staff members: the Executive Director and the Membership & Programs Director. In early 2011 the Executive Director resigned from the position and governing board members appointed the Membership and Programs Director as the Interim Executive Director. At that time this applied research project was in progress. The Interim Executive Director resigned due to familial obligations and relocation. To address immediate staffing needs and to ensure organizational continuity, the Past-President resigned from the governing board and has assumed the role of Interim Executive Director.

Governing board members are proactively seeking to hire and retain an Executive Director. Based on the current budget capacity, TAPE is only able to hire one staff member (Executive Director) and is unable to expand their staffing. As a result, governing board members are diligently working to address the organization"s long-term viability. Nonetheless, TAPE should continue to provide valuable programs and services in an ongoing effort to promote educational partnerships.

TAPE Programs and Services

TAPE promotes educational partnerships that are defined as collaborative efforts to promote student learning and responsible citizenship between parents, teachers, school

administrators, local community businesses, and/or national corporations. In recent years many Texas school district administrators have collaborated with nonprofit organizations, community businesses, and government entities to support student learning. Collaborations across these sectors involve the following steps that complement the continuum: identify relevant stakeholders, define a shared vision, implement the vision, and develop the stakeholder group (Donaldson 2005).

TAPE hosts a series of webinars and regional conferences that provide knowledge about supporting school volunteerism and partnership activities, as well as best practices. School districts are facing dismal budgets and declining training dollars. The TAPE professional development webinars have proven to be a valuable resource, as this only requires Internet service to participate in a virtual classroom of peers and other professionals. TAPE is scheduled to conduct six webinars and three regional forums during the 2011 calendar year. One of the webinars, entitled "Building a Strong Mentor Program," was conducted September 14, 2011. This specific webinar, facilitated by Shelley Prince with Fairfax County Public Schools, was designed to guide the audience through a series of steps to plan, assess, and implement a mentor program. Webinar presenters include TAPE members and non-members from across the United States. Both governing board members and the Interim Executive Director have facilitated several of TAPE's webinars.

Organizational Strengths and Accomplishments

A major strength and accomplishment of TAPE includes the recruitment of individuals throughout Texas with diverse professional backgrounds that are committed to advancing educational partnerships. TAPE has grown since the initial formulation of the school volunteer

movement from the 1970s. Prior to incorporation as TAPE and 501(c) 3 tax-exempt status, educational leaders within various school districts managed many school volunteer programs in Texas. Many of these educational leaders recognized the importance of establishing a network of volunteer services that promoted educational partnerships through a centralized operation managed by educational leaders.

As the National Association of Partners in Education (NAPE) gained notoriety throughout the United States for promoting best practices for educational partnerships with businesses in various communities, collaborative relationships were established among educational leaders, state agencies, and local and community businesses here in Texas. According to the TAPE historical chronology of events, the 1980 Texas School Volunteer Program (TSVP) conference held in Houston, Texas led to the establishment of the TSVP the following year. Dr. James Griffin from Richardson, Texas was elected as the first President at the TSVP conference held in Fort Worth, Texas (TAPE 1999). In 1996 TAPE achieved the following major milestones: the first office location was established in Austin, a generous donation of computer equipment and office furniture was made by IBM, and TAPE hired its first Executive Director.

Through the years of operating as TSVP and eventually as TAPE, the organization has attracted a wide spectrum of educational and community leaders that are committed to advancing educational partnerships. Specifically, TAPE collaborates with other organizations to host educational conferences. In 1995 TAPE hosted the first joint conference with the Texas School Public Relations Association (TSPRA) and the Texas Business Education Coalition (TBEC). During that conference the Ambassadors in Education program originally created by NAPE was

licensed to and transferred to TAPE. TAPE, with the assistance from TBEC, facilitated the program to other volunteer organizations throughout Texas.

Since 2007 TAPE has collaborated with the Texas Association of School Administrators (TASA) to host their annual conferences in conjunction with TASA"s annual Mid-Winter conferences. As a result, both organizations are able to maximize attendance from various school district professionals, as well as business and community leaders throughout Texas to advocate for public education and promote the value of educational partnerships. In January 2011 TAPE collaborated with DeHavilland Associates[3] and hosted a National conference in Austin, Texas. This alliance between TAPE and DeHavilland allowed TAPE to expand their ability to engage and promote educational partnerships at the national level and established the Effective Education Partnership Conference (EEPC), entitled "Powerful Partnerships: A Recipe for Success."

Organizational Obstacles

One of the two major obstacles that currently impede TAPE"s ability to consistently operate efficiently is the stability of the staffing structure. At this time TAPE is under the operations of an Interim Executive Director. Within the last three years TAPE employed one Executive Director with a lasting tenure of 1.5 years of service. Prior to this Executive Director, the organization"s Membership and Programs Director assumed the leadership role as Interim Executive Director for approximately one year. For this reason, governing board members

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[3] DeHaviland Associates is a strategic consulting firm located in Charlotte, North Carolina. http://www.dehavillandassociates.com/whoweare.html. Accessed August 15, 2011

should explore strategies to recruit and retain qualified and motivated staff as well as expand future staffing needs to effectively manage operations.

A second major hurdle for TAPE is the ability to maintain its viability and statewide presence by attracting new members in a declining economy, especially when communities throughout Texas are electing to support local educational partnerships instead of statewide organizations like TAPE. This has proven especially challenging for TAPE and has resulted in a decline in financial ability to provide multiple programs and services, as well as to secure funding to sustain management operations. TAPE governing board members should refine and execute an organizational framework, not only to provide new programs and services, but also to support management operations ensuring the organization's longevity.

Chapter Summary

This chapter discussed TAPE's organizational history, mission, membership and governance structure, as well as its programs and services, strengths, accomplishments, and obstacles. The next chapter discusses the Stevens' organizational success assessment framework in detail and demonstrates its applicability to TAPE.

Chapter 3: Preliminary Non-Profit Organizational Success Assessment Framework

Chapter Purpose

The purpose of this chapter is to explain the preliminary non-profit organizational success assessment framework and its significance to the Texas Association of Partners in Education (TAPE). Using the preliminary non-profit organizational success assessment framework, a set of evaluative working hypotheses are developed to explore TAPE"s capacity, performance and impact. Finally, the conceptual framework table is introduced illustrating the link between working hypotheses and literature sources.

Preliminary Non-Profit Organizational Success Assessment Framework

The preliminary non-profit organizational success assessment framework is supported by three concepts derived from Susan Stevens"(2008) "continuum of organizational success:" capacity, performance, and impact. This framework is designed to assist a nonprofit organization in diagnosing their organizational capabilities and competence in respect to sustaining organizational success. In addition to defining the three concepts that support the organizational continuum, Stevens (2008,13) outlines five capacity builders - programs, management, governance, financial resources, and administrative systems - that determine how and why nonprofit organizations grow or stagnate throughout their lifecycle. For example, financial reporting is a crucial component used by governing board members for prudent decision making. Administrative systems that use and support the financial reporting process for a mature organization are generally more sophisticated and efficient than those of an organization in an earlier lifecycle stage (i.e. start-up or adolescent). The programs and services that nonprofits establish and maintain should be based on a stable foundation and should be

supported by the remaining capacity builders (management, governance, financial resources, and administrative systems). Therefore, "nonprofit capacity demands an equally balanced support system of management, governance, financial resources, and systems to support its mission and programs and in keeping with the community needs" (14). The concepts (capacity, performance, impact) provide a framework that supports capacity building to ensure organizational continuity.

Figure 3.1 is a modified version of Steven"s Nonprofit Capacity model, including the concepts of the continuum of organizational success (capacity, performance, impact) as previously defined in Chapter 1.

Figure 3.1 Steven"s Nonprofit Capacity "Table Legs" Supporting Mission and Programs (modified to include the concepts of the Continuum of Organizational Success)
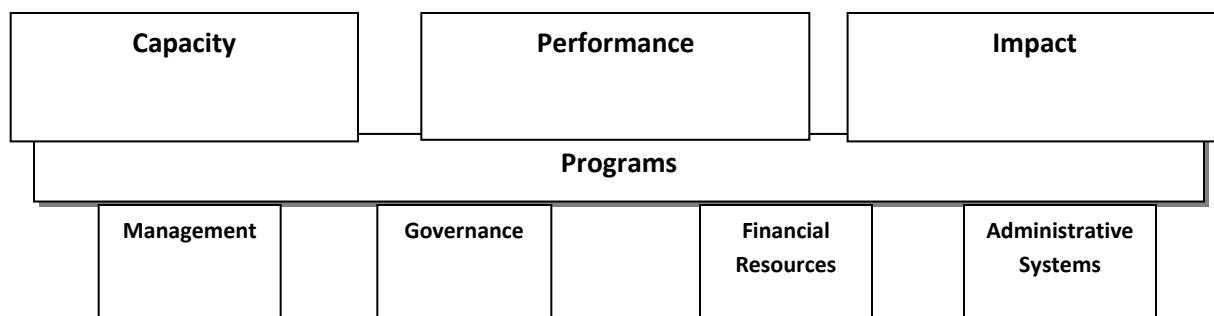
Capacity	Performance	Impact

Programs			
Management	Governance	Financial Resources	Administrative Systems

Source: Stevens, Susan Kenny. Nonprofit Lifecycles: Stage-based Wisdom for Nonprofit Capacity, p. 14

Capacity Builders

As part of the conceptual framework of this research project, each capacity builder (programs, management, governance, financial resources, and administrative systems) is used as a sub-hypothesis to support each working hypothesis. These capacity builders are crucial in defining and refining a framework for operating and managing nonprofit organizations.

Programs

Described as the first capacity builder, programs and services are the quintessential reasons nonprofits exist. Business professionals and residents devise strategies to address community needs, whether the need is providing resources to mentor students in schools or teenage pregnancy prevention. Gainer and Moyer note, "the offerings of nonprofits, as in the conventional marketplace, are subject to changing circumstances…. and the nonprofit manager can borrow and bend a tool that has been useful to the business executive: the concept of a product life cycle (PLC)" (2005, 292). Most product lifecycle models separate the product"s progression into four stages: introduction, growth, maturity, and decline. Even at their maturity stage, nonprofit board leaders should continue to refine programs and change marketing strategies as products age (292).

Management

With respect to capacity building, management is the ability to rally support for the organization"s mission early on, articulate its purpose to all stakeholders, and successfully govern the operations. According to Stevens (2008, 60), originators of nonprofit organizations should be committed to serving as volunteers, steering the organization to maturity until adequate financial resources are generated to obtain salaried staff. Moreover, the originators need to define the attributes of ideal managers, not only to manage the affairs of the organization, but also to possess the essential skill sets, experience, and education (72). As the organization"s programs and services mature in the community, the nonprofit executive in concert with the board members should demonstrate the commitment and wherewithal to explore innovative programmatic and managerial solutions to keep their organizational vitality. In the case of

TAPE, to manage the organization in concert with governing board members, dialogue between the Executive Director and governing board members is necessary, especially since the Executive Director is currently the only staff member in the organization.

Governance

The Institute of Internal Auditors (IIA), an internationally recognized professional audit association, defines governance as "the combination of processes and structures implemented by the board to inform, direct, manage, and monitor the activities of the organization toward the achievement of its objectives."[4] As the third capacity builder, governance infers that board members" responsibilities extend far beyond the exercise of attending scheduled board meetings and paying their annual dues. Block asserts, "governing board members are stewards of the public interest and have a burden of responsibility to use and preserve the organization"s assets for advancing a beneficial mission"(2001,15). Therefore, they must ultimately retain their legal and fiduciary responsibilities. Specifically, organizational by-laws are designed to serve as a legal and living document which establishes critical governance responsibilities, such as meeting quorums, election process, and governing term limits.

Although governance is periodically used interchangeably with management, governance implies a deliberate action by board members to engage in the affairs of the organization, rather than managing the daily operations. However, nonprofit boards" legal responsibilities often result in nonprofit leaders experiencing confusion over board and staff roles, responsibilities, and expectations of performance (Block 2001,15). Therefore, governing board members should fully

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[4] http://www.theiia.org/guidance/standards-and-guidance/grc/, accessed August 25, 2011.

understand and proactively engage in the affairs of the organization to ensure effective governance.

Financial Resources

Financial resources and the ability to retain sufficient cash flows to sustain operations is paramount to nonprofit organizations, especially during economic distress. According to Froelich, "nonprofit organizations must rely on a variety of activities and resource providers to support their mission-related work"(2001, 182). This suggests that governing board members play an integral role in soliciting and renewing commitments from potential and recurring sources rather than solely relying on revenues from existing programs and services. Moreover, Stevens (2008, 39) notes, nonprofits should have ample reserves apart from their daily operating funds for sustaining operations, either through prior period surpluses or through designated foundation gifts. TAPE governing board members should proactively solicit and generate funds from their professional and personal networks, which becomes a never-ending responsibility.

Administrative Systems

Well-designed administrative systems are mechanisms and capabilities that allow a nonprofit organization to operate effectively and efficiently. The lack of capabilities hinders an organization from reaching its full operating and governing potential. For example, administrative software systems are used for budget preparation and financial reporting. In addition, oversight systems should contain accurate information, which identifies fraud and avoids deficits. Moreover, these systems should include information relevant to competent decision-making by governing board members (Stevens, 2008,63).

Light (2002,7) emphasizes that weaknesses in operating and administrative infrastructures may impact nonprofits" abilities to properly collect, retain, and distribute needed funds and services. Moreover, Light (2002, 18) suggests that nonprofits can achieve high performance either the hard way (needless bureaucracy, overburdened leaders, antiquated systems, and constant stress) or the easy way (investments in structures, systems, training, and leadership), which creates organizations that excel more naturally. Capacity builders, when flowing in tandem, should guide an organization into a mature state.

Organizational Maturity

Organizational maturity indicates that an organization has transitioned beyond the initial lifecycle success. For mature nonprofit organizations, there are several critical achievements that should have occurred before this stage. Stevens (2008, 36) asserts, nonprofit programs and services are notable and recognized in the community. Moreover, a mature organization has financial stability and consistent revenue support, as well as a mutual sense of organizational ownership between the executive and the board.

However, governing board members should also acknowledge that mature organizations encounter a different set of management and leadership challenges. Specifically, governing board members should establish and maintain an environment that attracts and retains highly motivated leaders to manage the affairs of the organization. Moreover, the organization"s founder (if actively involved) should have separated his/her personal identity from that of the organization. Finally, administrative systems should function at or near the optimal level necessary for competent program delivery, management, and decision making (Stevens 2008, 36).

Governing board members of mature organizations may discover they lack the collective ability to make necessary, swift, and prudent decisions. Furthermore, governing board members may also recognize their organization is not as healthy as it is perceived by the community. Therefore, Stevens (2008, 52) emphasizes, it is imperative for nonprofit organizations to diagnose their current state of capacity within a lifecycle framework. For operational continuity, governing board members should possess the collective competence to understand their current state of capacity, and take appropriate approaches to resolve important governance tasks. For each stage in an organization‟s lifecycle, the monumental challenge is to achieve complete balance among the capacity builders (54). This is essential for mature organizations to maintain their competitive advantage and sustain operations.

The next section develops working hypotheses used to explore pertinent research questions: Capacity – can TAPE perform?; Performance – has TAPE performed?; and Impact – how effective is TAPE?

Capacity (WH1)

Connolly (2006, 4-5) defines organizational capacity as an intangible expression to describe a wide spectrum of capabilities, knowledge, and resources that are important for nonprofits to be vital and useful in staying focused on their mission. From his perspective, capabilities are delineated into four categories: adaptive, leadership, management, and technical. The first category, adaptive, is the knack for monitoring, assessing, responding to, and stimulating internal and external changes. Leadership, the second category, consist of the ability of staff and governing board leaders to inspire, prioritize, make decisions, and be innovative. Third, management refers to the ability to ensure the effective and efficient use of organizational

resources – both human and financial. Finally, technical refers to the ability to implement all of the key organizational functions to deliver programs and services (Connolly 2006, 4-5).

Stevens (2008,11) suggests that nonprofit organizations and funders have begun to realize that organizational competence and capacity matter. However, nonprofit executives, board members, and funders have had a very hard time reaching agreement on a definition of organizational competence and capacity. Therefore, the quest for attracting funds and securing grants have often expanded the organizational governance disconnect between practitioners and board members. Specifically, many funders and philanthropic supporters may provide funding to nonprofit organizations based on the condition that monies be used solely for specific programs or initiatives, rather than allowing governing board members the discretion of using these funds to improve their organizational infrastructure and capacity building strategies.

As a result, most nonprofit organizations continue to lag behind the eight ball in improving their administrative infrastructure and enhancing their program delivery expectations and requirements. Ultimately, this will impact how governing board members make crucial decisions, as well as their nonprofit organization"s ability to perform in the community. However, community engagement is a valuable tool and should be an integral part of a nonprofit"s repertoire for effective governance. This research study expects that TAPE board members understand the organization"s capacity. Thus, working hypothesis one is-

WH1: TAPE governing board members understand and effectively manage organizational capacity to meet the organization"s mission.

Community Engagement for Program Delivery (WH1a)

Community engagement activities are fundamental because they link nonprofits, communities and constituents. Furthermore, community engagement encourages interested stakeholders to interact with the nonprofits and provide input into how organizations should invest their resources in the community. As such, nonprofit organizations are operated to serve as investments in the community (Grace 2005,7). In a general sense investments include but are not limited to financial and human capital. The financial capital rest with governing board members‟ abilities to generate revenues through fundraising and possible capital campaign initiatives, as well as to manage the financial resources and leverage them to ensure the nonprofit achieves its goals and objectives. Volunteers constitute a significant source of human capital and represent a key investment in an organization‟s human resources.

Connolly and Lukas (2004, 7) note, historically nonprofits and funders have typically focused their attention on delivering programs and services. Although programs and/or services are a crucial reason why nonprofit organizations exist, the community at large may not view the organizations‟ efforts as fruitful without some level of community dialogue. Epstein et al. (2006,6) note, citizens can be engaged in a multitude of different roles. For example, focus groups that utilize surveys and public comments are an effective means of obtaining the community‟s perspective regarding the organizations‟ performance. Furthermore, these methods can also be used to gauge whether the community would most likely endorse or defy new programs or services. However, the level of engagement may be directed by whether the organization chooses to either limit or expand crucial programs and/or services to either a segmented population or the community at large. Nonetheless, community engagement is a

crucial aspect that nonprofit organizations must consider in program and service delivery. This research study expects that TAPE engages the community. Therefore, sub-hypothesis 1a is,

WH1a – TAPE engages the community to provide valuable programs and services.

Leadership to Delegate Management Responsibilities (WH1b)

Leadership is the ability and capacity to direct a specific course of action, navigated by one or more individuals. For most nonprofit organizations, the traditional role of the board has been to segregate themselves and delegate management and administrative responsibilities to staff (Drucker 2008). However, many board members assume the operational responsibilities of the organization based on their existing staffing structure. For an organization such as TAPE with one paid staff member, the task of delegation becomes especially challenging. As a result, many governing boards have adopted the role of an administrative board and are assuming management responsibilities. As a result, they are not governing the affairs of their organizations as intended.

Axelrod (2005,131) notes, "some analysts suggest that this is the norm given the steady turnover among volunteer board members and chief executives, as well as the institutional life cycle and environmental changes that provide opportunities for boards to either progress or regress." Ultimately, governing board members must refocus their roles and responsibilities from organizational management to organizational oversight.

Effective leadership and management underscore a nonprofit's capacity to be effective. While leadership and management may reside with both the board and top management, the two concepts should have different emphasis. Specifically, boards should lead through establishing policy. The details of implementing policy should reside with management and staff. This

balance is usually difficult to achieve for an organization with limited staff. For governing board

members, lack of awareness in the separation of responsibility and the nuances of leading and

managing operations, staff, volunteers, and financial resources becomes an overwhelming

endeavor. For example, the treasurer of an organization may assume financial management

responsibilities rather than providing oversight and guidance, all the while allowing the

executive director to manage the financial affairs. Axelrod (2005,134) notes, "a central paradox

of nonprofit boards is that the board hold ultimate power but does not ordinarily wield it

operationally unless the organization does not have any paid staff members." As with TAPE,

even for nonprofit organizations that have at least one paid staff member, some level of

segregation and delegation of management responsibilities is necessary. This research study

expects TAPE board members to delegate responsibilities. Therefore, sub-hypothesis 1b is,

> **WH1b – TAPE governing board members properly delegate management**
>
> **responsibilities to staff.**

Organizational Governance (WH1c)

Organizational governance within the context of capacity involves a set of relationships

between a company"s management, board, shareholders, and other stakeholders. Organizational

governance also provides a framework through which the objectives of the company are set, and

the means of achieving those objectives and monitoring performance are determined (OECD

2004). For nonprofit organizations governance specifically requires balancing the interests of

both internal and external stakeholders, including funders, customers, and the community at

large (Howe 2004, 23). For example, nonprofit organizations should provide some assurance to

funders that monies are used to support relevant programs and/or services. For customers and the

community at large, nonprofit organizations should demonstrate that programs and/or services are relevant, readily accessible, and continue to serve the community. To provide reasonable assurance to these stakeholders, governing board members should maintain and improve governance through policy development, financial oversight, and strategic planning efforts (Howe 2004; Light 2004; Carver 1997).

Organizational governance, however, may fall short of perfection for nonprofit organizations with limited staff such as TAPE. With respect to financial management, governing board members that rely on management and staff to define and implement strategies for organizational governance may be dismayed when the organization performs below expectations, especially when accidental or intentional financial malfeasance has occurred. Murray suggests, "the possibility of improving governance depends on acquiring a better understanding of the actual processes and the factors that influence them"(1998, 13). Therefore, the quest to promote, maintain, and improve strong organizational governance should be a collective effort by governing board members, management and staff. Board members should define and direct a strategic course of action by securing necessary funding, negotiating partnerships, deciding on service methodologies, and setting a vision for the future (Brown 2002, 370). To align itself with the strategic direction of the board, management and staff should maintain responsibility for implementation, and should identify potential opportunities for process improvements. For mature organizations board members should govern rather than rolling up their sleeves and engaging in operational tasks. They are responsible for approving the overall organizational direction, leaving the management responsibilities to the executive director (Stevens 2008, 36). This research study expects that TAPE"s governing board members promote effective governance. Therefore, sub-hypothesis 1c is,

WH1c – TAPE governing board members are effective in promoting strong organizational governance.

Revenue Diversification (WH1d)

Revenue diversification is the ability to generate income to support operations from multiple streams such as membership dues, fees from programs and services, grants, in-kind donations, and capital fundraising initiatives. With respect to capacity, the purpose of revenue diversification is to establish a steady flow of multiple sources and types of income while avoiding dependency on one specific type. Historically, "the fate of the majority of nonprofit organizations in this country was, and still is, in the hands of their funders – foundations, corporate giving offices, government agencies, and individual donors" (Massarsky 2005, 436). Nonprofit organizations, however, should explore revenue generation strategies for operations apart from these types of funders. Specifically, successful fundraising confirms that individual and corporate donors agree with and support the nonprofits" mission and objectives (Froelich 2001, 182). Hence, the prospect for nonprofits continuing to rely on this primary source of income should be reconsidered. For nonprofit membership associations such as TAPE dues are another type of revenue source that can help nonprofit organizations maintain revenue streams, ensuring organizational viability and growth.

By adopting a revenue diversification strategy, greater stability is generated in the revenue structure, along with greater potential for organizational longevity and sustainability (Carroll & Stater 2009; Jegers 1997; Kingma 1993). To ensure organizational longevity, as well as the capacity to acquire and sustain different types of funds, TAPE should consider generating revenues by developing a continuous series of relevant programs and/or services. When

nonprofit programs are fresh and innovative, the task of fundraising is easy; however, fundraising becomes more difficult as programs become more commonplace. They begin to lack vitality (Massarsky 2005,436). As such, it is imperative that nonprofit organizations explore multiple sources and types of donor sources. This research study expects that TAPE generates multiple sources of income. Therefore, sub-hypothesis 1d is,

WH1d – TAPE generates multiple sources and types of income and is not dependent on one source of funding.

Maturity of Administrative Systems (WH1e)

Stevens (2008,39) suggests that nonprofit organizations in their prime state use various administrative systems that result in smooth operations. These systems are internal mechanisms and processes that collectively support the four capacity builders: programs, management, governance, and financial resources. Administrative systems may include, but are not limited to, technology support, facilities, and various resources used to provide reliable information for governing board members to make the necessary and prudent decisions, as well as managing operations staff effectively. Mature organizations should have efficient and effective operations and strong management support systems in place (Connolly and Lukas 2004,18). For example, internal communications are effective if the organization‟s culture promotes respectful relationships, assets, and risks. Also, technology management should be strong and reflective of the organizations purpose (18).

Mature administrative systems provide relevant and timely information to support management decision making, which ultimately supports program goals and objectives. Stevens (2008,15) suggests that nonprofit organizations must sufficiently build the internal administrative

infrastructure to support operations, and therefore ensuring effective governance. This research study expects TAPE‟s administrative systems to be mature: Therefore, sub-hypothesis 1e is,

WH1e – TAPE‟s administrative systems are mature for competent management and decision-making.

Performance (WH2)

Performance is the execution of a task or specific tasks to achieve a desired goal, objective, or outcome. With respect to nonprofit organizations, performance infers that governing board members have instituted systems in place to validate whether the organization can/has performed as originally expected. In order to determine whether the organization can perform, achieving their specific goals, objectives, and desired outcomes, governing board members should engage in strategic planning initiatives to gauge their internal and external environment, ensuring organizational longevity.

Strategic planning is an essential component for defining and achieving performance objectives and outcomes. Furthermore, "strategic planning at its best involves reasonably deliberative and disciplined work around clarifying organizational purposes and the requirements and likely strategies for success" (Bryson 2010, S257). In essence, strategic planning simply involves a set of decision about what to do, why to do it, and how to do it (Fensten and Philbin 2007, 102).

Most organizations conduct SWOT[5] analyses as part of their strategic planning process to define performance metrics. As part of the SWOT analysis process, governing board members and management are encouraged to perform the following tasks: identify and leverage organizational *strengths* and resources that should achieve goals, objectives, and outcomes; manage *weaknesses* associated with existing business practices and processes that require corrective actions to achieve maximum effectiveness; explore *opportunities* to expand the organization‟s competitive advantage; and, consider *threats* that may hinder the organization from achieving its goals and objectives. Strategic planning exercises, if properly assessed and evaluated, should aid the organization in the execution of specific tasks to achieve maximum performance. With respect to TAPE, strategic planning is a crucial exercise that should be conducted and revisited periodically, which should result in improved decision making for achieving maximum performance.

Performance requires actions intended to produce results. However, performance in and of itself may be improperly executed by governing board members because of a lack of strategic direction. Furthermore, constituents may have differing performance expectations. To minimize potential disconnects that separate nonprofit organizations from their constituents, strategic planning should be used by nonprofit organizations to determine whether the organization is able to provide essential programs and public services. In essence, strategic planning should be an essential part of an overall governance framework to achieve maximum performance. This research study expects TAPE to use strategic planning. Therefore, working hypothesis 2 is,

> **WH2: TAPE governing board members understand nonprofit performance and engage in strategic planning initiatives.**

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[5] SWOT – Strengths, Weaknesses, Opportunities, Threats.

Multidimensional Programs and Services (WH2a)

Mature nonprofit organizations create and refine dependable programs and services that are multidimensional. As a result, immediate name recognition is directly associated with the organization (Stevens 2008, 37). Multidimensional implies that programs involve several dimensions or aspects designed to promote relevance and effectiveness of the whole. For example, a mentoring program created to address the needs of low-achieving students by building community partnerships through school district professionals, volunteers, and business entrepreneurs is multidimensional. As with TAPE, multidimensional programs are a critical component of their operations for organizational survival. Moreover, nonprofit organizations should introduce new multidimensional programs to their constituents to maintain their competitive advantage. Stevens asserts, it is imperative for governing board members to "have new programs running side by side with more established programs"(40). With respect to nonprofit performance, multidimensional programs draw support from the community, which should validate its success and desired impact. This research study expects TAPE to be multi-dimensional. Therefore, sub-hypothesis 2a is,

WH2a – TAPE provides multi-dimensional programs and services.

Advocates for Field Development and Public Policy

Smucker (2005, 231) asserts that most nonprofit programs are directly or indirectly impacted by legislation. Therefore, governing board members and management of nonprofit organizations should participate in field development and public policy initiatives that are related to their mission (Stevens 2008, 37). This infers that nonprofit leaders should cultivate some level of influence among elected officials within their respective communities to advance their

mission. With respect to public policy initiatives impacting education in Texas, governing board members should collaborate with state legislators to advocate for educational partnerships and highlight the value proposition and organizational success of TAPE.

Smucker (2005,231) notes, although nonprofit organizations have contributed to their respective communities, even at the national level, nonprofit organizations often struggle with their roles as community advocates: "charities seldom organize those volunteers to contribute their time to perhaps the most important service they can provide – speaking out to policymakers about the people they serve and their organizations" mission"(231). Therefore, advocacy should be integrated into an organizational framework to promote organizational sustainability. Bryson (2010, S255) notes that two specific benefits can be derived from an organization"s advocacy role: enhanced effectiveness of broader social systems, improved organizational legitimacy. As a result, advocacy encourages collaboration with policymakers and allows the organization to showcase its current successes as well as room for potential growth - thereby, promoting sustainability. This research study expects TAPE leaders to advocate industry and provide policy input. Therefore, sub hypothesis 2b is:

WH2b – TAPE leaders advocate for industry development initiatives and provide input for public policy.

Board Committees Reflecting Professional Diversity (WH2c)

Carver (1997, 145) notes that board committees are designed to help boards complete their tasks, not to help the staff do its job. In reference to organizational maturity, Stevens (2008, 36) asserts, successful nonprofit boards of directors should have a stable membership with rotating terms of office. Also, its composition should reflect a diverse membership of

competence, culture, position, age, and gender. Therefore, governing board members should be chosen in part because of their skills in personnel, finance, program leadership, etc. (12). TAPE board committees should be defined and designed to capitalize on professional competence, diversity, and promote successful governance.

Howe (2004,88) notes that committees are responsible for focusing the board's attention on important matters and making appropriate recommendations for board action. Furthermore, committees should be structured to reflect the board's engagement with its governance responsibilities. For example, "the board controls and watches over the execution of programs, both substantive and administrative, and at the same time individual board members support the staff in carrying out all functions"(45). This research study expects TAPE board committee responsibilities to be clearly defined. Therefore, sub-hypothesis 2c is,

WH2c – TAPE board committee responsibilities are clearly defined, and reflect professional diversity.

Understanding Legal and Financial Responsibilities (WH2d)

Stevens (2008, 36) declares that mature and successful organizations have well-functioning boards of directors, driven by policy to understand their legal and fiduciary responsibilities. Because nonprofit leaders are ultimately responsible for the organization's governance, board meetings should always include discussion on the organization's financial condition. Furthermore, financial reports should be prepared and distributed to governing board members well in advance of the meeting.

To refrain from assuming operational accountability, Barr (2010, 20) suggests that governing board members have the legal responsibility for the organization's financial health;

but, they should not operate as the organization‟s accountants. For example, governing board members are responsible for policy and accountability. Management and staff retain the responsibilities for the implementation to promote the effectiveness. However, governing board members and management need to be familiar with each other‟s responsibilities. Equally important, governing board members should have some hands-on experience, which will aid in understanding problems and make board members better at directing policy.

The Internal Revenue Service (IRS) requires nonprofits to have and maintain governing board members if it elects to obtain and/or retain tax-exempt status (Block 2001, 15). Therefore, nonprofits must understand and effectively manage their financial standing, as well as what course corrections are necessary to maintain tax-exempt status and other forms of financial viability (Stevens 2008, 39). Furthermore, governing board members managing financially healthy nonprofits will, ideally, recognize that shortfalls and deficits represent poor financial management practices. This research study expects TAPE board members to understand and perform legal and fiduciary responsibilities. Therefore, sub-hypothesis 2d is:

WH2d – TAPE governing board members understand and perform their legal and fiduciary responsibilities.

Social Capital and Networks (WH2e)

Sagawa and Jospin (2009, 9) argue, many nonprofits believe their major limitation is the lack of financial resources. However, the lack of funds can be associated with another gap: a gap in social capital(9). Social capital is defined as a network of relationships that yield benefits to those who are part of the network. As nonprofits face continued challenges to fulfill their

respective missions considering constrained resources, social networks can be useful for soliciting donor support.

Social networks have value. These networks refer to connections among individuals, as well as the norms of reciprocity and trustworthiness that arise from them (18). Intertwined with human capital (staff and board), nonprofits should build networks by introducing new people into their circles as staff, volunteers, donors, political supporters and influential champions (20). In this way social capital is leveraged and grown through external relationships. For example, leveraging social capital includes introductions, recommending the organization for funding, new partnerships, advocating for the cause, telling others about the organization"s work, recruiting staff and clients, and acting in other ways to support the organization. In essence, social capital is the key to unlocking all other essential forms of capital that nonprofits need: financial, human, and political (21). This research study expects TAPE to leverage social capitol. Therefore, sub-hypothesis 2e is:

WH2e – TAPE"s administrative systems are able to leverage social capital and sustain organizational support.

Impact (WH3*)*

Many nonprofits establish their operations in the community to provide a program or service. Stevens (2008,12) notes the organization"s effectiveness (impact) depends on "its ability to consistently perform in a manner by which its actions have the desired impact on constituents and society." However, effectiveness means different things to different people (Alexrod 2005, 137). Nevertheless, governing board members are responsible for "evaluating current

performance, setting goals for improvement, identifying steps to strengthen effectiveness, and documenting changes over time"(138).

Thomas (2005, 397) asserts that once the organization"s goals have been defined, governing board members must turn their attention to how best to measure them. Furthermore, Thomas suggests that nonprofit executives and staff can employ one or more of the following sources of data: program records and statistics, client questionnaire surveys, formal testing instruments, trained observer ratings, and interviews to construct measures (398). Responses to one or more of these measures may indicate whether or not the community views the organization as a change agent which chooses to embrace its mission - thereby, promoting organizational sustainability.

Bryson (2004, 4) notes, "organizations that desire to survive, prosper, and remain diligent to their important work must respond to the challenges the world presents." Therefore, it is imperative that nonprofit organizations continually engage the community to ensure its mission, goals, and performance objectives align with the community needs and requirements. This research study expects TAPE board members to recognize the impact of its programs. Therefore, working hypothesis 3 is:

WH3: Impact – TAPE governing board members recognize the impact of programs and services that serve the community.

Competitive Advantage of New Programs (WH3a)

Successful nonprofit organizations are well positioned in the community, and keep an ever-watchful eye for changing community needs and trends (Stevens 2008, 40). To ensure organizational survival, nonprofit organizations should maintain their competitive advantage by

exploring new opportunities to introduce new programs and services (40). For nonprofit

organizations affiliated with education, such as TAPE, new programs should be

multidimensional and innovative. For example, programs topics such as workforce preparedness

and development, high school graduation success, service learning and career/college pathways

should be geared to local school districts, business and community leaders, and families with the

objective of achieving student success. This research study expects TAPE to cycle new

programs. Therefore, sub-hypothesis 3a is:

> **WH3a – TAPE‟s competitive advantage is maintained by cycling new programs**
>
> **with those losing market share and focus.**

Quality Workforce to Attract and Retain Staff and Volunteers (WH3b)

An essential benefit for a successful nonprofit organization to maintain a quality

workforce is the ability to attract and retain human capital - staff and volunteers. Brudney

(2005,310) suggests that the nonprofit sector has one of the most distinctive capabilities to

harness the productive labor of a multitude of community participants in service to the

organization, without benefit of remuneration. Therefore, governing board members should

employ effective recruitment strategies to identify a community of individuals that possess the

professional and personal attributes that are needed to maintain the organization‟s position in the

community. Mattocks (2008,176) suggests that organizations should engage in skills-based

hiring, utilize pre-employment skills and aptitude test that demonstrate a progressive approach to

retaining skills-competent staff.

Governing board members of TAPE should have the collective competence to recruit

individuals who are not only committed to the organization‟s mission, but are also willing to

work long hours and adequate pay without aspirations of wealth (Stevens 2008, 11). Staff, in concert with governing board members, should recruit volunteers to serve as organizational advocates and assist in the delivery of the organization‟s programs and services. This research study expect TAPE‟s work environment to attract high quality personnel. Therefore, sub-hypothesis 3b is:

WH3b – TAPE‟s work environment attracts and retains high quality staff and volunteers.

Insights from Monitoring Organizational Presence (WH3c)

Organizational presence and impact are the quintessential outcomes for nonprofit organizations. Block (2001, 15) maintains, effective boards of directors work in achieving missions that connect to the community. Hence, governing board members should have the ability to monitor organizational presence and obtain insights about organizational performance from community constituents. Input and feedback from community constituents should aid governing board members to refine TAPE‟s existing programs and services, as well as explore opportunities for improvements. This research study expect TAPE board members to monitor its impact on the community. Therefore, sub-hypothesis 3c is:

WH3c – TAPE governing board members monitor organizational presence and impact on the community.

Financial Solvency through Management and Oversight (WH3d)

Mattocks (2004, 105) notes, "nonprofits are constantly challenged to balance commitment to mission with a need to protect and enhance the fiscal viability of the

organization." Consequently, financial oversight is an integral part of effective governance and

ensures financial solvency. An overarching and intertwined financial responsibility of the board

is to ensure the proper protection of assets and other resources (105). Moreover, the Internal

Revenue Service tax-exempt status is one of the resources that should never be threatened or

placed in jeopardy of revocation.

Prudent financial management is essential for an organization to achieve its objectives

(McKinney 2004, 1). Finance committees are one form of oversight that promotes effective

governance. Hence, financial reporting must structured in a format that matches board members"

knowledge level. Barr (2010, 20) suggest there are four basic requirements for all financial

reports:

1. Accurate – this requires having adequate accounting software and an appropriate
   level of financial expertise (either in-house or outsourced)
2. Timely – financial reports that are frequently late or delayed will affect the board"s
   decisions and effectiveness.
3. In Context – financial reports should be presented in relationship to the
   organization"s history, budget, goals, and programs.
4. Available – financial reporting should be included on every board agenda and
   discussed accordingly.

Financial audits are another form of oversight used by nonprofit organizations.

Furthermore, audits are an essential component for assuring the financial integrity for the

organization (Mattocks, 2004,142). Although valued by their independent verification process,

audits use historical data and may not be helpful in readily identifying current financial

discrepancies, accidental or intentional malfeasance. Governing board members should have the

knowledge of financial management procedures and collective competence to ensure financial

data is sufficient to render appropriate financial decisions. Ultimately, board members have

legal responsibility for the organization"s financial health, but they should not operate as the

organization‟s accountants (Barr 2010, 20). This research study expects financial reporting and oversight sufficiently aids TAPE. Therefore, sub-hypothesis 3d is:

Working Hypothesis 3d – Financial reporting and oversight is sufficient to aid TAPE to ensure financial solvency.

Organizational Success from Annual Reports and Marketing Initiatives (WH3e)

Organizational success is described in annual reports and promoted through other marketing initiatives to inform the community and increase organizational visibility. Nonprofits must be able to effectively, but succinctly, tell their story regarding their purpose and mission (Light, 2004). Without such a story, the community may not believe in the organization. Festen and Philbin (2007,1) suggest that nonprofits have traditionally operated from instincts along with good judgment, which are necessary for survival. However, instincts alone are not enough and nonprofits must conduct evaluations in order to ensure greater results and accountability. A "solid evaluation is the first step toward increasing organizational effectiveness and, in turn, successfully marketing and documenting your work" (p.xiv). With respect to educational partnerships, programs and services should achieve desired outcomes. For example, the increased number of high school graduates from at-risk communities or the number of students enrolled in college or vocational school may be the direct result of a program or service. It therefore becomes important to demonstrate the value of collaborative educational partnerships and highlight the organizational success. The research study expects TAPE to keep annual marketing reports. Therefore, sub-hypothesis 3e is:

WH3e – TAPE annual reports and other marketing materials effectively tell the organization‟s story.

Summary of the Conceptual Framework[6]

      The conceptual framework for this exploratory research project is comprised of three

working hypotheses (capacity, performance, impact). In exploratory research, working

hypotheses are formulated to gain a better understanding of a topic, "when a researcher examines

a new interest or when the subject of study itself is relatively new" (Babbie, 2010, 92). Although

the concept of capacity building is relatively new and the discussion is gaining more momentum

within the nonprofit community, there remains an uncertainty as to how to best develop working

strategies to build organizational capacity and sustainability. Because each nonprofit

organization has different missions, goals, and objectives, and also serves a wide array of

constituents, nonprofit leaders and board members will ultimately have to explore specific

strategies and approaches to know and understand their own capacity building strategies. For

this specific case study, the working hypotheses and supporting literature are summarized the

following conceptual framework table.

Table 3.1 – Conceptual Framework Table Linked to the Literature

Conceptual Framework	
Working Hypothesis	**Supporting Literature**
WH1: Capacity – TAPE governing board members understand and effectively manage organizational capacity to meet the organization's mission.	
➢ **WH1a: TAPE engages the community to provide valuable programs and services.**	Connolly and Lukas (2004); Epstein, Coates, Wray and Swain (2006); Grace (2005)
➢ **WH1b: TAPE governing board members properly delegate management responsibilities to staff.**	Axelrod (2005); Drucker (2008)
➢ **WH1c: TAPE governing board members are effective in promoting strong organizational governance.**	Brown (2002); Carver (1997); Howe (2004); Light (2004); Murray (1998); Stevens (2008)

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[6] For additional information relating to conceptual frameworks relating to exploratory research, see Shields and Tajalli (2006)

➢ **WH1d: TAPE generates multiple sources and types of income and is not dependent on one source of funding.**	Carroll and Stater (2009); Froelich (2001); Massarsky (2005)	
➢ **WH1e: TAPE"s administrative systems are mature for competent management and decision-making.**	Connolly and Lukas (2004); Stevens (2008)	
WH2: Performance – TAPE governing board members understand nonprofit performance and engage in strategic planning initiatives.		
➢ **WH2a: TAPE provides multi-dimensional programs and services.**	Stevens (2008)	
➢ **WH2b: TAPE leaders advocate for industry development initiatives and provide input for public policy.**	Bryson (2010); Smucker (2005); Steven (2008)	
➢ **WH2c: TAPE board committee responsibilities are clearly defined, and reflect professional diversity.**	Carver (1997); Howe (2004); Stevens (2008)	
➢ **WH2d: TAPE governing board members understand and perform their legal and fiduciary responsibilities.**	Barr (2010); Block (2001); Stevens (2008)	
➢ **WH2e: TAPE"s administrative systems are able to leverage social capital and sustain organizational support.**	Sagawa and Jospin (2009)	
WH3: Impact – TAPE governing board members recognize the impact of programs and services that serve the community.		
➢ **WH3a: TAPE competitive advantage is maintained by cycling new programs with those losing market share and focus.**	Stevens (2008)	
➢ **WH3b: TAPE"s work environment attracts and retains high quality staff and volunteers.**	Brudney (2005); Mattocks (2008); Stevens (2008)	
➢ **WH3c: TAPE governing board members monitor organizational presence and impact on the community.**	Block (2001)	
➢ **WH3d: Financial reporting and oversight is sufficient to aid TAPE to ensure financial solvency.**	Barr (2010); Mattocks (2008); McKinney (2004)	
➢ **WH3e: TAPE"s annual reports and other marketing materials effectively tell the organization"s story.**	Festen and Philbin (2007); Light (2004)	

Chapter Summary

This chapter examined relevant nonprofit capacity literature and described the importance

of capacity building strategies and their significance to nonprofit organizations. Capacity refers

to the ability to employ mechanisms to perform duties and tasks; performance requires the

actions by which the ability to perform is necessary; and impact defines how the performance was executed in administering the duties and tasks. With respect to TAPE, the ability to define and execute performance strategies for organizational sustainability is of specific importance. This preliminary non-profit organizational success assessment framework may provide TAPE with new insights about current capabilities, strengths and weaknesses.

The next chapter discusses the research methodology used in this case study to assess the capacity, performance, and impact components for TAPE. It will also include the operationalization of the conceptual framework and outline the data collection methods.

Chapter 4: Research Methodology

Chapter Purpose

The purpose of this chapter is to describe the research methodology to assess TAPE using the preliminary non-profit organizational success assessment framework. This chapter also discusses the operationalization of the working hypotheses and the advantages and disadvantages of case study research.

Research Methodology

This research project utilizes a case study methodology.[7] As noted by Yin (2009, 4), case studies can be used in many situations, and are a common research method used in psychology, political science, education, nursing and community planning. A case study is the most suitable research method to assess TAPE"s organizational capacity because of its in-depth and comprehensive approach. Yin (2009, 4) notes, the case study method allows investigators to retain the holistic and meaningful characteristics of real-life events, such as organizational and managerial processes. In reference to capacity building strategies, the case study approach is applicable because it uses a preliminary non-profit organizational success assessment framework and explores strategies and suggestions for sustaining organizational success.

This research project uses a single case design. Justifications for using this design include the critical and revelatory nature of TAPE as a case. For the critical case perspective, a single case can represent the critical test of a significant theory through the formulation and testing of

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[7] For case studies used for Texas State University Applied Research Projects, see Victor Ruiz (2010), James Swift (2010), and Stephen Este (2007). Titles for each research project are referenced in the Bibliography.

working hypotheses. With respect to the revelatory perspective, this case represents a situation previously inaccessible to observation, revealing previously unknown findings.

Operationalization of the Conceptual Framework

The working hypotheses and each sub-hypothesis were operationalized using document analysis, online structured survey questions of the governing board members, and structured interviews with TAPE‟s Executive Committee members. Tables 4.1 through 4.3 outline the operationalization of the working hypotheses. The operationalizational table is divided into three sections. The first column specifies the working sub-hypotheses that support the main working hypotheses. The second column describes the data collection method used to test the corresponding sub-hypotheses. The third column describes the research questions used to gather data testing the sub-hypotheses.

With respect to the Working Hypothesis 1- Capacity - the intent is to determine whether TAPE governing board members understand and effectively manage organizational capacity. As outlined in the operationalization table, sub-hypothesis (WH1a) was formulated to evaluate whether or not TAPE governing board members engage the community to provide valuable programs and services. Through document analysis, the 2011 TAPE Annual Collection Report is used as evidence to assess whether or not TAPE engages the community and should also reflect some level of corresponding evidence that the community is engaged through educational partnership initiatives.

To assess TAPE performance for organizational governance, sub-hypothesis (WH2c) was developed to assess TAPE‟s governing board members efforts to promote strong organizational governance. To determine an overall assessment and perspective, governing board members are

asked to rate TAPE''s performance regarding strong organizational governance through the use of

an online survey. The response ratings from governing board members are used as a part of the

assessment method.

Operationalization Table 4.1: Linking the data collection methods (Document Analyses, Survey Questions, and Structured Interviews) to the Working Hypothesis 1:

WH1: Capacity – TAPE governing board members understand and effectively manage organizational capacity to meet the organization's mission

Working Hypothesis	Assessment Method	Research Questions
WH1a: TAPE engages the community to provide valuable programs and services.	**Document Analysis:** 2011 TAPE Annual Collection Report 2010 TAPE Education Partnership Planning Forum Evaluation **Interview Question- (I)** TAPE Executive Committee Members **Survey Question-(S)** Board of Directors	**Capacity for Programs** Documents should demonstrate community engagement is obtained to assist TAPE in offering valuable programs and services. I-1: How do governing board members engage the community to deliver programs and services? S-1: Based on your experience with organization, where does TAPE rate for engaging the community to deliver programs and services? (1=weak; 10 = strong)
WH1b: TAPE governing board members properly delegate management responsibilities to staff.	**Document Analysis** TAPE Personnel Policies and Procedures **Interview Question- (I)** TAPE Executive Committee Members **Survey Question-(S)** Board of Directors	**Capacity for Leadership** Documents should provide evidence that TAPE policies delineate board and management/staff responsibilities. I-2: How do the governing board members delegate management responsibilities to staff? S-2: Based on your experience with the organization, where does TAPE rate for delegating management responsibilities? (1=weak; 10 = strong)
WH1c: TAPE governing board members are effective in promoting strong organizational governance.	**Document Analysis:** TAPE Standing Rules TAPE Board of Directors- Conflict of Interest Statement TAPE By-laws	**Capacity for Governance** Documents should indicate and support a strong governance infrastructure and reflect organizational competence.

	Interview Question- (I) TAPE Executive Committee Members Survey Question-(S) Board of Directors	I-3: How do governing board members distinguish themselves as a "policy-driven board" and promote strong organizational governance? S-3: Based on your experience with the organization, how effective is TAPE for promoting strong organizational governance? (1=weak; 10= strong)
WH1d: TAPE generates multiple sources and types of income and is not dependent on one source of funding.	**Document Analysis:** 2011 TAPE Budget TAPE Board of Directors – Individual Fundraising Goals Form	**Capacity for Financial Resources** Documents should indicate a diversity of income types and sources.
	Interview Question- (I) TAPE Executive Committee Members	I-4: How do governing board members collectively design strategies to obtain multiple sources and types of income?
	Survey Question-(S) Board of Directors	S-4: Based on your experience with the organization, how effective is TAPE at generating multiple sources and types of income? (1=weak; 10=strong).
WH1e: TAPE's administrative systems are mature for competent management and decision-making.	**Document Analysis:** TAPE Standing Rules	**Capacity for Administrative Systems and Requirements** Document should reflect and define the required administrative systems for the organization.
	Interview Question- (I) TAPE Executive Committee Members	I-5: How do governing board members leverage and utilize communication and technology needs and requirements to manage the administrative affairs of TAPE?
	Survey Question-(S) Board of Directors	S-5: Based on your knowledge of the operations, how effective is TAPE for leveraging communication and technology needs and requirements? (1=weak; 10=strong)

Operationalization Table 4.2: Linking the data collection methods (Document Analyses, Survey Questions, and Structured Interviews) to the Working Hypothesis 2:

WH2: Performance – TAPE governing board members understand nonprofit performance and engage in strategic planning initiatives.

Working Hypothesis	Assessment Method	Research Question
WH2a: TAPE provides multi-dimensional programs and services.	**Document Analysis** Agendas for Regional Conference and Webinars TAPE EEPC Agenda **Interview Question- (I)** TAPE Executive Committee Members **Survey Questions-(S)** Board of Directors	**Performance of Programs** Documents should reflect and demonstrate the multi-dimensional aspects of TAPE programs. I-6: How do governing board members ensure TAPE programs are multi-dimensional and meet members and community expectations? S-6: Based on your experience with the organization, how does TAPE rate for providing multi-dimensional programs? (1=weak; 10 = strong)
WH2b: TAPE leaders advocate for industry development initiatives and provide input for public policy.	**Document Analysis**: TAPE 2011 Collection Report **Interview Question- (I)** TAPE Executive Committee Members **Survey Question-(S)** Board of Directors	**Performance of Leadership** Documents should reflect and support TAPEs efforts for participating in field development and public policy initiatives. I-7: How do governing board members provide input and guidance in field development and public policy initiatives to support TAPEs mission? S7: Based on your experience with the organization, how does TAPE rate for advocating their organization presence in the community and providing input for public policy? (1=weak; 10 = strong)
WH2c: TAPE board committee responsibilities are clearly defined, and reflect professional diversity.	**Document Analysis:** TAPE By-laws TAPE Standing Rules TAPE Board Responsibilities Form **Interview Question- (I)** TAPE Executive Committee Members **Survey Question-(S)** Board of Directors	**Performance of Governance** Documents should reflect and support a governance structure and professional diversity of membership. I-8: How do governing board members ensure board committees¨ responsibilities are clearly defined, and members are professionally diverse? S-8: Based on your experience with the organization, how does TAPE rate for defining board committee responsibilities and reflecting professional diversity? (1=weak; 10= strong)

WH2d: TAPE governing board members understand and perform their legal and fiduciary responsibilities.	**Document Analysis:** TAPE By-Laws TAPE Financial Policies and Guidelines 2011 TAPE Budget **Interview Question- (I)** TAPE Executive Committee Members **Survey Questions-(S)** Board of Directors	**Performance of Financial Resources** Documents should indicate and represent TAPEs compliance with their legal and fiduciary responsibilities. I-9: How do governing board members demonstrate their understanding and perform their legal and fiduciary responsibilities? S-9: Based on your experience with the organization, how does TAPE rate in performing their legal and fiduciary responsibilities? (1=weak; 10=strong).
WH2e TAPE's administrative systems are able to leverage social capital and sustain organizational support.	**Document Analysis:** TAPE Website **Interview Question- (I)** TAPE Executive Committee Members **Survey Question-(S)** Board of Directors	**Performance of Administrative Systems** Documents should indicate information relating to managing and supporting administrative needs and requirements I-10: How do governing board members leverage social capital for organizational needs and requirements? S-10: Based on your experience with the organization, how does TAPE rate for leveraging social capital for organizational needs and requirements? (1=weak; 10=strong).

Operationalization Table 4.3: Linking the data collection methods (Document Analyses, Survey Questions, and Structured Interviews) to the Working Hypothesis 3:

WH3: Impact – TAPE governing board members recognize the impact of programs and services that serve the community.

Working Hypothesis	Assessment Method	Research Question
WH3a: TAPE's competitive advantage is maintained by cycling new programs with those losing market share and focus.	**Document Analysis:** TAPE Strategic Plan 2010 Education Partnership Planning Forum Evaluation **Interview Question- (I)** TAPE Executive Committee Members	**Impact from Programs** Documents should reflect detailed information relating to TAPEs industry competitive edge. I-11: How do governing board members manage TAPE's identity in the marketplace to improve its programs?

	Survey Question-(S) Board of Directors	S-11: Based on your experience with the organization, how does TAPE rate for developing and promoting new community programs? (1=weak; 10 = strong)
WH3b: TAPE „s work environment attracts and retains high quality staff and volunteers.	**Document Analysis** TAPE Strategic Plan TAPE Job Description – Executive Director TAPE Board Survey-Executive Director TAPE Personnel Policies and Procedures **Interview Question- (I)** TAPE Executive Committee Members **Survey Question-(S)** Board of Directors	**Impact from Leadership:** Documents should reflect organizational needs and requirements defined by governing board members. I-12: How do governing board members create a work environment that attracts and retains staff and volunteers? S-12: Based on your experience with the organization, how does TAPE rate for attracting and retaining staff and volunteers? (1=weak; 10 = strong)
WH3c: TAPE governing board members monitor organizational presence and impact on the community.	**Document Analysis:** 2010 Educational Partnership Planning Forum Evaluation **Interview Question- (I)** TAPE Executive Committee Members **Survey Question-(S)** Board of Directors	**Impact from Governance** Documents should indicate assessments and impact regarding TAPEs community activities. I-13: How do governing board members assess TAPE˝s presence and viability in the community? S-13: Based on your experience with the organization, how does TAPE rate for their organizational presence in the community? (1=weak; 10 = strong)
WH3d: Financial reporting and oversight is sufficient to aid TAPE to ensure financial solvency.	**Document Analysis:** 2011 TAPE Budget **Interview Question- (I)** TAPE Executive Committee Members **Survey Question-(S)** Board of Directors	**Impact from Financial Resources** Documents should identify budget deficits and financial performance shortcomings. I-14: How do governing board members monitor and evaluate TAPEs financial performance and organizational solvency? S-14: Based on your experience with the organization, how effective is TAPE in identifying financial shortcomings to retain its financial position? (1=weak; 10=strong).

WH3e: TAPE's annual reports and other marketing materials effectively tell the organization's story.	Document Analysis: 2011 TAPE Annual Collection Report	Impact from Administrative Systems Marketing materials should effectively reflect the TAPE successes and community impact.
	Interview Question- (I) TAPE Executive Committee Members	I-15: How do governing board members effectively market and promote TAPE to maintain organizational success?
	Survey Question-(S) Board of Directors	S-15: Based on your experience with the organization, how effective is TAPE at promoting its mission and successes? (1=weak; 10 = strong)

Disclosure and Implications for the Research Study

The preliminary non-profit organizational success assessment framework used for this case study is a key component in performing an extensive internal assessment of TAPE. Because the researcher is a governing board member of TAPE, transparency demands a detailed discussion of the implications for this study and proper disclosure, including the inferences supporting the validity and reliability of the findings.[8] As a member of the governing board, the researcher's insight and immediate access to relevant organizational data and governing board members enhances validity. On the other hand, governing board membership may reduce objectivity and validity. Reliability, or the ability for another scholar to repeat the same study with similar results, is also threatened. Triangulation or the use of multiple independent methods (document analyses, closed-ended survey questions, and structured interviews) addresses the reliability concern.

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[8] Due to the nature of this research study, the researcher is noting that ethics and impartial reporting is necessary to support and augment the discussion of transparency.

Document Analysis

Documents are the primary target of analysis, supplying evidence to test the working hypotheses. Yin (2009, 102) suggests that documents can offer strengths for their broad coverage, precise context and repeated use. Within the context of this research project, TAPE documents are used to demonstrate recorded policies and achievements. They provide potential evidence to test multiple sub-hypotheses, especially strong organizational governance. For example, personnel policies and procedures should address and delineate how responsibilities between governing board members and management/staff are divided to address sub-hypothesis (WH1b). Furthermore, personnel policies and procedures provide evidence regarding the hiring and termination of management by the governing board members. Other documents utilized for the research project include governing by-laws, board responsibilities form, conflicts of interest statement, and standing rules for the specific and separate governing committees. Table 4.4 outlines the documents reviewed in this study. Examples of these documents are provided in Appendices E-G.

Table 4.4 Document List

TAPE Documents	Corresponding Working Hypotheses
2011 TAPE Annual Collection Report	1a, 2b, 3e
2010 TAPE Education Partnership Planning Forum Evaluation	1a, 3a, 3c
TAPE Personnel Policies and Procedures	1b, 3b
TAPE Standing Rules	1c, 1e, 2c
TAPE Board of Directors – Conflicts of Interest Statement	1c
TAPE By-Laws	1c, 2c, 2d
2011 TAPE Budget	1d, 2d, 3d
TAPE Board of Directors – Individual Fundraising Goals Form	1d

TAPE Agendas for Regional Conferences and Webinars	2a
TAPE Newsletter	2a
TAPE Board Responsibilities Form	2c
TAPE Financial Policies and Guidelines	2d
TAPE Strategic Plan	3a, 3b
Screen Print of TAPE Website – Social Media	2e
TAPE Executive Director – Job Description	3b

Closed-ended Survey Questions

A closed-ended survey is the second data-collection method used in this study. Babbie (2010, 258) suggests research studies should seek and identify respondents that are competent to answer and provide relevant information to the researcher‟s inquiry. For this case study, governing board members are asked to rate a series of closed-ended survey questions to explore their assessment of capacity building and performance strategies used by TAPE. A major advantage of using closed-ended questions is to "provide greater uniformity in responses and are more easily processed than open-ended questions" (Babbie 2010, 256). Conversely, Babbie cautions, the chief shortcoming of closed-ended questions lies in the researcher‟s structuring of available responses. Answers must be specific, clear, and exhaustive.

Additionally, seven executive committee members of the 21 total governing board members were requested to participate in individual face-to-face interviews (TAPE has eight executive committee positions, one currently remains vacant). These seven governing board members serve as officers and have assumed additional responsibilities for governing the affairs of the organization based on the organization‟s board structure. The responses from the structured interviews incorporated into the results are from three of the seven Executive Committee members.

As a prerequisite for participation, each governing board member was required to sign and date the "Research Participation Consent Form" to comply with the requirements for the research project. With respect to the survey questions, the researcher prepared a series of closed-ended questions and uploaded then in an automated tool created by Formstack.[9] Each survey question corresponded to a sub-hypothesis and was used to judge capacity, performance, and impact of TAPE's governance and management strategies. Six of the 21 governing board members responded to the survey. Hence, the results cannot be interpreted as a holistic consensus of the full board.

The online survey results presented in the following section are based on six governing board members that completed the research participation consent form and the online survey. To ensure the integrity of the online survey responses, the online survey was administered to the participants via a URL link created in "Formstack." To ensure the anonymity of the respondents, the responses were e-mailed to the researcher without any identifying information relating to the respondent. The survey was administered and the responses were collected between July and August 2011.

Structured Interviews

Structured interviews are the third data-collection method used in this study. According to Babbie (2010, 277) "interviewers need to probe for answers that are sufficiently informative for analytical purposes. In every case, however, such probes must be completely neutral: they must not in any way affect the nature of the subsequent response." The underlying

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[9] This tool was used to administered the survey questions through the URL link at http://www.formstack.com/forms/?1083103-9JjYvh7INi

benefit of using open-ended interview question for this specific case study is for respondents to provide their own specific answers (Babbie 2010). A major disadvantage of using open-ended questions, however, is the reliance on the researcher's interpretation of responses, which may introduce misunderstanding or bias.

The structured interview questionnaire was developed from the conceptual framework. These interviews are limited to the organization's executive committee members, primarily because these members serve as chairpersons of designated committees. Therefore, each executive committee member has additional assignments and responsibilities separate from the remaining governing board members to promote effective governance and collectively have the authority to present additional action items that require full board consensus. Three of the seven executive committee members were available for interview. Again, the limited sample requires that interview responses be interpreted with caution. Interview questions are listed in each of the operationalization tables for each working hypothesis.

Criteria and Evaluation

The collected evidence used to test the hypotheses was classified using a four-tiered scale of support[10](Strong, Somewhat Strong, Somewhat Weak, and Weak). For the survey response ratings, the benchmark was 9, which correlates to overall strong support. The survey response ratings were calculated and outlined in a frequency distribution matrix, which includes the Mean (average), Median (midpoint), and Mode (frequency).

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[10] This model was initially developed from Brian O'Neill's ARP (2008,55) based on a three-tiered scale of support (Strong Support, Adequate Support, and Limited Support). However, the categories were modified based on the researcher's preference.

A hypothesis had "Strong" support if the document analysis and structured interviews confirm research expectations, indicating or providing evidence that TAPE operational practices and documentation were consistent with the "organizational success assessment framework." For the survey responses, the mean, median and mode should reflect an overall score of 9 through 10.

Evidence categorized as "Somewhat Strong" did not fully confirm research expectations, indicates an average amount of knowledge of TAPE operational practices and limited documentation is available to demonstrate efforts to comply with policies, procedures, and governing by-laws. The distinction between "Strong" and "Somewhat Strong" is the expectation of findings and corresponding results. Specifically, "Strong" confirmed research expectations, meaning that supporting evidence which also may support or correlate with other sub-hypothesis. "Somewhat Strong" did not fully meet research expectations and documentation to support compliance is either limited, lacks specific clarity, or does not exist. For the survey responses, the mean, median, and mode should reflect an overall score of 6 through 8.9. Responses categorized as "Somewhat Weak" did not fully confirm research expectations. "Somewhat Weak" indicates an average amount of knowledge of TAPE operational practices and limited documentation is available to demonstrate efforts to comply with policies, procedures, and governing by-laws. For the survey responses, the mean, median and mode should reflect an overall score of 4.0 through 5.9. Evidence categorized as "Weak" did not confirm research expectations. "Weak" indicates the respondent has very limited to no knowledge of TAPE operational practices and no documentation (and availability) exists to demonstrate compliance with policies, procedures, and governing by-laws. "Somewhat Weak" did not fully meet research expectations, and documentation to support compliance is either limited, lacks specificity, or

does not exist. "Weak" did not meet research expectations, and no available documentation exists to support compliance with policies, procedures, and governing by-laws. For the survey responses, the mean, median and mode should reflect an overall score of 1 through 3.9.

Human Subjects Protection

This case study requires online survey questions and structured interviews with the organization˝s governing board members and executive committee members. The primary ethical concerns regarding social research are voluntary participation, harm to the participants, anonymity/confidentiality, and deception (Babbie 2010, 64-71). To ensure voluntary participation and prevent any occurrence of deception, full disclosure of the research purpose and research method was offered. Governing board members received a disclosure statement that outlines the details of the research and the research method. All responses were confidential. The identities of participants are also confidential. Confidentiality and anonymity is included in the consent form. Harm to participants was addressed through full disclosure and informed consent. The governing board members were informed of the aspects of the research. Any participant uncomfortable with sharing their opinion was excused from further participation without prejudice. The researcher was granted approval to conduct this research project and received approval for exemption by the Texas State Institutional Review Board on April 8, 2011 (EXP2011Z5891). Copies of the Consent form and the Request for Exemption approval are listed as appendices C and D, respectively.

Chapter 5: Results

Chapter Purpose

This study uses a preliminary non-profit organizational success assessment framework,

derived from Susan K. Steven"s Continuum of Organizational Success, to examine the

governance structure of the Texas Association of Partners in Education (TAPE), a nonprofit

membership association. The components of the assessment framework (capacity, performance,

and impact) were used to develop the working hypotheses, which directed the inquiry.

The results of this research study indicate that the capacity and performance capabilities

of TAPE were somewhat strong. Conversely, the results indicated TAPE"s ability to impact the

community is somewhat weak and requires improvements and/or implementation strategies to

ensure organizational survival. Should implementation strategies be developed and properly

executed, another internal assessment may reveal improvements in these areas. The components

of the assessment framework are discussed in specific details.

Capacity (WH1)

Organizational capacity links performance with benefits. An organization with high

capacity performance results in maximum benefits. For this specific case study, capacity is

defined to validate whether TAPE can perform at a maximum level to benefit community

constituents and enhance educational partnerships. The following information describes TAPE"s

capacity to achieve organizational success.

Community Engagement for Program Delivery (WH1a)

The following data collection methods summarized below revealed TAPE‟s capacity for community engagement for program and service delivery is relatively strong, but additional efforts by governing board members may be necessary.

Document Analysis

The 2011 TAPE Annual Collection Report entitled "Soaring to New Heights in Education: Powerful Partnership Practices Across Texas, 3rd Edition" was reviewed and examined to identify TAPE‟s efforts to engage the community to provide valuable programs and services. This collection report highlights many of the community partnership initiatives created by various school districts, business entities, and foundations that support these efforts within various areas throughout the state of Texas. TAPE engages the various communities throughout the state by encouraging and acknowledging the partnerships that impact volunteers and mentors as well as their influences within the communities they serve.

TAPE hosts an awards banquet in conjunction with their annual conference to recognize these community partnerships. The TAPE awards recognize outstanding partnerships in various categories. Award entries are independently reviewed and scored by judges across Texas who represent all sectors and industries. At the annual awards banquet in January 2011, TAPE bestowed awards to 47 recipients from 61 nominations (both individuals and entities) under the following 16 categories outlined in Table 5.1.

Table 5.1 - 2011 TAPE Award Recipients by Category

Category	Number of Recipients
Business Partnerships – Academic Impact	5
Business Partnerships – Career Education	2
Business Partnerships – Science, Technology, Engineering and Math (STEM)	2
Community Partnership – Academic Impact	8
Community Partnerships – Art	2
Community Partnerships – Career Education	4
Community Partnerships – Health	2
Community Partnerships – Science, Technology, Engineering and Math (STEM)	1
Program Partnerships – Innovation	2
Program Partnerships – Mentor	3
Program Partnerships – Service Learning	2
Special Events	4
Help Has Many Faces – Partner Advocate	3
Help Has Many Faces – Role Model	2
Help Has Many Faces – Wisdom	3
Help Has Many Faces – Youth Leadership	2

Source: TAPE Annual Collection, Powerful Partnership Practices Across Texas, 3rd Edition, pp.xi-xii

Additionally, each recipient is profiled in the publication as a case study to highlight their specific achievement in building community programs and partnerships. The TAPE governing board members truly recognize these efforts as fostering collaborative relationships to advance the importance of education. Given the current education funding crisis, these collaborative partnerships should demonstrate their continued urgency.

A second document reviewed to support TAPE"s efforts in engaging in the community was the 2010 Education Partnership Planning Forum Evaluation Form. This document is distributed to members and attendees at the conclusion of each regional forum hosted by TAPE throughout the state. The central purpose of this document is to engage the community by soliciting feedback from participants regarding the topic, presenter(s) program materials, and facility and logistical accommodations (audio/visual). Seven questions on the evaluation form are based on a scale, which correlates to the following response categories: 1) Strongly Disagree; 2) Disagree; 3) Neutral; 4) Agree; and 5) Strongly Agree. The evaluation form also requests information relating to "Other topics of interest" and "Comments," which encourages direct

feedback. The Programs Committee collaborates and explores new ideas, topics, and potential presenters that have the subject matter expertise within the educational arena based on comments and interests as provided on the feedback form. Based on the content of these two documents, there is sufficient evidence to support that TAPE engages the community to provide valuable programs and services.

Survey Question Responses

Six governing board members participated in the online survey to rate TAPE‟s capacity to engage the community to deliver valuable programs and services. Table 5.2 provides a rating scale of "1" through "10" (1=weak; 10= strong). The ratings are delineated based on a scale, which correspond to the following response categories: 1) Weak; 2) Somewhat Weak; 3) Somewhat Strong; and 4) Strong.

Table 5.2 – Results of Survey Question #1

S-1: Based on your experience with the organization, where does TAPE rate for engaging the community to deliver programs and services? (1 = weak; 10 = strong)							
Frequency Distribution (based on respondents‟ ratings)				Mean	Median	Mode	Overall
Weak (1-3)	Somewhat Weak (4-5)	Somewhat Strong (6-8)	Strong (9-10)				
1	2	2	1	6	5.5	5	No consensus

Overall, the six respondents indicate no consensus for TAPE‟s ability to deliver programs and services and engage the community. Based on these responses, TAPE‟s capacity to deliver programs and services requires additional improvements.

Structured Interviews

The researcher interviewed three of the seven Executive Committee members in an effort to gauge the collective responses regarding TAPE‟s ability to engage the community to deliver

program and services. The first question asked in each interview was: *"How do governing board members engage the community to deliver programs and services?"* The responses from the three participants were consistent, indicating that TAPE consistently engages the community based on the feedback received from the webinars and regional forums, as well as the educational training sessions from the annual conference hosted by TAPE. One board member stated, "current board members engage the community by communicating information to their circle of friends, which includes education networks and constituents, both professional and personal contacts." Additionally, governing board members collectively have an array of both professional and personal networks to influence and help advance TAPE"s abilities to engage the various communities throughout the state. The consensus among the interviewees indicates that TAPE proactively engages the community.

Overall Level of Support

The document analyses and interviews suggest TAPE is doing a good job of engaging the community. However, the board survey responses suggest more investing is needed. Table 5.3 reflects an overall assessment of support.

Table 5.3 Overall Level of Support for WH1a

Evidence	Rating	Comments
Document Analysis	Strong	This evidence had the most depth and was vast based on the following: TAPE"s recognition of 41 award recipients" community partnership programs and the usage of the evaluation form to obtain feedback from conference attendees.
Survey Questions – Board Members	No Consensus	Varied responses suggesting no real consensus; responses tend toward middle range (5-6).
Interviews – Executive Committee	Strong	Responses indicate common agreement that TAPE engages the community to deliver programs.
Overall Level of Support	Somewhat Strong	Both document analysis and interview responses support this assertion.

Leadership to Delegate Management Responsibilities (WH1b)

The ability and capacity for governing board members to delegate management responsibilities reflects autonomy and confidence in the organization‟s leadership. The following data collection methods summarized below to reveal TAPE‟s capacity for leadership and delegation of management responsibilities.

<u>*Document Analysis*</u>

The TAPE personnel policies and procedures were reviewed and analyzed for substantive content to identify specific delegated responsibilities to TAPE management and staff. According to Section 2.3 - Applicability - *"All employees of Association and any program operated under its auspices or at its direction, shall abide by these personnel policies and procedures unless specifically exempted by resolution of the Board of Directors."* Although there are no specific directives on the delegation of management responsibilities within the document, the personnel policies were created and approved by the governing board members as a living document for compliance by TAPE management and staff. With reference to the current staffing structure, TAPE is currently under the leadership of an Interim Executive Director. Based on the current employment status, this individual is required to comply with the adopted personnel policies and procedures. If and when TAPE acquires additional staff, the Executive Director retains the responsibility for enforcing these policies and procedures among subordinates with proper oversight by governing board members. According to this single source of evidence, TAPE‟s delegation of management responsibilities is "Somewhat Strong."

Survey Question Responses

The second question in the online survey inquired about TAPE's capacity to delegate management responsibilities. The responses reveal problems with TAPE capacity to administer this specific task. Table 5.4 summarizes the results.

Table 5.4 – Results of Survey Question #2

S-2: Based on your experience with the organization, where does TAPE rate for delegating management responsibilities? (1 = weak; 10 = strong)				Mean	Median	Mode	Overall
Frequency Distribution (based on respondents' ratings)							
Weak (1-3)	Somewhat Weak (4-5)	Somewhat Strong (6-8)	Strong (9-10)				
1	3	1	1	5.2	5	5	Somewhat Weak

The mean, median, and mode scores correlate to "Somewhat Weak", which suggests improvements in organizational infrastructure are needed in order to improve TAPE's capacity to administer these responsibilities.

Structured Interviews

The second question asked: *"How do governing board members delegate management responsibilities to staff?"* Based on the interviews with three Executive Committee members, the responses slightly varied among each respondent. One board member acknowledged this was a problem with the board administration in the past when former governing board members managed the daily affairs of the organization even though a very knowledgeable staff member was appointed to serve as the Interim Executive Director on a temporary basis. Another board member acknowledged that the governing board members operate as a governing board, rather than an administrative board, with the exception of the Treasurer position, which is more "hands-on" due to the need to manage the financial affairs of the organization. Because the responses

varied slightly, governing board members should explore strategies and should collectively agree

on ways to operate as a governing board, limiting their involvement in the daily affairs in the

organization.

Overall Level of Support

Document analysis suggest TAPE has the capacity to delegate management

responsibilities. However, both board survey responses and interviews suggest additional

capacity and strategies for implementation are required. Table 5.5 reflects an overall assessment

of support.

Table 5.5 Overall Level of Support for WH1b

Evidence	Rating	Comments
Document Analysis	Somewhat Strong	Evidence indicates policies and procedures exist to delineate management/satff responsibilities.
Survey Questions – Board Members	Somewhat Weak	Survey responses indicate consistency that improvements are required.
Interviews – Executive Committee	Somewhat Weak	Responses indicate various perspectives among respondents based on past experiences; however, acknowledge improvements are underway.
Overall Level of Support	Somewhat Weak	Feedback from survey results and interviews support the assertion that improvements are required.

Organizational Governance (WH1c)

Governance requires due diligence to advise and direct, rather than managing the daily

operational affairs. Furthermore, governance should collectively and succinctly link both

governing board members, internal and external stakeholders to support the organization‟s

mission and purpose. The evidence from data collection method reveals TAPE‟s capacity to

promote strong organizational governance.

Document Analysis

The TAPE Standing Rules were approved by the governing board members on January 25, 2009. The standing rules document is explicitly outlined in the following format and includes excerpts from the document:

I. Membership/Dues – outlines the dues structure based on membership category (see Table 2.1 in Chapter 2 for Membership category and related fees).

II. Standing Committee – "Each standing committee shall consist of at least three board members. A file of all plans, work done, etc. shall be kept by each committee chair and shall be given to the successor no later than one moth after the new term begins. The president is an ex-efficio member of each committee except nominating and shall be kept informed of committee progress". The following standing committees are listed as sub-categories in the document: **NOTE**: All officers and committee chairs serve a one-year term and the Treasurer cannot serve **NO MORE** than two consecutive terms.

    a. Executive – Chaired by the current term President
    b. Nomination – Chaired by the current term President-Elect
    c. Development – Chaired by the current term Vice-President of Development
    d. Membership – Chaired by the current term Vice-President of Membership
    e. Programs – Chaired by the current term Vice-President of Programs
    f. Marketing and Public Relations – Chaired by the current term Vice-President of Public Relations (NOTE: This is NOT a current position)
    g. Finance – Chaired by the current term Treasurer
    h. Administrative/Bylaws – The Secretary serves as a liaison to the committee, which is chaired by the President or an appointee.

III. Duties of the Board of Directors – outlines the terms for service, required attendance and related consequences for unexcused absences. Specifically, subsection C. states the following: "Attend all board meetings. Unexcused absence from two (2) consecutive board meetings or a pattern of absence shall cause board members to be dropped from the board. Board members shall call the President with excuses. The president shall decide excused absences on an individual basis."

A secondary source of evidence supporting the organization"s governance infrastructure is the TAPE Restated Bylaws dated January 2010. The document describes in detail the following provisions (stated in the document as articles): I - Name; II - Purpose; III - Membership; IV - Officers; V - Nominating Committee; VI - Elections; VIII - Finance; IX - Parliamentary

Authority; X - Amendment of Certificate of Incorporation and Bylaws; XI - Indemnification; and

XII - Dissolution. As outlined in Article IX - Parliamentary Authority - "Robert"s Rules of

Order, Newly Revised, shall be the authority governing all matters of procedure not otherwise

provided for in the articles of incorporation and the bylaws of actions of the governing bodies of

the ASSOCIATION." Based on the content of these two specific documents, evidence exists to

support TAPE promotes strong organizational governance.

Survey Question Responses

The third question asked about TAPE"s capacity to promote strong organizational

governance. The responses vary among the respondents, which indicate no consensus. Table 5.6

reflects the ratings by each respondent.

Table 5.6 – Results of Survey Question #3

S-3: Based on your experience with the organization, how effective is TAPE for promoting strong organizational governance? (1 = weak; 10 = strong)							
Frequency Distribution (based on respondents" ratings)				**Mean**	**Median**	**Mode**	**Overall**
Weak (1-3)	**Somewhat Weak (4-5)**	**Somewhat Strong (6-8)**	**Strong (9-10)**				
3	1	2		4.8	4	3	No consensus

Overall, the six respondents provide no consensus for TAPE"s capacity to promote strong

organizational governance. Based on these responses, additional improvements may be required

to enhance TAPE"s capacity for this initiative.

Structured Interviews

The third interview question asked: *"How do governing board members distinguish*

themselves as a "policy-driven board" and promote strong organizational governance?" The

responses varied slightly among the three Executive Committee members. Specifically, one

board member stated, *"This is an area where TAPE has room for growth."* Another board

member acknowledged that several board members have been diligent about seeking and

attending trainings relating to nonprofit governance and the need to remain policy-driven.

Nonetheless, all three members believe that the organization is making great strides in this area

to ensure it operates as a policy-driven board.

Overall Level of Support

Document analysis indicated that TAPE"s capacity for organizational governance is

strong. Conversely, the lack of consensus from the board survey responses and the interview

responses suggest more capacity efforts are necessary. Table 5.7 reflects an overall assessment

of support.

Table 5.7 Overall Level of Support for WH1c

Evidence	Rating	Comments
Document Analysis	Strong	Evidence indicates Standing Rules and By-laws exist to support strong organizational governance.
Survey Questions – Board Members	No Consensus	Varied responses suggesting no real consensus; responses reflect weaker range.
Interviews – Executive Committee	Somewhat Weak	Responses indicate various perspectives among respondents; however, acknowledge improvements are necessary and underway.
Overall Level of Support	Somewhat Weak	Feedback from survey results and interviews support the assertion that improvements are necessary.

Revenue Diversification (WH1d)

Stability and longevity is achieved and sustained as organizations adopt and manage

revenue diversification strategies. Based on the data collection evidence, TAPE"s capacity to

generate multiple sources of income is somewhat strong. Each data collection method is explored in detail.

Document Analysis

The 2011 TAPE Operating Budget approved by the governing board members in January 2011 includes the following categories for sources and types: 1) Membership Dues, 2) Sponsorship Grants; 3) Registration Fees for regional forums and webinars (webinar fees are charged to non-members of the association, members are entitled to this benefit free of charge); 4) Board Contributions; 5) Revenues received from ticket sales for the annual awards banquet; and 6) Publication Sales for all reference materials published by TAPE. According to the operating budget, TAPE projects approximately 11 % of the total projected revenues will be received from membership dues collected from the association‴s members.

A secondary form of supporting evidence to augment the budget process is the "TAPE Board of Directors Individual Fundraising Goals for 2011" form. The following language is included on the form:

> Texas Association of Partner in Education‴s (TAPE) goal is that every
> Board Member makes a personal financial contribution as well as assist
> with overall donor development. We therefore ask each Board Member to
> make a personal "stretch gift" of whatever size is meaningful to him/her.
> We count on Board members providing a minimum of $XXX per calendar
> year toward our budget. Please use this worksheet to indicate what actions
> you will be taking to give and/or get funds to support our work this year.

In addition to the personal contribution, board members are strongly encouraged to aid the organization by soliciting financial support through their professional and personal networks, as well as provide assistance in writing grant proposals (provided a board member is a Subject Matter Expert or assists in the efforts of locating a qualified SME).

Due to the limited staffing structure, governing board members are expected to raise

funds to sustain operations. However, governing board members also rely on the current Interim

Executive Director to identify potential revenue sources, including corporations that may sponsor

the annual awards banquet held in conjunction with the annual TAPE conference. According to

the operating budget, TAPE projects approximately 1% of the total projected revenues will be

received from board contributions, and a combined percentage of 50% for both sponsorships and

grants. The sources of evidence demonstrate TAPE's collective capacity to generate multiple

sources and types of income.

Survey Question Responses

The fourth question related to TAPE's ability to generate multiple sources and types of

income. Table 5.8 reflects the ratings by each respondent, revealing no real consensus.

However, both the mean and median scores reflect "Somewhat Weak" and suggest that strategies

for accomplishing this capacity requirement are necessary.

Table 5.8 – Results of Survey Question #4

S-4: Based on your experience with the organization, how effective is TAPE at generating multiple sources and types of income? (1 = weak; 10 = strong)							
Frequency Distribution (based on respondents' ratings)				**Mean**	**Median**	**Mode**	**Overall**
Weak (1-3)	**Somewhat Weak (4-5)**	**Somewhat Strong (6-8)**	**Strong (9-10)**				
3	1	2		4.2	4	7	**No consensus**

Structured Interviews

"How do governing board members collectively design strategies to obtain multiple

sources and types of income?" was the fourth question asked of each executive committee

member. Based on three interviews, the responses were consistent. TAPE can and should be

more proactive about its fundraising efforts to maintain steady sources of revenue. *"I would have to say this is a work in progress"* cited one board member. Furthermore, all three members acknowledged that this is a major concern due to the state of the economy.

Overall Level of Support

Document analysis supports TAPE"s capacity to generate multiple sources and types of income. However, the board surveys and interview responses suggest more investing in this endeavor is needed. Table 5.9 provides an overall assessment of support.

Table 5.9 Overall Level of Support for WH1d

Evidence	Rating	Comments
Document Analysis	Strong	Evidence indicates the 2011 operating budget is classified by both source and type of income, including grants, sponsorships, and board contributions (supporting the secondary form of evidence).
Survey Questions – Board Members	No Consensus	Varied responses suggesting no real consensus; responses reflect weaker range.
Interviews – Executive Committee	Somewhat Weak	Responses indicate consistency that TAPE should be more proactive about expanding their capacity to generate additional both sources and types of income to sustain operations.
Overall Level of Support	Somewhat Weak	Feedback from survey results and interviews support the assertion that improvements are necessary.

Maturity of Administrative Systems (WH1e)

The maturity of administrative systems that support internal processes is paramount to manage any nonprofit organization. Without such systems, the capacity to report timely financial information, including financial deficits, jeopardizes the organization"s longevity. With respect to TAPE"s administrative systems, the survey responses and interview responses indicate the organization"s capacity as somewhat strong. However, the document analysis provides a

different perspective with respect to the organization‟s capacity. Each method of evidence is discussed in detail.

Document Analysis

The TAPE Standing Rules were reviewed to assess the administrative systems of the organization. The rules were promulgated to support an infrastructure for how TAPE should operate and provide guidance on the responsibilities for each standing committee. However, these rules do not outline specifics of the types of technology and communication requirements for the organization. TAPE does its best to leverage low cost accounting and technology services to support and sustain operations. Specifically, TAPE procures accounting services to manage the financial affairs; however, the organization‟s Treasurer retains the responsibilities for financial oversight. Furthermore, TAPE attempts to recruit volunteers from local colleges and universities to assist the Interim Executive Director with the daily operations as well as the planning and organizing efforts for the webinars, regional forums, and the annual TAPE conferences. These collective efforts are designed to support the organization‟s efforts to meet member needs and aid governing board members in their management and decision-making strategies. However, the document analysis provides minimal evidence supporting the maturity of TAPE‟s administrative systems, indicating a potential weakness.

Survey Question Responses

The fifth question asked in the online survey related to TAPE‟s capacity to leverage communication and technology needs and requirements that are necessary to sustain operations (see Table 5.10).

Table 5.10 – Results of Survey Question #5

S-5: Based on your knowledge of the operations, how effective is TAPE for leveraging communication and technology needs and requirements? (1 = weak; 10 = strong)							
Frequency Distribution (based on respondents' ratings)				**Mean**	**Median**	**Mode**	**Overall**
Weak (1-3)	**Somewhat Weak (4-5)**	**Somewhat Strong (6-8)**	**Strong (9-10)**				
	2	3	1	6.8	7	8	Somewhat Strong

The responses, as reflected by the mean, median, and mode scores, correlate to "Somewhat Strong" and indicate TAPE's capacity and maturity of administrative systems to leverage communication and technology needs and requirements is sufficient to manage the operations.

Structured Interviews

Question five asked in each interview was: *"How do governing board members leverage and utilize communication and technology needs and requirements to manage the administrative affairs of TAPE?"* Based on these interviews, the general consensus is that the former Interim Executive Director managed the administrative and technology needs of the organization and communicated with governing board members via e-mail regarding the necessary actions that required board approval. Also, governing board members currently utilize such technology as "Go To Meetings" to conduct board meetings and minimize the costs of travel for board members.

Board members also noted a supplemental process for leveraging communication and technology needs, which involves utilizing social media outlets, such as Facebook, Twitter, and LinkedIn to profile TAPE as an organization with successful initiatives. Additionally, the TAPE website includes a section where members and users can send online messages, better known as

"blogging" to discuss current issues, trends, and other relevant information to the online

community to promote educational partnerships.

Overall Level of Support

Document analysis, board surveys and interview responses suggest TAPE's capacity and

maturity of administrative systems is "Somewhat Strong." Table 5.9 reflects an overall

assessment of support.

Table 5.9 Overall Level of Support for WH1e

Evidence	Rating	Comments
Document Analysis	Somewhat Weak	Minimum documented evidence exists to provide a standard of communication.
Survey Questions – Board Members	Somewhat Strong	Survey responses reflect consistent agreement regarding TAPE's maturity of administrative systems.
Interviews – Executive Committee	Somewhat Strong	Responses indicate common agreement that TAPE is proactive in exploring and utilizing various forms of technology to communicate with members and constituents.
Overall Level of Support	Somewhat Strong	All three forms of data collection methods support this level of assessment

Performance (WH2)

The successful performance of any organization requires knowing the market, effectively

governing internal capabilities, and recruiting competent staff willing to serve their community.

However, performance alone cannot fully guarantee organizational success. While most

organizations desire to perform efficiently to meet community expectations, both internal and

external obstacles may hinder their performance. The following information summarizes

TAPE's performance in nonprofit capacity and organizational governance.

Multidimensional Programs and Services (WH2a)

As previously discussed, multidimensional implies programs contain several dimensions or aspects designed to spotlight their effectiveness. TAPE"s performance in this area is summarized below.

Document Analysis

A primary form of evidence supporting TAPE efforts to provide multi-dimensional programs is the agenda for one regional forum. As previously mentioned, TAPE hosts several regional forums throughout the state during various times of the year. TAPE hosted a Regional Conference and Education Partnership Planning forum on November 10, 2010 in Dallas, Texas. The purpose of this forum was to engage school district administrators, business leaders, and volunteers within the Dallas region to share their experiences and knowledge regarding educational partnerships. This event included a panel discussion entitled "Building your Partnership for Sustainability and Success." Additionally, the event included the forum session where participants engaged in small group discussion to listen to each other"s perspectives on building education partnerships, as well as discussing partnership trends within the region to learn from each other.

The secondary form of evidence supporting TAPE"s collaborative partnership is the agenda for Effective Education Partnership Conference (EEPC) held in Austin, Texas in January 2011. The partnership efforts attracted several national leading scholars and practitioners to the conference as both presenters and attendees. This 2-1/2 day conference offered an array of topics, such as "Educational Foundations: Critical Components for Sustainability", "Tools for Education Advocacy", and "The Seven Key Benchmarks of Successful Education Foundations." These topics were designed to facilitate and advocate public education and the value of

community partnerships. Based on the documents analyzed, TAPE's performance in providing

multi-dimensional programs is strong and demonstrates its commitment to advancing community

partnerships.

Survey Question Responses

Question six inquired about TAPE's performance in providing multi-dimensional

programs. Multi-dimensional implies having a variety of capabilities, topics, perspectives and

methods for communication. Table 5.12 includes the ratings.

Table 5.12 – Results of Survey Question #6

S-6: Based on your experience with the organization, how does TAPE rate for providing multi-dimensional programs? (1 = weak; 10 = strong)				Mean	Median	Mode	Overall
Frequency Distribution (based on respondents' ratings)				**Mean**	**Median**	**Mode**	**Overall**
Weak (1-3)	Somewhat Weak (4-5)	Somewhat Strong (6-8)	Strong (9-10)				
	3	3		6.2	6	5	No consensus

Although the mean and median indicates "Somewhat Weak," the mode is 7 and also reflects no

consensus by the respondents. These suggest that TAPE's performance may need improvements.

Structured Interviews

The sixth question asked: *"How do governing board members ensure TAPE programs*

are multi-dimensional and meet members and community expectations?" The responses

consistently noted, TAPE's Programs committee works in concert with the Executive Director to

define program topics and speakers for regional forums, webinars, and the annual conference.

Each interviewee was quick to discuss that the association members and conference participants

compliment the organization for providing high-quality programs. Specifically, one board

member stated, "one of the most successful and well attended events during the annual TAPE

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conference was „Cooking Up Partnerships.‟" The "Cooking Up Partnerships" event is a dynamic

interactive event among participants to examine case studies of educational partnerships. The

event also facilitates discussion to explore ways for establishing best practices for continued

success. These events and other programs consistently offer a holistic approach for engaging the

community and helping advance TAPE‟s ability to engage with various communities throughout

the state.

Overall Level of Support

The document analysis and interview responses suggest TAPE‟s performance in

providing multi-dimensional programs and services are somewhat strong. However, survey

responses suggest that improvements may be necessary. Table 5.13 reflects an overall

assessment of support.

Table 5.13 Overall Level of Support for WH2a

Evidence	Rating	Comments
Document Analysis	Strong	Evidence supports TAPE‟s effort to create and deliver multi-dimensional programs and services for community engagement.
Survey Questions – Board Members	No Consensus	Varied responses suggesting no real consensus; responses reflect weaker range.
Interviews – Executive Committee	Strong	Interview responses indicate common agreement that TAPE programs and services are multi-dimensional to meet the needs of members and participants.
Overall Level of Support	Somewhat Strong	The documents reviewed and analyzed was the strongest evidence to support this assessment.

Advocates for Field Development and Public Policy (WH2b)

To promote organizational sustainability, advocacy efforts should be incorporated into a

nonprofit organization‟s governance infrastructure to ensure the organization‟s performance

reflects the achievement of its mission and purpose. Based on the data collection methods,

TAPE"s performance in the area requires improvements.

Document Analysis

The 2011 TAPE Collection report profiles several community partnerships throughout

the state of Texas. However, there are no specific references within the document that describe

how to best leverage and elevate these discussions to engage legislative officials regarding

education initiatives, or suggestions for exploring avenues for seeking and retaining funding for

such education initiatives. The lack of evidence suggests that TAPE has no established

infrastructure for managing or refining advocacy efforts for public policy and/or field

development of educational partnerships.

Survey Question Responses

Question seven asked about TAPE"s performance and management strategies for

advocating the organizational presence in the community and providing input for public policy.

The results are highlighted in Table 5.14.

Table 5.14 – Results of Survey Question #7

S-7: Based on your experience with the organization, how does TAPE rate for advocating their organizational presence in the community and providing input for public policy? (1 = weak; 10 = strong)				Mean	Median	Mode	Overall
Frequency Distribution (based on respondents" ratings)							
Weak (1-3)	**Somewhat Weak (4-5)**	**Somewhat Strong (6-8)**	**Strong (9-10)**				
2	1	3		4.8	5.5	No mode	No consensus

Although the mean and median scores correlate to "Somewhat Weak", no mode was determined and reflects no consensus by the respondents. No consensus may indicate that an infrastructure to support this effort is necessary.

Structured Interviews

The responses among the three subjects were consistent when asked the following question: *How do governing board members provide input and guidance in field development and public policy initiatives to support TAPEs mission?* The responses indicated TAPE has not previously engaged in any specific public policy initiatives, nor do governing board members lobby on behalf of the organization. Although some board members may have professional relationships or may periodically interact with legislative officials or their staff representatives, there is no specific references or discussions regarding TAPE to advance the organization"s mission. One board member noted the organization did not seize the moment to engage many of the Texas legislative officials during the 82nd Legislative session (January –May 2011) to advocate for TAPE and address many of the funding issues facing school districts: "At this time, governing board members have not created a committee to address and promote this initiative nor have an infrastructure to manage the efforts." This suggests governing board members should consider incorporating advocacy efforts into their strategic planning process.

Overall Level of Support

The document analysis, board surveys and interview responses suggest more investing in this specific area is necessary to sufficiently perform this task. Table 5.15 provides an overall assessment of support.

Table 5.15 Overall Level of Support for WH2b

Evidence	Rating	Comments
Document Analysis	Weak	Although TAPE offers multi-dimensional programs and services to members and participants, there is no direct evidence to support TAPE‟s advocacy effort to engage in public policy.
Survey Questions – Board Members	No Consensus	Varied responses suggesting no real consensus; responses reflect toward middle range.
Interviews – Executive Committee	Weak	Despite some governing board members‟ professional personal associations with various Texas legislative officials and representatives, governing board members have not leveraged these associations to advocate on behalf of TAPE.
Overall Level of Support	Weak	The lack of documented evidence, interview responses, and no consensus among survey respondents support this assessment.

Board Committees reflecting Professional Diversity (WH2c)

The establishment of board committees should be designed to reflect a collective competence of skills, including personnel, fundraising, and program leadership. Committee responsibilities should be directed to initiatives that require board action. With respect to TAPE, the results are described in detail.

Document Analysis

The TAPE standing rules outline the organization‟s board committee structure. As previously described in the third question, TAPE standing rules include an in-depth description of each of the following committees: Executive, Nomination, Development, Membership, Programs, Marketing and Public Relations, Finance, and Administrative/Bylaws. Specifically, the Executive Committee includes all the Vice Presidents of the various committees, Treasurer, Secretary Immediate Past-President, and President. It is chaired by the President. Furthermore,

Section III(A) - Duties of the Board of Directors – states, "The term of office shall be no more than two consecutive three year terms. An individual shall be eligible to be nominated for re-election to the board of directors after being off the board a minimum of one year." This evidence reveals governing board members" proactive efforts to seek individuals for board service, including term limits for service.

Survey Question Responses

The eighth question asked about TAPE"s performance in defining board committee responsibilities that reflects professional diversity. Professional diversity requires recruiting board members that have diverse career professions to leverage a collective knowledge and encourage a collaborative effort to govern TAPE from a policy driven perspective. Table 5.16 outlines the results of the ratings by the respondents.

Table 5.16 – Results of Survey Question #8

S-8: Based on your experience with the organization, how does TAPE rate for defining board committee responsibilities and reflecting professional diversity? (1 = weak; 10 = strong)							
Frequency Distribution (based on respondents"ratings)				Mean	Median	Mode	Overall
Weak (1-3)	Somewhat Weak (4-5)	Somewhat Strong (6-8)	Strong (9-10)				
	1	2	3	7.7	8	7,9	No consensus

Although the mean and median scores indicate "Somewhat Strong," the mode reflected both scores of 7 and 9 respectively. However, there was no consensus among the respondents in this specific area, suggesting additional considerations for achieving maximum performance in this area is necessary.

The eighth question asked in each interview was: *"How do governing board members ensure board committees' responsibilities are clearly defined, and members are professionally diverse?"* Based on the interviews, one respondent stated that TAPE is relatively strong in this category. The specific response of one respondent was: "I believe we do an excellent job here!" The second respondent noted that there are a small group of committed individuals that are willing to live the commitment to see things through. The third respondent noted that TAPE's Nominating Committee has performed well in identifying potential board members with diverse professional backgrounds and appropriate skill set. However, a key challenge associated with this endeavor is ensuring that the potential nominees reflect the geographical representation of the Texas, as TAPE is a statewide membership association. Encouraging and engaging various leaders throughout the state to consider board service for the organization will remain an ongoing strategy for TAPE.

Overall Level of Support

The document analysis, board surveys and interview responses indicate TAPE is "Somewhat Strong" in this specific area. However, governing board members may need to explore strategies to maximize performance. Table 5.17 provides the overall assessment of support.

Table 5.17 Overall Level of Support for WH2c

Evidence	Rating	Comments
Document Analysis	Strong	Documented evidence indicates TAPE has multiple committees that outline specific responsibilities, terms, and reflect and leverage governing board members' professional expertise.
Survey Questions – Board Members	No Consensus	Varied responses suggesting no real consensus; responses reflect toward stronger range.

Interviews – Executive Committee	Strong	TAPE is relatively strong in this area. However, caution is necessary to ensure board members represent geographical areas of the state.
Overall Level of Support	Strong	Documented evidence and interview responses demonstrate the organization‟s performance of governance of board responsibilities.

Understanding Legal and Financial Responsibilities (WH2d)

The quest for governing board members to understand and sufficiently govern the legal and fiduciary affairs of their respective institutions is paramount to avoiding irreparable legal and financial consequences. Through their knowledge and hands-on experience administering these responsibilities, institutions are more likely to sustain operations and improve organizational viability. As for TAPE, the results of their performance are documented in the following details.

Document Analysis

The TAPE Bylaws were reviewed to assess the organization‟s responsibilities for legal and financial governance. According to Article VIII – Finance - "The ASSOCIATION may receive and disburse funds for the purposes of the Texas ASSOCIATION of PARTNERS IN EDUCATION under the direction of the board of directors." Furthermore, the Standing Rules augment the Bylaws and requires the Treasurer to serve as the Chair of the Finance Committee. These two documents reveal TAPE‟s efforts to comply with their legal and fiduciary responsibilities.

The secondary form of evidence reviewed was TAPE financial policies and procedures, which were approved and adopted at the January 30, 2011 Board of Directors Meeting. In Section II - Financial Policies and Guidelines - the purpose of Section 2.01 *Financial Controls and Operating Procedures* "is to reaffirm the Texas Association of Partners in Education‟s commitment to strengthen purchasing and property controls to reasonably assure that assets are

received and retained in the custody of the Texas Association of Partners in Education; to insure all just debts of the organization are paid in a timely manner; to inform the Board of Directors of the financial status; to insure all legal and government required reports are made in a timely matter."

The third form of evidence reviewed was the 2011 TAPE operating budget approved by the governing board members. The Treasurer facilitates the process by preparing a draft version that categorizes both revenues and expenses by type and source, and estimates the amounts to be both collected and spent by the organization based on the current year needs. The budget includes estimated net income amount, with the anticipation that the organization should not incur any deficits. The budget is maintained and used to compare actual amounts spent to those budgeted. Any anticipated financial shortfalls are gauged, immediately discussed with the board and appropriate actions are taken to avoid any deficits. Based on these sources of evidence, TAPE"s performance is strong and demonstrates a commitment to ensure both legal and financial responsibilities are properly managed.

Survey Question Responses

Question nine asked about TAPE"s governing board members performing their legal and fiduciary responsibilities. Table 5.18 reflects the ratings by each respondent.

Table 5.18 – Results of Survey Question #9

S-9: Based on your experience with the organization, how does TAPE rate in performing their legal and fiduciary responsibilities? (1 = weak; 10 = strong)							
Frequency Distribution (based on respondents" ratings)				**Mean**	**Median**	**Mode**	**Overall**
Weak (1-3)	**Somewhat Weak (4-5)**	**Somewhat Strong (6-8)**	**Strong (9-10)**				
	1	3	2	7.3	7	7	**Somewhat Strong**

The mean, median, and mode calculations all indicate "Somewhat Strong" and reflect a consensus that TAPE performs well in this area.

Structured Interviews

Question nine asked: *"How do governing board members demonstrate their understanding and perform their legal and fiduciary responsibilities?"* Based on the responses from three Executive Committee members, there is consensus that TAPE performs their legal and fiduciary responsibilities with due diligence. Prior to each board meeting, TAPE governing board members review the financial statements independently compiled and prepared by a contracted accounting service on a monthly basis. These financial statements provide a "snapshot" of the organization"s financial position. One member stated the board also renews the annual Directors and Officers (D & O) insurance policy to indemnify themselves from damages or defense costs in the event of losses as a result of a lawsuit for alleged wrongful acts while acting in their capacity as directors and officers for the organization.

Overall Level of Support

These responses, in collaboration with document analysis and survey responses, demonstrate governing board members" commitment to perform their legal and fiduciary responsibilities. Table 5.19 outlines each level of support based on the evidence assessed for each component supporting WH2d.

Table 5.19 Overall Level of Support for WH2d

Evidence	Rating	Comments
Document Analysis	Strong	Multiple documents reflect defined responsibilities for financial governance and financial records demonstrate governing board members" performance in their legal and fiduciary responsibilities.
Survey Questions – Board Members	Somewhat Strong	Survey responses reveal a general consensus among respondents, indicating TAPE sufficiently performs well in this area.

Interviews – Executive Committee	Strong	Responses indicate common agreement that TAPE performs its financial and legal governance responsibilities.
Overall Level of Support	Strong	Documented evidence, survey and interview responses demonstrate the organization's performance.

Social Capital and Networks (WH2e)

As previously mentioned, social networks can add value to nonprofit institutions by building and leveraging relationships among governing board members, staff, volunteers and donors. For TAPE leveraging social networks is even more imperative as the organization seeks to obtain continued funding. The evidence presented reveals TAPE is somewhat strong in this area; however, additional improvements should be considered.

Document Analysis

The TAPE website provides a wealth of information relating to the affairs of the organization (see website link below). The website also includes a "Blog" section that allows members and users to connect with the organization via Facebook, Twitter and LinkedIn. This evidence suggests that TAPE performs their responsibilities to build and leverage social capital well. Figure 5.1 is a snapshot of the organization's website with this illustration.

Figure 5.1 - TAPE website – www.tape.org

Survey Question Responses

The tenth question inquired about TAPE''s performance in leveraging social capital for organizational needs to sustain operations. Based on the survey responses, TAPE is "Somewhat Strong" in its performance. Table 5.20 provides evidence from the respondents. Although the mean, median, and mode calculations correlate to "Somewhat Strong," the low scores in this category indicate that TAPE should explore strategies for improvements in their performance.

Table 5.20 – Results of Survey Question #10

S-10: Based on your experience with the organization, how does TAPE rate for leveraging social capital for organizational needs and requirements? (1 = weak; 10 = strong)							
Frequency Distribution (based on respondents" ratings)				Mean	Median	Mode	Overall
Weak (1-3)	Somewhat Weak (4-5)	Somewhat Strong (6-8)	Strong (9-10)				
	2	4		6	6	6	Somewhat Strong

Structured Interviews

The tenth question inquired about the administrative systems used for performing and managing TAPE"s operations. Specifically, *"How do governing board members leverage social capital for organizational needs and requirements?"* Based on interviews with three Executive Committee members, the responses varied slightly. One board member stated, "We have institutional and corporate partners that have provided generous support to TAPE by attending and sponsoring various regional forums, and have advocated TAPE to other professional colleagues." A second board member believes this is a "mixed bag" because some board members are more outgoing and engaged in discussion with community leaders about TAPE and its mission. The third respondent noted that some board members are unable to leverage their social capital capabilities, primarily because corporate and community leaders are committed to securing programs and services within their local communities, rather than committing resources to an organization whose mission is provide statewide services. As a result, TAPE should be able to demonstrate the "Value Proposition" for its membership, as well as soliciting financial support on a statewide basis.

The three sources of evidence (document analysis, survey results, and interview responses) reflect TAPE performance is "Somewhat Strong." Table 5.21 highlights each level of support based on the evidence assessed for each component supporting WH2e.

Table 5.21 Overall Level of Support for WH2e

Evidence	Rating	Comments
Document Analysis	Somewhat Strong	TAPE has engaged and implemented several strategies to leverage social capital initiatives to meet organizational needs.
Survey Questions – Board Members	Somewhat Strong	Survey responses reveal a general consensus TAPE performs somewhat well in this area; additional improvements may be necessary.
Interviews – Executive Committee	Somewhat Strong	Responses varied slightly, but recognized that TAPE is actively engaged in this endeavor to enhance social capital needs and requirements.
Overall Level of Support	Somewhat Strong	Documented evidence, survey results and interview responses reflect the organization''s performance.

Impact (WH3)

The effectiveness of a nonprofit is the product of the ability to meet community expectations and perform at full potential. While most organizations desire and try their best to achieve this objective, the lack of capacity, or performance, or both, may result in futile attempts to impact community constituents. The following information summarizes TAPE''s impact in supporting organizational governance and community partnerships.

Competitive Advantage of New Programs (WH3a)

Nonprofit organizations should maintain their competitive advantage by ensuring new innovative programs are replaced with more established programs that reflect a decline in financial revenue and support. With respect to TAPE, educational programs that spotlight

mentoring and recruitment initiatives should be geared to attract a wide audience and reflect an urgency and commitment to promote academic success among students. The evidence suggests TAPE‟s overall impact in this area needs improvements.

Document Analysis

TAPE‟s Strategic Plan was the first form of evidence examined to support governing board members‟ efforts for developing and promoting new community programs. TAPE governing board members recognize the importance of conducting strategic planning sessions to ensure its competitive advantage. At the annual strategic planning session in June 2011 TAPE governing board members embarked on a group discussion that led to a re-examination of the organization‟s goals and expected achievements, segmented in six-month intervals (six months, twelve months and eighteen months). One of the goals and expected outcomes to be achieved by December 2012 (18 month goal) is to increase the number of higher education partners and their involvement with TAPE to deliver continuing and relevant programs.

The secondary form of evidence is the 2010 TAPE Education Partnership Planning Forum Evaluation. As part of the organization‟s ongoing strategic planning efforts, this form is administered at each regional forum to obtain feedback about TAPE programs. It is also used as a mechanism to acquire suggestions and recommendations for new topics and presenters. Once this data is accumulated by TAPE staff (and volunteers), it is provided to the organization‟s Programs committee for further review and evaluation. Although these documents reflect TAPE‟s efforts to impact the community, governing board members should formulate specific execution strategies to accomplish this task. Execution strategies may reveal potential strengths and weaknesses, which may indicate whether the desired occured.

Question eleven relates to TAPE''s impact on organizational sustainability by developing and promoting new community programs. Based on the survey results, TAPE''s impact is "Somewhat Weak" and requires improvements in this area as reflected in Table 5.22.

Table 5.22 – Results of Survey Question #11

S-11: Based on your experience with the organization, how does TAPE rate for developing and promoting new community programs? (1 = weak; 10 = strong)							
Frequency Distribution (based on respondents'' ratings)				**Mean**	**Median**	**Mode**	**Overall**
Weak (1-3)	**Somewhat Weak (4-5)**	**Somewhat Strong (6-8)**	**Strong (9-10)**				
2	3	1	1	4.7	4.5	5	Somewhat Weak

Structured Interviews

Question eleven inquired about the desired impact of TAPE''s efforts for developing and promoting new community programs. When asked *"How do governing board members manage TAPE's identity in the marketplace to improve its programs?"*, the responses were consistent among the three respondents. Each mentioned a common theme that TAPE needs to explore and engage in "Brand Management" strategies to clearly articulate TAPE''s identity as well as possibly execute some training strategies on how to best accomplish this task.

Overall Level of Support

The three sources of evidence (document analysis, survey results, and interview responses) reflect TAPE impact is "Somewhat Weak." Table 5.23 highlights each level of support based on the evidence assessed for each component supporting WH3a.

Table 5.23 Summary Level of Support for WH3a

Evidence	Rating	Comments
Document Analysis	Somewhat Weak	Evidence suggests that governing board members should explore options for maintaining TAPE's competitive advantage; should document specific execution strategies.
Survey Questions – Board Members	Somewhat Weak	Survey responses revealed a general consensus that TAPE performs somewhat weak in this area; additional improvements to maintain competitive advantage is necessary.
Interviews – Executive Committee	Somewhat Weak	Responses reflect consistency that TAPE needs to improve in this area.
Overall Level of Support	Somewhat Weak	Documented evidence, survey results and interview responses reflect the organization's impact for this initiative.

Quality Workforce to Attract and Retain Staff and Volunteers (WH3b)

The success of any nonprofit institution requires committed governing board members, and the commitment to attract and retain both staff and volunteers to advocate the organization's mission in the community. Specific to TAPE, this is a crucial need and strategies to attract both staff and volunteers should be carefully considered. The following evidence from the data collection methods revealed that TAPE's impact in this area is "Somewhat Weak" and requires improvements.

Document Analysis

The first form of evidence reviewed and analyzed was the TAPE Strategic Plan. As part of the strategic planning efforts, governing board members identified the immediate need and desire to recruit and hire a competent and efficient Executive Director within a six-month period as part of the efforts to sustain organizational vitality. As part of the recruitment strategies, one of the benefits that governing board members continue to explore is the option for the Executive Director to telecommute on a part-time basis (working away from the central office location,

usually from the person's residence). Nonetheless, governing board members have recognized

that the individual recruited and selected for this position should possess the passion, energy, and

desire to foster community partnership with various external stakeholders. However, governing

board members have also collectively recognized that each board member should foster this

passion about the organization to effectively recruit staff and volunteers.

The second source of evidence for support is the current "TAPE Executive Director Job

Description." This document outlines the general scope of responsibility, essential duties and

responsibilities, qualifications and experience, personal attributes, physical demands, travel and

salary and benefits. Recognizing that the nonprofit market pays less than both the private and

government sectors, this position allows flexible time off in an effort to create and maintain a

healthy work/life balance for staff. Furthermore, two of the specific personal attributes that

governing board members are seeking in its pool of potential candidates are (as documented in

the job description):

1. Strategic mindset for pursuing new opportunities
2. Marketing savvy and know-how

The incumbent should be permitted extensive latitude and autonomy for exploring new

ways of generating revenues, building partnerships, and marketing the organization. As a result,

governing board members are expected to govern appropriately without getting into the nuances

of the daily operations.

A supplemental secondary form of supporting evidence that is used for the recruitment

efforts for the organization is the survey results from a board survey. During the course of this

research project, ten governing board members (including the researcher) completed an online

survey via Survey Monkey (apart from this research study) to rank importance characteristics

that are essential for recruiting efforts for the organization's new Executive Director. Figures 5.2

and 5.3 respectively are the results from the responses submitted via Survey Monkey:

Figure 5.2 Survey Results – TAPE Executive Director (ED) Essential Aspects

Please rank the following aspects of the TAPE Executive Director's job description in order of importance, with 5 highest and 1 lowest. Each number can be used only once.
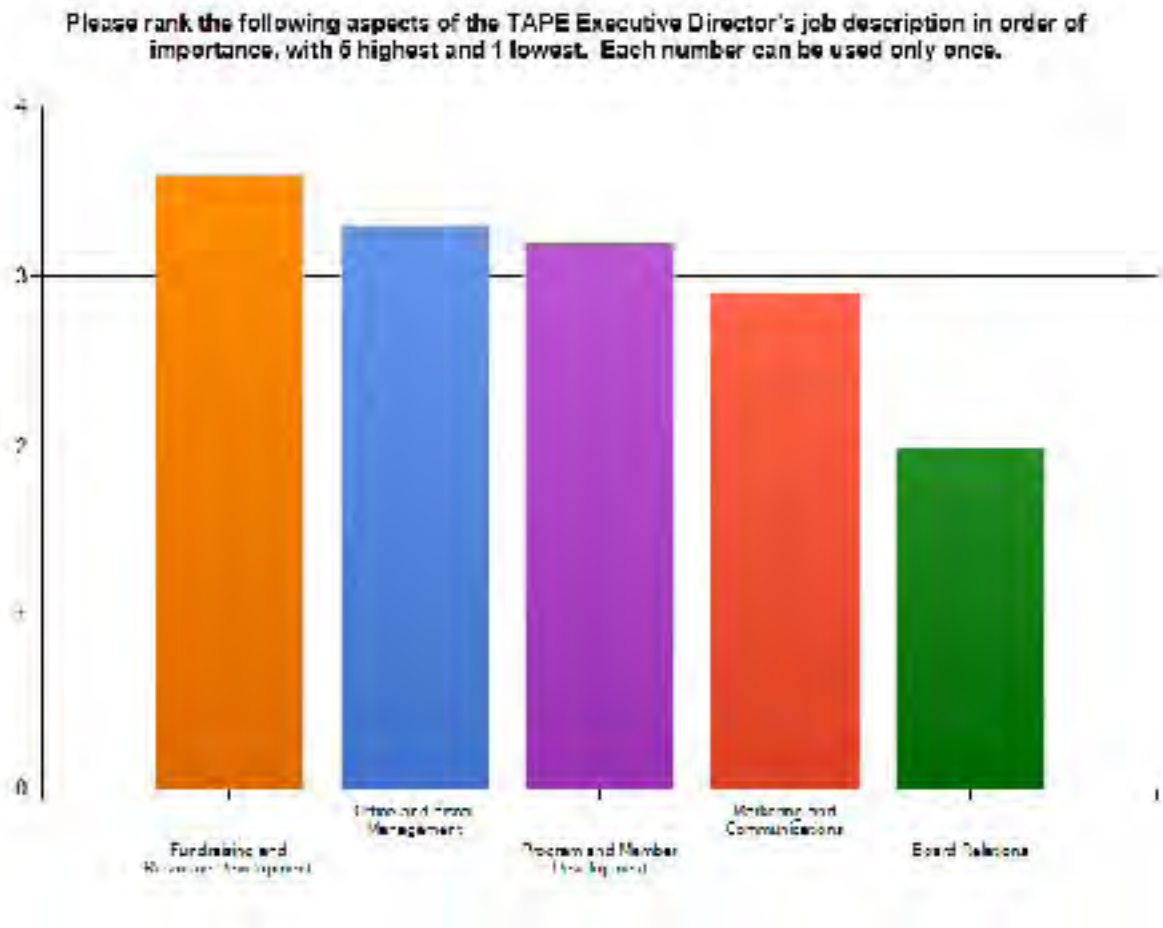
Figure 5.3 Survey Results - TAPE Executive Director (ED) Talent and Skills

Please identify the TOP 10 skills and talents that you would most like the next TAPE executive director to possess.

Skill	Value
Fundraising	9
Strategizing	9
Budget and fiscal management	8
Communication	8
Leadership	8
Marketing	7
Creativity/innovation	6
Event Coordination	6
Planning and Organizing	6
Problem solving	6
All Other Responses	27
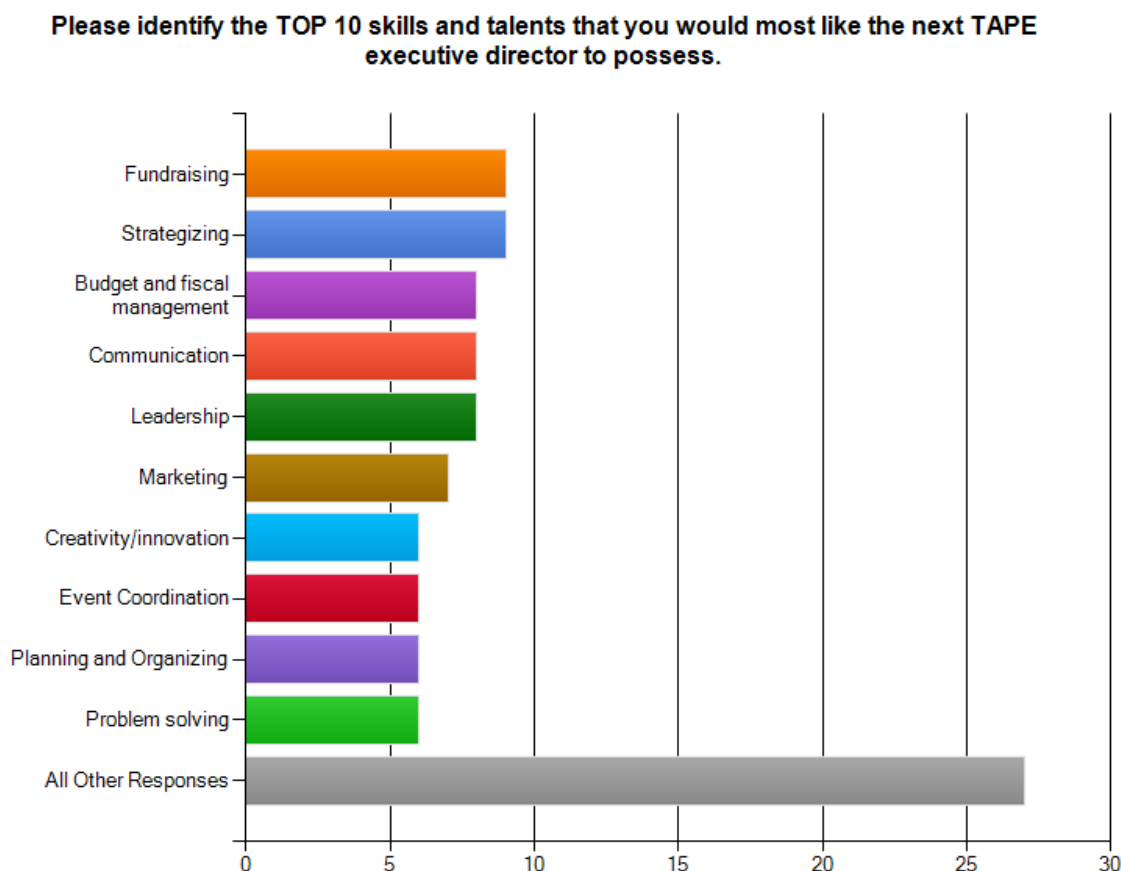
The results from both surveys revealed that fundraising is an essential skill that TAPE needs to ensure organizational survival.

The third form of documentary evidence reviewed was the TAPE Personnel Policies and Procedures. According to Section 4.1, *Education Requirements for Recruitment and Hiring*, "The standards for education, experience, and any special skills set forth in the job description for each position shall constitute the basic entrance requirements for that position." The policies also include sections relating to: hours and conditions of work, holidays and office closures, annual leave, and other personnel related matters. Employees of TAPE are required to abide by these personnel policies and procedures as a condition of their employment.

The twelfth question relates to TAPE''s impact on organizational sustainability by attracting and retaining potential employees and community volunteers. The survey results indicate that TAPE''s impact requires improvements as identified in Table 5.24. Although the mean, median, and mode calculations are within close proximity of scoring, the mode is "Weak." This suggests that strategies to accomplish the desired impact are necessary.

Table 5.24 – Results of Survey Question #12

S-12: Based on your experience with the organization, how does TAPE rate for attracting and retaining staff and volunteers? (1 = weak; 10 = strong)							
Frequency Distribution (based on respondents'' ratings)				**Mean**	**Median**	**Mode**	**Overall**
Weak (1-3)	**Somewhat Weak (4-5)**	**Somewhat Strong (6-8)**	**Strong (9-10)**				
3	2	1	1	4.3	3.5	3	No Consensus

Structured Interviews

The twelfth question asked in each of the three interviews relating to TAPE''s impact from recruiting and retaining a proper workforce was: *"How do governing board members create a work environment that attracts and retains staff and volunteers?"* The responses varied among the respondents. One board member noted this is an area that TAPE needs improvement since practices have been inconsistent in this area. Another board member noted that that the board appears to work well together to set the tone for the direction of the organization. The third board member stated that because "governing board members have been relatively a „hands-off'' board, the Executive Director has had the flexibility and latitude to manage the affairs of TAPE, which has not always been healthy." The board needs to refine the reporting

format and structure between the Executive Director and the board members to ensure work progress is reported on a regular basis, and allow the Executive Director to get the job done. The interview responses revealed that TAPE should develop and execute recruitment efforts with the goal of recognizing the desired impact.

Overall Level of Support

The document analysis, survey results, and interview responses reflects TAPE's impact creating a work environment is "Somewhat Weak." Table 5.25 highlights each level of support based on the evidence assessed for each component supporting WH3b.

Table 5.25 Overall Level of Support for WH3b

Evidence	Rating	Comments
Document Analysis	Somewhat Strong	Governing board members need to develop specific strategies to identify and recruit potential candidates and volunteers to ensure organizational impact can be achieved.
Survey Questions – Board Members	No Consensus	Survey responses reveal no general consensus; responses tend to border between "Somewhat Weak" and "Weak".
Interviews – Executive Committee	Somewhat Weak	Responses varied slightly, but recognized that TAPE needs improvements in this area.
Overall Level of Support	Somewhat Weak	Documented evidence, survey results and interview responses collectively support this assertion.

Insights from Monitoring Organizational Presence (WH3c)

Feedback from community constituents provides a mechanism for governing board members to define and refine program and services for ongoing organizational viability, improving institutional governance. The results suggest that TAPE should consider strategies for improving its impact on promoting and monitoring the organization's presence.

The 2010 Educational Partnership Planning Forum Evaluation form is distributed to members and attendees at the conclusion of each regional forum hosted by TAPE throughout the state. As previously mentioned, the central purpose of this document is to engage the community by soliciting feedback from participants regarding the topic, presenter(s) program materials, and facility and logistical accommodations (audio/visual). Each participant is encouraged to answer the following question as listed on the evaluation form: *"How can TAPE, a statewide organization, support you in your ongoing efforts to build and/or strengthen education partnerships?'* Governing board members use the results of these evaluations as collective information to gauge whether the organization is providing consistent and quality programs, a leading indication of its organizational presence and impact on the community.

Survey Question Responses

Question thirteen relates to TAPE"s impact on organizational sustainability by assessing its presence in the community as a pioneer organization with a strong aptitude for governance. Table 5.26 provides supporting evidence based on the ratings by the respondent. The mean and median calculations are within close proximity of scoring, which correlate to "Somewhat Weak." However, the mode is "Somewhat Strong." Furthermore, the lack of agreement by survey responses indicates improvements may be necessary.

Table 5.26 – Results of Survey Question #13

S-13: Based on your experience with the organization, how does TAPE rate for their organizational presence in the community? (1 = weak; 10 = strong)							
Frequency Distribution (based on respondents' ratings)				**Mean**	**Median**	**Mode**	**Overall**
Weak (1-3)	**Somewhat Weak (4-5)**	**Somewhat Strong (6-8)**	**Strong (9-10)**				
1	2	2	1	5.5	5.5	6	No Consensus

Structured Interviews

When asked: *"How do governing board members assess TAPE's presence and viability in the community?"*, there was general agreement that TAPE performs well in this area. One board member cited, "I personally believe this is done on a „Litmus Test" and more by word of mouth (i.e., „Have you heard of TAPE")." Furthermore, many governing board members engage in their professional and personal networks during forums and conferences to assess whether TAPE is meeting their needs. However, in order to remain viable one board member suggested that TAPE should do more to create an additional awareness as to what the organization does.

Overall Level of Support

The document analysis, survey results, and interview responses indicate TAPE impact is "Somewhat Weak." Table 5.27 highlights each level of support based on the evidence assessed for each component supporting WH3c.

Table 5.25 Overall Level of Support for WH3c

Evidence	Rating	Comments
Document Analysis	Somewhat Weak	Document notes that TAPE attempts to monitor the organizational presence by obtaining feedback from participants about programs and services during regional forums.
Survey Questions – Board Members	No Consensus	Survey responses reveal no general consensus; responses range between "Somewhat Weak" and "Somewhat Strong".
Interviews – Executive Committee	Somewhat Strong	Responses are common, but suggest that TAPE is actively engaged in this endeavor to improve the organizational presence.
Overall Level of Support	Somewhat Weak	Documented evidence, survey results and interview responses collectively support this assertion.

Financial Solvency through Management and Oversight (WH3d)

Proper financial management and oversight are prerequisites to guarantee financial solvency and avoid disastrous consequences. Therefore, governing board members should have the collective competence and knowledge of financial management processes for appropriate decision-making. Based on the evidence, TAPE's ability to maintain financial solvency is strong and fiduciary management and practices are sufficient to avoid financial deficits.

Document Analysis

The 2011 TAPE operating budget outlines all projected revenues and expenditures, noting a small projected residual income from operations. As of June 2011, TAPE continues to operate in the "black" regarding its financial position. Additionally, the Interim Executive Director is required to report information relating to the financial affairs in the monthly reporting status that is reviewed and monitored by the board Treasurer and President. Should either the Treasurer or Interim Executive Director note any financial discrepancies and/or anticipated

deficits, this information is communicated to the board by the President and requires appropriate action to rectify any potential financial shortcomings.

Survey Question Responses

The results from the survey responses to the fourteenth question suggest that TAPE‟s impact on organizational sustainability is adequate and it identifies financial shortcomings and avoids financial deficits. Although the mode is unable to be determined, the mean, and median calculations reflect "Somewhat Strong" as indicated in Table 5.28.

Table 5.28 – Results of Survey Question #14

S-14: Based on your experience with the organization, how effective is TAPE in identifying financial shortcomings to retain its financial position? (1 = weak; 10 = strong)							
Frequency Distribution (based on respondents‟ ratings)				Mean	Median	Mode	Overall
Weak (1-3)	Somewhat Weak (4-5)	Somewhat Strong (6-8)	Strong (9-10)				
1		3	2	7.2	7.5	No Mode	Somewhat Strong

Structured Interviews

The fourteenth question asked in each interview was: *"How do governing board members monitor and evaluate TAPE's financial performance and organizational solvency?"* The responses were virtually consistent and indicated that TAPE board aggressively monitors the financial statements to identify financial deficits. According to one respondent, "The Treasurer is the key person that retains responsibility for this, and works collaboratively with the President to present the financial reports to the board." Another respondent noted that due to past circumstances, the board is more engaged and inquires about the accuracy and completeness of the financial statements to ensure the organization remains in the "black."

The document analysis, survey results, and interview responses reflects TAPE impact is "Strong" as indicated in Table 5.27. Governing board members should remain diligent about performing their legal and fiduciary responsibilities, which impact the organization‟s financial position.

Table 5.27 Overall Level of Support for WH3d

Evidence	Rating	Comments
Document Analysis	Strong	The organization‟s Treasurer and Interim Executive Director work collaboratively to ensure monthly revenues and expenses are timely reported and proactively monitor comparisons between budgeted and actual expenses.
Survey Questions – Board Members	Somewhat Strong	Survey responses reveal a general consensus TAPE‟s governing board members proactively monitor financial impacts the organization‟s positive financial position.
Interviews – Executive Committee	Strong	Responses indicate consistent agreement that governing board members properly monitor financial conditions to ensure solvency.
Overall Level of Support	Strong	Documented evidence, survey results and interview responses collectively support this assertion.

Organizational Success from Annual Reports and Marketing Initiatives (WH3e)

For nonprofit organizations that are affiliated with education, the ability to convey successes and impact on the community is essential for promoting organizational longevity. With respect to TAPE, the evidence suggests that the organization‟s impact on community constituents is relatively strong. Each data collection method is discussed in detail.

Document Analysis

The 2011 TAPE Annual Collection Report demonstrates the organization"s efforts to market programs and services as well as the organization"s accomplishments. Specifically, TAPE defines its purpose, mission, and goals to inform the readers that the organization engages in strategic community partnerships with various entities, as well as providing an outline for the value proposition of membership in TAPE. Although the collection report provides evidence profiling TAPE"s successes and impacts on various communities, governing board members should continue to explore additional strategies to ensure continued success.

Survey Question Responses

The fifteenth and final question relates to TAPE"s impact on organizational sustainability by effectively communicating the mission, goals, and successful endeavors relating to educational partnerships. Based on the survey response, the mean is within close proximity of the median and mode calculations, all scores indicate "Somewhat Strong" as illustrated in Table 5.30.

Table 5.30 – Results of Survey Question #15

S-15: Based on your experience with the organization, how effective is TAPE at promoting its mission and successes? (1 = weak; 10 = strong)							
Frequency Distribution (based on respondents" ratings)				**Mean**	**Median**	**Mode**	**Overall**
Weak (1-3)	**Somewhat Weak (4-5)**	**Somewhat Strong (6-8)**	**Strong (9-10)**				
1	1	3	1	6.7	7	7	**Somewhat Strong**

The final question: *"How do governing board members effectively market and promote TAPE to maintain organizational success?"* The responses among the interviews were consistent and indicated that TAPE should to engage in "brand management" strategies to ensure its continued effectiveness. Each of them recognized that TAPE is doing a better job in marketing itself through TAPE"s website, as well as usage of social media; but there are opportunities for obtaining a clearly defined strategy to benefit the organization. One board member stated, "This is a work in progress."

Overall Level of Support

The document analysis, survey results, and interview responses indicate TAPE"s impact is "Somewhat Strong." Table 5.31 highlights each level of support based on the evidence assessed for each component supporting WH3e

Table 5.31 Overall Level of Support for WH3e

Evidence	Rating	Comments
Document Analysis	Somewhat Strong	TAPE has engaged in several strategies to promote its mission and successes, but additional efforts may be necessary.
Survey Questions – Board Members	Somewhat Strong	Survey responses reveal a general consensus governing board members believe TAPE impacts the community.
Interviews – Executive Committee	Somewhat Weak	Interviews varied slightly, but recognized that TAPE is actively engaged in this endeavor.
Overall Level of Support	Somewhat Strong	Both documented evidence and survey results collectively support this assertion.

Chapter Summary

  This chapter provided the results of the TAPE case study, which included document analyses, scoring of survey responses, and structured interviews as the sources of evidence. The overall results revealed a range of support from "Strong" to "Weak" for all three components: capacity, performance, and impact. The evidence and results revealed support for all three working hypotheses. However, a major limitation influencing these results is the number of governing board members that did not participate in answering the survey questions, along with the lack of consensus among the governing board members that answered the survey questions. As a result, these results should be interpreted with some degree of caution. The next chapter offers some recommendations and conclusions based on research results.

Chapter 6: Recommendations and Conclusions

Chapter Purpose

The purpose of this chapter is to present recommendations for consideration and provide concluding remarks for future research based on the TAPE case study.

Recommendations

A case study of TAPE was conducted to explore and assess the level of support for the three components: capacity, performance, and impact regarding nonprofit governance and ways to sustain organizational success. The following outlines the results from the previous chapter, and includes related recommendations for further consideration.

Capacity (WH1)

Based on the documents analyzed, survey results, and structured interviews, TAPE has the capacity and ability to sustain operations. However, based on the state of the economy, TAPE should also consider exploring additional opportunities regarding strategic planning initiatives to collaborate with other education foundations, which may aid the organization in retaining and possibly advancing the level of capacity. Table 6.1 highlights the research evidence and corresponding recommendations for TAPE's Capacity.

Table 6.1 – Research Evidence and Recommendations for WH1 - Capacity

WH1: Capacity – TAPE governing board members understand and effective manage organizational capacity to meet the organization's mission.					
	Document Analysis	**Survey Results**	**Interviews**	**Overall Support**	**Recommendation**
WH1a: TAPE engages the community to provide valuable programs and services.	Strong	No Consensus	Strong	Somewhat Strong	Continue to engage the community and explore strategic partnership with other educational foundations.

WH1b: TAPE governing board members properly delegate management responsibilities to staff.	Strong	Somewhat Weak	Somewhat Weak	Somewhat Weak	Develop and execute strategies to retain sufficient staff to delegate daily operational tasks and refine essential management responsibilities to ensure performance is achieved.
WH1c: TAPE governing board members are effective in promoting strong organizational governance.	Strong	No Consensus	Somewhat Weak	Somewhat Weak	Refine efforts and strategies to ensure organizational governance is managed and promoted among governing board members. Renewed commitment by governing board members is essential.
WH1d: TAPE generates multiple sources and types of income and is not dependent on one source of funding.	Strong	No Consensus	Somewhat Weak	Somewhat Weak	Develop and execute strategies for retaining various sources of income. Seek and apply for grants from organizations that sponsor and support capacity building strategies (TANO, etc).
WH1e: TAPE's administrative systems are mature for competent management and decision-making.	Somewhat Strong	Somewhat Strong	Somewhat Strong	Somewhat Strong	Enhance formal communications infrastructure for timely decision-making.
Combined Support for WH1	Strong	Somewhat Weak	Somewhat Weak		

Performance (WH2)

Based on the documents analyzed, survey results, and structured interviews, TAPE

performs as expected to sustain operations. The governing board members consistently

demonstrate prudent governance practices and are proactive regarding the fulfillment of their

legal and fiduciary responsibilities. However, as legislative mandates continue to impact

nonprofit organizations, TAPE should begin advocating field development and public policy

initiatives, as well as leveraging existing relationships with local and state elected officials.

Furthermore, TAPE should remain diligent in performing its legal and fiduciary responsibilities.

Finally TAPE should explore alternative strategies to ensure it remains vibrant about the

recruitments strategies for acquiring a diversity of governing board members with professional

competence and geographical representation throughout Texas. Table 6.2 highlights the research

evidence and recommendations for TAPE's performance.

Table 6.2 – Research Evidence and Recommendations for WH2 – Performance

WH2: Performance – TAPE governing board members understand nonprofit performance and engage in strategic planning initiatives.					
	Document Analysis	**Survey Results**	**Interviews**	**Overall Support**	**Recommendation**
WH2a: TAPE provides multi-dimensional programs.	Strong	No Consensus	Strong	Somewhat Strong	Continue to engage the community and explore strategic partnership with other educational foundations.
WH2b: TAPE advocates for industry development initiatives and provide input for public policy.	Weak	No Consensus	Weak	Weak	Leverage existing relationships with legislative officials to promote TAPE and its continuing efforts to be a partner education community. Invite elected officials to formal TAPE events and profile them as "Keynote Speakers".
WH2c: TAPE governing board committee responsibilities are clearly defined and reflect professional diversity.	Strong	No Consensus	Strong	Somewhat Strong	Continue to emphasize the importance of strong organizational governance and develop specific recruitment strategies for seeking potential board members.
WH2d: TAPE governing board members understand and perform their legal and fiduciary responsibilities.	Strong	Somewhat Strong	Strong	Strong	Continue to consistently perform legal and fiduciary responsibilities.

WH2e: TAPE's administrative systems are mature for leverage social capital and sustain organizational support.	Somewhat Strong	Somewhat Strong	Somewhat Strong	Somewhat Strong	Continue to leverage social media to engage communities about TAPE programs and services.
Combined Support for WH2	Somewhat Strong	Somewhat Strong	Strong		

Impact (WH3)

Based on the survey results, structured interviews, and documents analysis, TAPE's impact on sustaining operations is not sufficient at this time and needs improvements. Specific to the document analysis and supporting evidence examined for this case study, governing board members are cognizant of TAPE's capacity to provide relevant and consistent programs and services. Furthermore, the social media outlets utilized by the organization appear to demonstrate TAPE efforts to impact various communities throughout the state of Texas. However, the impact of TAPE's attempts to maintain their competitive advantage in recycling new programs, fostering a working environment to attract staff and volunteers, and monitoring organizational presence are somewhat weak. These areas require refinement and innovative approaches for continued organizational sustainability. Table 6.3 highlights the research evidence and recommendations to improve TAPE's impact.

Table 6.3 – Research Evidence and Recommendations for WH3 – Impact

WH3: Impact – TAPE governing board members recognize the impact of programs and services that serve the community.					
	Document Analysis	**Survey Results**	**Interviews**	**Overall Support**	**Recommendation**
WH3a: TAPE's competitive advantage is maintained by cycling new programs with those losing market share and focus.	Somewhat Weak	Somewhat Weak	Somewhat Weak	Somewhat Weak	Refine existing programs and continue to engage the community and explore strategic partnership with other educational foundations to maintain competitive advantage.

WH3b: TAPE's work environment attracts and retains high quality staff and volunteers.	Somewhat Strong	No Consensus	Somewhat Weak	Somewhat Weak	Develop and executive strategies for seeking a qualified Executive Director. The organization's Executive Committee should spearhead these efforts and efforts are underway.
WH3c: TAPE governing board members monitor organizational presence and impact on the community.	Somewhat Weak	No Consensus	Somewhat Strong	Somewhat Weak	Develop and implement specific performance matrices to monitor organizational viability and develop strategic initiatives to maintain community presence.
WH3d: Financial reporting and oversight is sufficient to aid TAPE to manage financial solvency.	Strong	Somewhat Strong	Strong	Strong	Remain diligent about financial oversight responsibilities to ensure organizational solvency.
WH3e: TAPE's annual reports and other marketing materials effectively tell the organizations' story.	Somewhat Strong	Somewhat Strong	Somewhat Weak	Somewhat Strong	Develop and execute "Brand Management" strategies for TAPE to ensure the organization remains a pioneer organization for advocating educational partnerships.
Combined Support for WH3	Somewhat Strong	Somewhat Weak	Somewhat Weak		

Prioritization of Goals and Objectives for Organizational Sustainability

Based on the results of this preliminary non-profit organizational success assessment framework, TAPE governing board members should refine and/or enhance their capacity, performance, and impact strategies and initiatives by developing and implementing the following strategies:

1. Build consensus to renew commitments from all governing board members. Assess and implement capacity building strategies through continued strategic planning initiatives. This should include identifying organizational needs and establish requirements, such as resource development. This includes revenue diversification and campaign drives, volunteer support, and membership retention.

2. Assess organizational capacity and solicit guidance and financial assistance from organizations and/or foundations that provide grants/funding to enhance capacity building strategies, such as the Texas Association of Nonprofit Organizations (TANO) and the National Council of Nonprofits.

3. Improve Board and/or Staff development related to defined objectives for enhancing and sustaining organizational management and governance. This should include hiring a skilled Executive Director that has a proven track record and is well-versed in fiscal management and fundraising development strategies, including renewing existing donor support.

4. Develop and execute strategies for establishing new programs to maintain a competitive advantage and recycle legacy programs that no longer have vitality.

5. Improve external communication strategies to leverage existing relationships with local and state elected officials for advocating on behalf of the organization.

Conclusion and Recommendations for Future Research

Based on this case study, capacity building still remains in an exploratory phase. However, the preliminary non-profit organizational success assessment framework used for this case study of TAPE is a viable tool, and non-profit organizations should consider its use as a starting point to assess overall organization capacity, performance and impact. Furthermore, the three concepts (capacity, performance, and impact) are intertwined with each other. Each concept, either alone or working in tandem, can influence where the organization may reside within a specific lifecycle. As a result, a diagram describing the refined organizational success assessment model is provided in Figure 6.1, which is a derivative of the original diagram defined by Susan K. Stevens.

Figure 6.1 – Diagram of the Refined Organizational Success Assessment Model

Capacity

Performance

Growth

Maturity

Sustainability

Rejuvenation

Termination

Impact
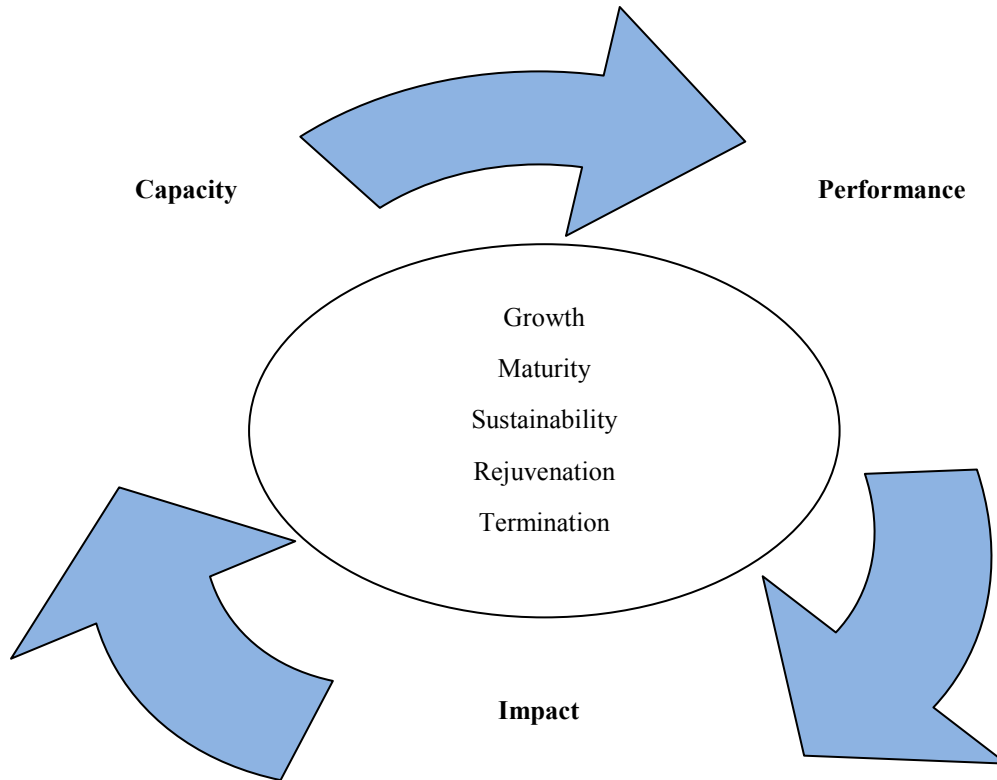
Nonprofits, depending on their mission, vision, goals and objectives, should each explore capacity building strategies within their respective organizations to ensure mission sustainability. This research study assesses whether the preliminary non-profit organizational success assessment framework is a viable tool for nonprofit organizations. It can also serve nonprofit organizations that need to consider other factors to incorporate into their own organizational success assessment framework. One of the limitations of any case study using survey research is the response rate. Although this study was unable to survey all board members, the mixed method approach used in this applied research project, including document analysis, surveys, and structured interviews, should provide a relatively stable portrait of TAPE at the moment.

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Appendix A: Online Survey Questions

Capacity

1. Based on your experience with the organization, where does TAPE rate for engaging the community to deliver programs and services? (1=weak; 10=strong)

2. Based on your experience with the organization, where does TAPE rate for delegating management responsibilities? (1=weak; 10=strong)

3. Based on your experience with the organization, how effective is TAPE for promoting strong governance? (1=weak; 10=strong)

4. Based on your experience with the organization, how effective is TAPE at generating multiple sources and types of income? (1=weak; 10=strong)

5. Based on your knowledge of the operations, how effective is TAPE for leveraging communication and technology needs and requirements? (1=weak; 10=strong)

Performance

6. Based on your experience with the organization, how does TAPE rate for providing multi-dimensional programs? (1=weak; 10=strong)

7. Based on your experience with the organization, how does TAPE rate for advocating their organization presence in the community and providing input for public policy? (1=weak; 10=strong)

8. Based on your experience with the organization, how does TAPE rate for defining board committees and reflecting professional diversity? (1=weak; 10=strong)

9. Based on your experience with the organization, how does TAPE rate in performing their legal and fiduciary responsibilities? (1=weak; 10=strong)

10. Based on your experience with the operations, how effective is TAPE in leveraging social capital for organizational need and requirements? (1=weak; 10=strong)

Impact

11. Based on your experience with the organization, how does TAPE rate for developing and promoting new community programs? (1=weak; 10=strong)

12. Based on your experience with the organization, how does TAPE rate for attracting and retaining staff and volunteers? (1=weak; 10=strong)

13. Based on your experience with the organization, how does TAPE rate for their organizational presence in the community? (1=weak; 10=strong)

14. Based on your experience with the organization, how effective is TAPE in identifying financial shortcomings to retain its financial position? (1=weak; 10=strong)

15. Based on your experience with the organization, how effective is TAPE at promoting its mission and successes? (1=weak; 10=strong)

Appendix B: Executive Committee Interview Questions

Capacity

I-1: How do governing board members engage the community to deliver programs and services?

I-2: How do the governing board members delegate management responsibilities to staff?

I-3: How do governing board members distinguish themselves as a "policy-driven board" and promote strong organizational governance?

I-4: How do governing board members collectively design strategies to obtain multiple sources and types of income?

I-5: How do governing board members leverage and utilize communication and technology needs and requirements to manage the administrative affairs of TAPE?

Performance

I-6: How do governing board members ensure TAPE programs are multi-dimensional and meet members and community expectations?

I-7: How do governing board members provide input and guidance in field development and public policy initiatives to support TAPEs mission?

I-8: How do governing board members ensure board committees" responsibilities are clearly defined, and members are professionally diverse?

I-9: How do governing board members demonstrate their understanding and perform their legal and fiduciary responsibilities?

I-10: How do governing board members leverage social capital for organizational needs and requirements?

Impact

I-11: How do governing board members manage TAPE"s identity in the marketplace to improve its programs?

I-12: How do governing board members create a work environment that attracts and retains staff and volunteers?

I-13: How do governing board members assess TAPE"s presence and viability in the community?

I-14: How do governing board members monitor and evaluate TAPEs financial performance and organizational solvency?

I-15: How do governing board members effectively market and promote TAPE to maintain organizational success?

Appendix C: Research Participation Consent Form

**"Exploring Strategies to Sustain Organizational Success:
The Case Study of the Texas Association of Partners in Education (TAPE)"**

You are invited to participate in a study of an organizational success assessment framework and strategies necessary for sustaining organizational success. I am a graduate student completing my Master of Public Administration (MPA) degree from Texas State University at San Marcos. This is an Applied Research Project, which is a partial requirement to fulfill the graduation requirements for the MPA degree. The purpose of this phase of the research is to explore an organizational success assessment framework, governing board members¨ knowledge of capacity building and management strategies to sustain organizational success. The organizational success assessment framework is explored utilizing three working hypotheses derived from the organizational continuum diagnostic framework and capacity building strategies and approaches formulated by Dr. Susan Kenny Stevens.

Should you decide to participate, this portion of the study will consist of 15 closed-ended survey questions. You will be asked to rate a series of questions regarding your perceptions and opinions about TAPE¨s governing and management strategies to sustain organizational success. If you are not comfortable discussing your perceptions and opinions on these matters, you may withdraw from participation without prejudice. The entire process will take approximately 30 minutes.

Any information that is obtained in connection with this study and can be identified with you will remain confidential and will be disclosed only with your permission. **You will be offered a copy of this form for your records.**

Your decision whether or not to participate will have no bearing on your future relations with Texas State University. If you decide to participate, you are free to discontinue participation at any time with prejudice.

If you have any questions, please ask me. If you have any additional questions later, you may contact me at 512-567-5964, or by e-mail at larry.douglas@gmail.com. Additionally, you may contact my research advisor, Dr. Patricia Shields, Director of the MPA Program at 512-245-7582.

Your signature below indicates that you have read the information provided above and have elected to participate. You may withdraw at any time without prejudice after signing this form, should you choose to discontinue participate in this study.

_____   _____

Signature of Participant   Date

Appendix D: IRB Exemption

TEXAS ★ STATE
UNIVERSITY
SAN MARCOS
The rising STAR of Texas

Institutional Review Board

Request For Exemption

Certificate of Approval

Applicant: Larry Douglas

Request Number : EXP2011Z5891

Date of Approval: 04/08/11

_____
Assistant Vice President for Research
and Federal Relations

_____
Chair, Institutional Review Board

Appendix E: 2010 Education Partnership Planning Forum Evaluation Form

2010 Education Partnership Planning Forum Evaluation

Please circle the answer for each question relevant to your experience. Thank you for your feedback.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

The conference & forum was informative and the information was relevant.

    1   2   3   4   5

Materials (i.e. handouts and visuals) contributed to my learning and will benefit me later.

    1   2   3   4   5

The presenters were knowledgeable and competent on the subject.

    1   2   3   4   5

The length of the conference & forum was sufficient

    1   2   3   4   5

The conference & forum held my interest.

    1   2   3   4   5

I would recommend TAPE's professional development opportunities to my colleagues across Texas.

    1   2   3   4   5

The facilities met the needs of the forum.

    1   2   3   4   5

How can TAPE, a state wide organization, support you in your ongoing efforts to build and/or strengthen education partnerships?

_____
_____
_____

Other topics of interest:

_____
_____

Comments:

_____
_____

Appendix F: TAPE Conflict of Interest Form

Board of Directors

Conflict of Interest Statement

I. Each member of the Texas Association of Partners in Education's (TAPE) Board of Directors,   or any of its Committees, must place the interest of the Texas Association of Partners in Education foremost in any dealings impacting the organization.

2. Each individual shall disclose to TAPE any personal interest in any matter pending before the board, or any matter that may affect the welfare of the organization, and shall refrain from participation in any decision on such matter. A conflicted board member may not be counted in determining a quorum for the meeting in connection with the conflicted matter.

3. No director or committee member shall derive personal profit or gain for his/herself, relatives or friends, directly or indirectly, by reason of participation with TAPE except as otherwise agreed to by three quarters of the voting members of the Board.

4. Any board or committee member shall refrain from obtaining any list of the Texas Association of Partners in Education members for personal or private solicitation purposes during the term of his/her affiliation.

5. Each year, board and committee members will submit an annual statement, agreeing to these General Principles and disclosing any potential conflicts. If a potential conflict arises during the year, it is the member's responsibility to report it to the Executive Committee, which will attempt to resolve any actual or potential conflict(s) and, in the absence of resolution, refer the matter to the full Board of Directors.

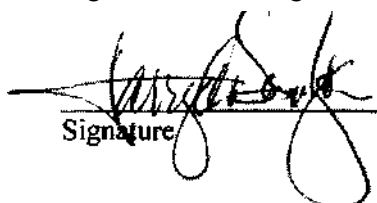At this time, I am a Board member, a committee member, or an employee of the following organizations:

_____

_____

_____

This is to certify that I, except as described below, am not now nor at any time during the past year have been:

1) A participant, directly or indirectly, in any arrangement, agreement, investment, or other activity with any vendor, supplier or other fees from or on behalf of any person or organization engaged in any transaction with Texas Association of Partners in Education.

2) A recipient, directly or indirectly, of any salary payments or loans or gifts of any kind or any free service or discounts or other fees from or on behalf of any person or organization engaged in any transaction with the Texas Association of Partners in Education.

Any exceptions to 1 or 2 above are stated below with a full description of the transactions and of the interest, whether direct or indirect, which I have (or have had during the past year) in the persons or organizations having transact s with Texas Association of Partners in Education.

_____   _____
Signature   Date

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Appendix G: TAPE Board Responsibilities Form

Texas Association of Partners in Education
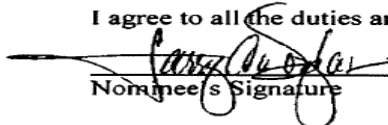## Board Responsibilities Form

I understand that as a member of the Board of Directors of the Texas Association of Partners in Education I have a legal and moral responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in the purpose and the mission of the association and I will act responsible and prudently as its steward. I understand that the term of commitment is 3 years. Administrative year is January 1 to December 31 for officers and members of the Board of Directors.

As part of my responsibilities as a board member:

1. I will interpret the organization's work and values to the community, represent the Association and act as a spokesperson.
2. I will attend Board meetings three (3) times each year: usually June, October and January or February during the Annual Conference. The president may also call a special meeting. Unexcused absences from two consecutive board meetings or a pattern of absence shall cause members to be dropped from the Board.
3. I will make a personal financial contribution at a level that is meaningful to me.
4. I will maintain membership, at either the professional level or above, in the Texas Association of Partners in Education.
5. I will cover the cost of attending board meetings including travel, accommodations and meals.
6. I will serve on at least one (1) standing committee such as:
    a. Programs Committee
    b. Membership Committee
    c. Development Committee
    d. Administrative/Bylaws Committee
    e. Finance Committee
    (Each of these committees will have subcommittees)
7. I will act in the best interest of the organization and excuse myself from discussions and votes where I have a conflict of interest.
8. I will stay informed about the organization. I will ask questions and request information. I will participate in and take responsibility for making decisions on issues, policies and other board matters.
9. I will work in good faith with staff and other board members as partners towards the achievement of our goals.
10. If I do not fulfill these commitments to the organization I will expect the board chair to call me and discuss my responsibilities with me.

Board members should possess some knowledge of the education structure, politics, business and volunteer relationships, and/or trends pertaining to the education community. Excellent human relations and communications skills are needed and team building and group process skills are helpful. A fervent interest in the field of community/school partnerships is required, as well as a commitment to Texas Association of Partners in Education and its mission.

I agree to all the duties and responsibilities as outlined above.

_____   2/23/11
Nominee's Signature   Date