An Ideal Operational Model for Nonprofit Leadership: Delivering Social Services in Texas

By

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ABSTRACT

Purpose. The purpose of this research is to develop an ideal model for managers/directors on how to effectively manage nonprofit organizations. In particular, research will be done on organizations that deliver social services to the public. This research is based on the conceptual framework of five components: developing exemplary leadership, integrating nonprofit management techniques, building a structured system, forming an organization that connects to the community, and implementing strategic planning. ***Methods.*** After electronic survey data is collected, the components of the ideal model are refined. The survey was sent to 100 nonprofit directors and/ or managers in Texas, including in major cities. Responses were received from 28 participants. ***Findings.*** A descriptive analysis of the returned data shows the opinions and insights of nonprofit leaders on what they "should" be doing to run their organizations effectively. The survey research provides a basis for creating an ideal model. ***Conclusion.*** The research has established a basis for creating a practical ideal model for nonprofit directors to run organizations that deliver social services.

About the Author

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Introduction

Chapter One

Imagine an Amazonian tree- massive, lush, and full of life. It has taken hundreds of years for this tree to be at the top of the ecosystem ladder. This natural wonder plays a vital part in the survival of nature and its surroundings. In order to maintain its strength and power, it must have deep, sustainable roots. The roots are the integral part of its standing, its reputation, and its role in the sustainability of the jungle. The bark, branches, and leaves also show the bottom to top framework that makes up this immense structure. Now imagine if the tree had no roots. How would it sustain itself? Without its roots, the tree would simply not be able to function. It would fall straight from the top to the bottom.

Using this analogy, it is important to think of organizations at both the macro and micro levels. Usually, scholarly literature focuses on the "big" picture of managing corporations, organizations, and public agencies. Managing an organization from the top to the bottom can have serious bureaucratic, communicative and structural problems that can hinder the productivity and quality of services. Often, there is no oversight at the bottom level of management, where top management has little insight into the operation of its organization. Has anyone thought of the central nervous system that makes these entities function? Who delivers these services? How are these services being delivered? What services are being delivered? In general, who is managing these delivery operations? If the bottom level of the organization is not efficiently servicing the public with adequate management, how can the "big" entities survive?

This literature review will examine the ideal components for managing the delivery of social services for nonprofit agencies. Assessing the social and business components of nonprofit management will help understand the crucial parts that the delivery of services plays in the

overall structure of the organization. This topic is crucial to the scholarly literature of nonprofit management, particularly in the delivery of services, because too often the literature focuses on the “big picture” of management. Usually, the literature does not take into consideration the bureaucratic structures that make up nonprofits. Every level of management is important, especially the level where services, products, and clients are directly impacted. This topic will enhance the understanding of service delivery level management. The study will also serve as a practical tool for leaders in social service environments on how to become efficient, effective, and competent managers or directors.

The next section will present the scholarly literature pertaining to nonprofit and social services management. It will outline the meaning of social services in America. The literature review will explain the structure of social services in nonprofit settings. The paper explains the management infrastructures of nonprofit organizations. Throughout the paper, the categories of an ideal program management tool are thoroughly examined. Lastly, a conceptual framework table for an ideal model for effective management in nonprofit agencies providing social and human services is developed.

Literature Review

Chapter Two

Chapter Purpose

The purpose of this chapter is to review the available scholarly literature on the management of nonprofit organizations delivering social services. This chapter discusses the definition of the nonprofit sector and social services. The chapter explains what delivering social services means. This chapter discusses the ideal components of effectively managing a nonprofit program for social service agencies.

The Scope of Nonprofit Social Services in America

In the United States, there is an array of social issues that are addressed on a daily basis such as helping the poor receive adequate healthcare, providing homeless children emergency shelter, and distributing food to the hungry. Many of the agencies meeting these social needs or demands are organized as nonprofit institutions (Kendall et al. 2006, 415). Boris and Steuerle (2006, 67) define the nonprofit sector as being:

> An entity that is organized for public purposes, is self-governed, and does not distribute surplus revenues as profits. Nonprofits are categorized into several categories: arts, culture, education, human services, international and foreign affairs, and civic and public benefit foundations. The U.S. tax code defines nonprofit organizations in terms of their tax status, 501(c) (3), tax-deductable contributions from individuals and corporations.

There are various characteristics that determine the nonprofit status of an agency such as: having goals that are not profit-oriented, pursuing public service as its core mission, being created by private citizens, having constraints of redistribution of earnings, working with volunteers and paid staff, and usually being tax-exempt (Ahmed 2012, 5). Thus, human and social services' purpose is to promote the well-being of individuals who face disabling social conditions. The

largest client groups are people of low-income, minority backgrounds, and low socioeconomic statuses. Social services are defined in the next section.

In the United States, the term social services has generally referred to those services rendered to individuals and families under societal auspices, excluding the major independent fields of service that is excluding health, education, housing, and income maintenance (Smith 2002). [1] "Thus, in practical terms, social services refer to the social care provided to deprived, neglected, or handicapped children and youth, the needy elderly, the mentally ill and developmentally disabled, and disadvantaged adults" (Smith 2002, 152). Essentially, the nonprofit sector as an institution employs workers who deliver these social and human services (Kendall et al. 2006, 416).

Those who provide "social care" and "social work" help deliver services to those clients that need social integration, protection and stability (Smith 2002). These services include and are not limited to: daycare, counseling, job training, child protection, foster care, residential treatment, rehabilitation, and shelter workshops. Basically, social service professionals in social and community nonprofits provide roles in the context of social influence by providing support, guidance, counseling, and case management. Case management programs are often a blend of administrative, management, evaluative, and psychological functions organized to address the delivery of services at several levels including the individual recipient, the service system, and the general community (Kennedy and Kennedy 2010, 10). Social and human service nonprofits function as safe and stable havens, where clients with poor social conditions find support, services, and resources.

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[1]. For additional information on the meaning of social services, see Steven Rathgeb Smith. 2002. "Ch.4: Social Services" in *The State of Nonprofit America* ed. by Lester Salamon. Brookings Institution Press, Washington, D.C. 149-181.

The Structure of Social Service Nonprofits

A social service nonprofit is composed of programs that help deliver services to their clients. A nonprofit program is an integrated set of services conducted to meet specific, verified community needs by achieving certain specific groups of clients in that community (McNamara 2006, 12). A nonprofit organization determines its own clients' needs. Social service agencies provide these types of services and needed resources. Unfortunately, a traditional social work approach to the delivery of human service is an anachronism in today's business-oriented climate (Perlmutter 2006, 7). Social service professionals, such as social workers and counselors, are not only delivering social services, but they are also managing and administrating service delivery programs. Although not trained to be managers, social professionals should understand and distinguish their administrative from their clinical roles. As a result, social service professionals have to learn how to become efficient and effective leaders and balance their managerial responsibilities.

Management Infrastructure

The growing complexity of the nonprofit social service agency environment and the escalating expectations of the public and private funders for tangible outcomes have vastly increased demands on the management infrastructure of nonprofit service providers (Smith 2002, 175). Although some large, established agencies have the personnel and revenue to hire people with MBAs, MPAs, planning and human resource management degrees, other agencies rely on social professionals to deliver their services. Many nonprofit leaders have been first trained as clinicians, not as administrators (Smith 2002). This creates an organizational challenge when trying to create a qualified staff, develop a sound management infrastructure, and deliver quality services to clients.

The Change in Organizational Structures

Therefore, the emphasis on entrepreneurship and the increased external and internal complexity facing nonprofit service providers call for new training and education programs (Ross and Segal 2002). These programs can help managers cope with varying and changing organizational environments and structures. It is also extremely difficult for funders and board of directors to supervise managers who are delivering social services. Therefore, professionals might be disconnected to funders' expectations of how the organization should be performing thus adding to the technical and bureaucratic nature of many nonprofit agencies.

The most challenging component of creating an ideal management model at the service delivery level is the lack of micro nonprofit management analysis. The literature focuses on the macro level of nonprofit organizational management. It is difficult to distinguish the lines between the agencies' managerial objectives and its program managerial counterparts. According to Brooks, nonprofits rarely have a coherent managerial objective at all (2005, 544). Usually, managers at the bottom level of the agency adhere to objectives derived from top administrators, groups, funders, and regulators. This results in unstable objectives within the organizational structure. In order to help managers comply with the overall organizational mission as well as have their own vision for their own programs, an ideal conceptual model for program directors will be created.

Practical Ideal Model Categories

A conceptual model of program management at the service delivery level can provide a practical framework that can be used to assess the factors that affect efficiency and effectiveness of nonprofit management. The conceptual model can also improve the role of social professionals, such as counselors and social workers, in management settings. With the use of

the available literature and McNamara's (2006) Guide to Nonprofit Program Design, Marketing and Evaluation, several categories were developed. These categories include: building an environment of exemplary leadership, creating a program that integrates nonprofit management techniques, building a program based on a systems structure, forming a nonprofit that connects to the community, and integrating strategic planning. These categories will help develop a survey that will assess directors' opinions of the ideal components of an efficient and effective leader running a social service program. Subcategories were developed that complement the ideal model.

Developing Exemplary Leadership

When creating an ideal program management tool for leaders delivering services, developing an environment of transformational leadership should be a main focus. Managers should shape and influence their work environment to make it conducive to effective service delivery. According to Jaskyte (2004, 155), developing an environment of transformational leadership includes:

> A set of observable and learnable practices employed to influence employee attitudes and assumptions and to build employees' commitment to the organization's mission. Transformational leaders seek to unite employees and encourage them to make the organization's vision a reality. They are future-oriented, open-minded, dynamic and concerned about planning.

The term transformational leadership was coined and developed by Kouze and Posner's (2007) theory of leadership in the community. There are various practices and examples that identify transformational leaders. As a theoretical basis for the transformational leadership category, Kouze and Posner's Five Practices of Exemplary Leadership are followed.[2]

[2] For additional information on Kouze and Posner's model of five practices of exemplary leadership, see J. Kouze and B. Posner. 2007. *The Leadership Challenge. 4th edition.* San Francisco, CA. Jossey-Bass Publishers.

- ***Managers should practice clear and open communications.***

By developing an environment of transformational leadership, managers can challenge workers by taking risks and creating new services. Managers can enable others by fostering teamwork, encouraging workers by recognizing their contributions and celebrating their accomplishments, and inspiring shared vision by enlisting support from others to join in pursuing new directions.

A key point a leader should take into consideration is the importance of having a communication climate. "A positive climate includes the presence of clarity, openness, and support that lead to continued or increased organizational commitment and identity for staff and successful implementation of leadership" (Benton and Austin 2010, 464). Successful and sufficient communication can reduce stress and anxiety as well as increase trust and respect. There are various technological methods that can be used by managers to promote teamwork and communication amongst staff. According to Benton and Austin (2010, 465), such methods include the use of: emails, phone calls, text messaging, online training, individual and team meetings, newsletters, weekly and bi-weekly supervisions, and having informal in-person discussions.

- ***Managers should promote ongoing staff morale.***

Top personnel should support their staff, especially during stressful times and uncertain periods of change. Lowered morale and productivity in an agency can negatively affect services to clients because staff members shift their focus on helping the client and focus on attending to their own personal matters (Benton and Austin 2010, 466). Managers should not assume staff commitment to the agency's mission. Instead, managers should support building social relationships and create a "gift culture" one in which employees experience interactions with

leaders and colleagues as something valuable and generously offered, a gift (Gratton and Erickson 2007, 103). Managers should create a leadership environment where employees also practice their own leadership skills. Managers should give staff the authority to do their jobs, work in teams, and give staff the freedom to work together (Light 2002, 49). Not only should staff feel as individual and group contributors, but they should be able to express their own ideas and opinions. Managers should understand their employees' ideas, needs, and opinions and integrate them into their managerial tactics.

- ***Managers should promote growth and development.***

Creating an ideal environment for clients and staff can be challenging. There is an important factor that is relevant to program development at the nonprofit service delivery level, supporting a strong sense of community (Gratton and Erickson 2007, 104). Employees should develop healthy partnerships and influence each other effectively. According to Gratton and Erickson (2007, 104), supporting a strong sense of community amongst an agency and developing a relationship-oriented environment leads staff and managers to develop:

> skills were people appreciate others, engage in purposeful conversations, productively and creatively resolve conflicts, and understand program management. People are more comfortable reaching out to others and more likely to share knowledge.

Not only should program development be an important component of transformational leadership, but staff development is also crucial to the integration of an efficiently run program and staff. On-going training for both staff and managers is a key strategy when improving overall management quality. Staff development is the weakest part of the nonprofit world (Light 2002, 55). Managers should promote job training skills such as successful work behaviors that develop healthy partnerships and teams. Managers should also encourage staff to explore educational and professional interests. Most importantly, managers should encourage employees through

recognition and celebration of individual and program success. “Lack of rewards and recognition can be the downfall of a successful team-based model” (Samuels 2010, 362). Poor program development and team failure are usually the result of bad relationships amongst team members, differences in team members’ personalities and competition amongst team members for recognition (Samuels 2010). Therefore, managers should demonstrate the ability to not only develop their programs but the opportunities and concerns of their staff.

- ***Managers should demonstrate management standards that build leadership.***

Every manager should customize his or her own agenda specific to the needs of a program. “Finding the right fit among practices is more important than doing things the right way” (Herman and Renz 2004, 694). When creating an ideal model of program management, having a set of management standards is integral to the mission of the service delivery program. There is not a set book of guidelines that managers can follow to implement an effective program, except the value of managing by “doing the right things” (Herman and Renz 2004, 695). Some nonprofit administrators argue that they hire people and do minimal managerial training (Light 2002). Therefore, professionals should be competent and trained for their administrative roles. Nonprofit organizations should assess and implement management standards and protocols that professionals understand and comply with. According to Nesoff (2007, 284), managers should first understand the complexity and importance of their roles as managers. He states,

> the primary component of managerialism is identified as efficiency, along with three other components defined: faith in the tools and techniques of management, a class consciousness among managers, and a view as managers as moral agents.

Managers should demonstrate a short-term and long-term plan for their program. Every program, regardless of size, should have a vision for the future. No program is too small or big to benefit

from planning (Bryson and Alston 1996). The implementation of strategic management and planning will be later discussed in another category.

Managers should increase emphasis on the measurement of outcomes and services (Light 2002). To improve performance and management measures, managers should focus on increasing openness by using basic business tools. These standard tools will enhance mission attainment, efficiency, and the delivery of quality outcomes. A definition of outcomes and its role in program management will be later discussed in another category.

In addition to planning and measuring outcomes, managers should complete training in fundamental management and administrative techniques such as: creating program design, implementing systems, establishing goals, and developing team building. These items are essential components of running a program at any level of management. As integral members of the community, managers should build and maintain their relationships with community leaders and public, private and nonprofit agencies. It is important managers and administrators of nonprofit organizations not only understand their roles as community organizers, but should model behavior that exemplifies strong leadership and awareness of community needs.

Integrating Nonprofit Management Techniques

A program model should integrate components of both social services and nonprofit aspects. Nonprofits usually get mired in bureaucracy and get stuck in old ways of approaching the delivery of social services and their overall program needs (Crutchfield and Grant 2008). “Developing a program is a substantial undertaking and there is no one prescribed path to becoming a learning organization” (Maynard 2009, 12). Therefore, managers should be open to experimenting and implementing diverse ideas of what a nonprofit should be.

- ***Managers should promote innovation.***

Managers should promote innovation. According to Ross and Segal (2002, 73), innovation is:

> the process of selecting and improving one or more of the ideas generated in creativity mode. It involves focused thinking. It's organized and by its nature, practical. It means to find a solution that has merit in the "real" world.

As a form of developing an innovative environment, managers should teach employees hands-on-learning, which is learning by experiencing tasks and engaging in daily work assignments. Managers should integrate innovation techniques into their problem-solving and managerial skills because it forms a new way of tackling issues, avoids stagnation, and attracts and retains a good staff (Ross and Segal 2002). Though incorporating innovation into a social services delivery program is vague and difficult to conceptualize, it is important for managers to understand the value of learning from experience. Learning in an organization means the continuous testing of experience, and the transformation of that experience into knowledge-accessible to the whole organization, and relevant to its core purpose (Senge 1994, 49).

- ***Managers should promote creativity.***

Managers should promote creativity by allowing staff members to brainstorm and generate ideas with purpose. Creativity is the process of generating ideas (Ross and Segal 2002). Ideas can be: creating new services, creating an attractive workplace, or creating new fundraising tactics. Nonetheless, these ideas should be executed. Managers should adapt ideas from employees that improve the overall work environment. Hence, the development of creativity at the social service delivery level is essential to the manager's role in effectively promoting a learning environment.

- ***Managers should practice collaboration.***

Managers should practice collaboration, which is delivering management by influence not authority. “Collaboration in the workplace is an effective model of service delivery that can help agencies meet their funders’ targets and improve quality of services” (Samuels 2010, 360). Collaboration means cooperation amongst all members of a program, including the manager. A collaboration model includes: giving and receiving assistance, exchanging resources and information, giving and receiving feedback, and advocating increased efforts to achieve results. The collaborative approach should be used to deliver services, regardless of staff responsibilities and roles. According to Samuels (2010, 361),

> collaboration at the workplace is an effective strategy that builds teams, motivates employees, facilitates learning and training and enhances work motivation. Employees who engage in the collaborative model of service delivery demonstrate improved performance and motivation, better outcomes, and a more positive perception of their work than employees who work alone.

The advantages of collaboration efforts are shown by the literature. Managers should integrate a team-model, where teams provide executive support. Implementing a more-team oriented model helps keep the program focused in achieving its short-term and long-term goals. To promote collaboration, social professionals should be flexible managers (Gratton and Erickson 2007). They are both task-and-relationship oriented. These leaders maintain their relationships with their clients and personnel, but understand the importance of identifying problems in their programs and learning how to solve them, with the help of their staff. Managers should develop shared leadership, where collective leadership amongst the program and its staff is the way of effectively running an ideal learning environment. Managers should have the ability to share power with others (Crutchfield and Grant 2008). Although managers are responsible for

coordinating programs, they should also give leadership positions to other staff members and allow them to perform leadership tasks such as being responsible for leading a work project.

- ***Managers should foster adaptation.***

When developing a learning environment, social service delivery programs need to be highly adaptive. According to Crutchfield and Grant (2008, 131),

> adoptive capacity is a key component of high-impact nonprofits. It is one thing to deliver a program and another…to know where and how to change programs and strategies so that the organizations are delivering on its mission. Programs need the abilities to ask, listen, reflect, and adapt.

There is an art to adaptation. Managers should find a balance between stifling bureaucracy and unbridled creativity (Crutchfield and Grant 2008). New ideas cannot be executed without structure; therefore, there needs to be a balance between structure and innovation. In the cycle of adaptation, managers at social delivery sites should listen, experiment and innovate. This cycle of adaptation means to develop new ideas for programs, improve existing programs and new ways on how to deliver them, evaluate and learn, and modify them.

There are various forms of adaptation. There is the free-spirited approach to adaptation, emphasizing hands-on-experimentation and learning-by-experience. Others are more systematic with rigorous constructed plans and systems; there can be a balance (Crutchfield and Grant 2008). The concept of a systems approach to management will be discussed in another category.

In a nonprofit scenario, mission attainment is a key component to the overall effectiveness of its programs. Managers should strive for mission attainment in all stages of the adaptation process. Besides adaptation of mission, managers should adapt a street-level approach to management. This factor of adaptation involves a manager promoting self-awareness, a nonjudgmental attitude, the ability to adapt, and be tolerant and respectful of diverse opinions and ideas (Mulroy 2003). In other words, for a community-based network to be successful,

leaders must work with the target community face-to-face and support, empower, and learn their values, attitudes, and needs. In the context of adaptation, managers should seek to understand their roles in the larger, organizational system. Since nonprofit leaders interact with the community and other public and private organizations, they should adapt to both their roles in the larger and smaller spectrums.

Building a Structured System

Building a structured program gives managers the tools to focus on goal attainment, program outcomes, and program evaluation and process. Managers should develop some form of system to "manage social, task, and institutional environments, and…filter, protect, buffer and represent the organization to its external environment" (Golensky and Mulder 2006, 7). There are various factors that outline the design of a systems structure, or a logic model (McNamara 2006). Having a flexible structure is essential to the needs of an ever-changing program paradigm. According to Scardazio (2009, 241), a flexible structural design involves:

> attaining a structure that allows the flexible organization to succeed under environmental pressure and unpredictability. This type of organizational design might include collaborative partnerships, high degrees of permeability, and de-centralized management.

Managers have the flexibility to design their programs, using their criteria and judgment on the needs of an organization. However, "a systems view helps people see the major parts and how those parts work together" (McNamara 2006, 3). A systems view is needed for managers to see the overall picture of their programs. A system is usually made up of many smaller systems. For example, a nonprofit organization is made up of programs, groups, and people (McNamara 2006). This is the case for programs that function at the bottom level of the organizational nonprofit structure. To form the basis of an ideal structured model, there are several counterparts that are developed to create a program.

- ***Managers should implement inputs.***

Inputs are people, ideas, time, money and supplies implemented to help achieve program goals (McNamara 2006). Implementing inputs gives managers the understanding of program needs as well as enhances the overall vision for their programs. It helps them construct a vision for their program and gives them a practical tool to create their own type of program that best suits their nature and needs.

- ***Managers should implement processes.***

Processes are activities such as procedures and tactics used to manipulate inputs that help achieve goals (McNamara 2006). They are the series of activities that help managers reach program goals. Some of these activities include: the implementation of programs, policies, and procedures such as training and pre and post-testing surveys of program evaluation and effectiveness. Executing processes helps managers achieve an ideal vision of their service delivery programs.

- ***Managers should implement outputs.***

Outputs are tangible results produced by the system such as the number of clients served (McNamara 2006). Outputs are often described by using numbers. For example, the number of clients served in a certain program would be a measured output. Often times, managers misinterpret a large number of clients served as being a successful result. Instead success is not determined by the number of clients served, or the program's results, but how the clients benefit from program's outcomes. The meaning of outcomes will be discussed in the following section.

However, identifying the meaning of quality in any sector, especially nonprofit services, is a vague, complex, and difficult concept to define. Social outcomes are difficult to quantify, much less evaluate the quality of them. "Quality is an elusive maxim because of the difficulty one has in defining and measuring it across the nonprofit sector" (Brooks 2005, 545). What

exactly is quality service? Studies show that if a nonprofit is a service maximizer, quality will tend to be sub optimally low; if the organization is a quality maximizer, quality will generally be suboptimally high. If the organization is a budget maximizer, a social optimum in quality may be obtained but only by coincidence (Brooks 2005, 546). Regardless, outputs are essential to the accountability and transparency of any organization or program. Managers should identify the outputs of their programs and maximize either the quality or service of their programs.

- ***Managers should implement outcomes.***

Outcomes are the effects, or the impacts, program services have had on clients (McNamara 2006). Evidence shows that nonprofits do not know how to build the systems needed to measure outcomes; thus this translates into other parts of the organization, such as the effectiveness of service delivery (Light 2002, 53). There are various types of outcomes: short-term, intermediate, and long-term. A short-term outcome is the information and knowledge acquired from the service. An intermediate outcome is the change in behavior accompanied by the delivery of the service, and a long-term outcome is the change of attitude and conditions accompanied by the delivery of the service (McNamara 2006). An example of a social service delivery outcome is the improvement of grades of a student. Measuring program outcomes is necessary, but does not ensure quality because programs that achieve good outcomes do not necessarily generate strong impacts (Bloom 2010, 102). Although implementing outcomes requires the use of inputs and processes, managers should be able to understand the importance of achieving positive, quality outcomes, whether short-term or long-term, for the overall legitimacy of the agency and its programs.

- ***Managers should utilize feedback.***

Managers should utilize feedback from colleagues, supervisors, and staff. Feedback should be exchanged at all levels of the organization as well as an overall evaluation of the organization, its programs, and personnel (McNamara 2006). There should be an exchange of feedback from top nonprofit management, staff, clients, and the community being served. Although feedback can be critical and discourage managers of their competence and abilities, they should see feedback as a growing tool, an opportunity to "fix" or change cracks in their programs. "Heterogeneous managers who are able to accept and create change are flexible at organizing and managing a program" (Scardazio 2009) Overall, managers should assess current work systems and reflect on their work. They should learn the strengths and weaknesses of their program environments and improve individual performance and program outcomes.

Connecting to the Community

"Organizational culture is the glue that binds people together and includes work environment, policies and procedures, staff-management relationships, and decision-making style" (Benton and Austin 2010, 467). Developing a program culture at the social service delivery level can be complex, especially for managers unfamiliar with the concepts of social and business management. Professionals should familiarize themselves with the culture of the community they are serving and understand the community's needs. The organizational framework should meet the criteria of many organizational layers and should satisfy the working relationships and partnerships of each layer (Patterson and Radtke 2009). This means identifying and assessing the needs of an organization and its program will improve the organizational culture and the services being delivered.

- ***Managers should provide role and task clarity.***

Managers should provide role and task clarity, which means providing roles, tasks, and responsibilities for staff and themselves. “A clearly defined approach toward achieving a goal, or clearly specified roles for individual team members should be developed” (Gratton and Erickson 2007, 108). Clarifying roles amongst a staff and team can promote an efficient nonprofit program model. Addressing clarity of roles and responsibilities is essential in any organizational management structure (Benton and Austin 2010). Thus managers should make this component a priority when managing their service delivery programs.

- ***Managers should implement their own values into their work environment.***

Managers should implement their own values, beliefs, and attitudes into their work environment and their staff. Jaskyte (2004, 154) states that leaders have a major impact in the formation of organizational culture. Values and beliefs should be taught to employees and promoted throughout the program environment. Leaders can develop organizational culture through teaching, coaching, role modeling, and reward allocation (Jaskyte 2004). By implementing values into a program, staff and external environments will be able to assess the mission and vision of the organization.

- ***Managers should promote autonomy.***

Managers should promote autonomy in the organization. Although collaborating with other entities, either public or private, is common in an international and interconnected community, managers should clearly maintain a strong identity of the organization they are leading. Employees who work in an autonomous environment show a productive work ethic and are willing to resolve work matter creatively, and understand program management and vision (Gratton and Erickson 2007). Therefore, it is important that managers understand the importance

and significance of an organization as an individual functioning entity and as a collaborating agent.

- ***Managers should network between the organization and its surrounding community.***

To build an adequate work culture that fits a nonprofit community model, managers should support ties between the organization and the community surrounding the organization. Promoting the nonprofit's mission and building alliances within the community are skills managers should use because it makes the public aware of what the organization is doing for its community (Perlmutter 2006). Managers should build relationships with families and the community. Managers should also maintain relationships with community members and develop partnerships with private and public entities.

- ***Managers should build alliances and create a positive brand for the organization.***

Agencies and nonprofits that do not adapt to this current style of relationship and alliance building will not survive into today's global and interconnected world (Perlmutter 2006). Therefore, managers are suggested to shape the nature of their environmental structures by networking. Alliance building, networking, and creating a positive brand for the organization is the way to effectively build organizational infrastructure (Light 2002). By creating supportive, long-term alliances, both internally and externally, managers can construct an effective and efficient organizational structure. Managers should position the organization for future success and coordinate both service delivery and infrastructure development (Golensky and Mulder 2006).

Implementing Strategic Management and Planning

According to the website**,** Free Integrated Library for Personal, Professional, and Organizational Development, organizations struggle from not the lack of advanced systems and

learning environments; rather they never really master the basics of management (McNamara 2006). For example, strategic planning is a very important component of being a nonprofit leader. According to Bryson and Alston (1996, 3),

> strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization, or other entity is, what it does, and why it does it; in order to be effective, strategic planning must be action oriented and must be linked to tactical and operational planning.

There are various benefits of implementing strategic planning into nonprofit environments. There will be increased effectiveness, since the mission will be furthered and the program will be able to respond to changing circumstances. There will also be increased efficiency, since the same or better results will be achieved with fewer resources. There will be enhanced organizational capabilities, since leadership will be improved, and the capacity for further strategic thought and action will be enhanced (Bryson and Alston 1996). The most important lesson managers should consider is that no program or agency is too small or too big that can benefit from strategic planning; it is a focused and limited effort that develops skills, resources, and commitments. Managers should have a clear understanding of the basic components of the organization's vision of success (Bryson and Alston 1996, 92).

- ***Managers should develop a plan adaptive to the needs of the program.***

Managers should understand what an organization's mission or goal is, what it does, why, where it will be in the future, and how the organization will get there (Bryson and Alston 1996). When developing a plan for their specific programs, managers should seek support from colleagues and supervisors. Managers should take into consideration that, "There is no single pathway to excellence. No plan is perfect. Programs build on their motivated staff, rigorous evaluation, and innovative programs" (Light 2002, 37). Regardless, managers should be

encouraged to develop flexible management through strategic planning. Often managers think planning is too restrictive, but in reality, plans are guidelines. According to McNamara (2006),

> leadership is setting direction and influencing others to follow that direction; leaders set direction, usually in the form of well-written plans. Sometimes members of organizations are "turned off" by planning and plans. This stems from the belief that plans are rules that must be followed no matter what happens (117).

Plans are simply guidelines, not rules that help managers achieve a vision of success for their programs. Having a plan helps managers communicate their vision internally and externally to their staff, organization, and community. The strongest benefit of a good plan is providing a common frame of reference around which staff and program managers can communicate; there should be a planned document for reference in case leaders are not doing their jobs (McNamara 2006).

- ***Managers should develop a detailed, specific, and simple vision statement.***

Having a vision of success establishes a vision for the future (Bryson and Alston 1996). For an organization to be effective, managers should be clear of the direction of their programs. The manager should start a planning process for a vision of the program. Vision gives inspiration and direction to staff. Vision can be described in the form of a vision statement, such as where you want your clients to be at some point in the future (McNamara 2006, 20). Developing a vision of success is not a definitive process; it can take various strategic planning cycles to achieve an effective vision. According to Bryson and Alston (1996),

> all that is really necessary to enhance organizational achievement is to identify a few key issues and to do something effective about them. Nonetheless, if a vision of success can be prepared, it should be. Such a vision can be extremely important for educational purposes and for allowing constructive action to be taken anywhere in the organization without constant oversight by leaders and managers (91).

The mission of the program should be widely communicated to staff and external stakeholders. Managers should implement vision with the support of staff. Once a vision has been

implemented, it will help influence major and minor organizational actions and decisions (Bryson and Alston 1996). Managers should periodically revisit their vision for the program with the support of staff. This follow-up of vision will help the team incorporate their own vision-related ideas and materials and will enhance the overall organizational structure and climate of the program.

- ***Managers should develop goals that connect to the organization mission.***

There is a difference between vision and goals and the methods used to achieve the goals. Goals are specific accomplishments that must be accomplished to achieve some larger vision. Goals are specific in terms that are specific, measurable, achievable, relevant, and timely (McNamara 2006). Managers should develop long-term and short-term goals, whether at the beginning stages of program integration or throughout the course of action. Essentially, the most important component is to keep simple, targeted goals limited to organization mission and vision. According to DiMaggio and Anheier (1990), inefficiency in nonprofits stems from structural and management problems such as vague strategic planning and complex goal initiatives. The authors say:

> multiple, vague, and ambiguous goals and environmental heterogeneity yield complex administrative structures, difficulty in evaluation, internal conflict and demanding publics, concern with legitimacy, weak external boundaries and frequent goal displacement (150).

Hence, literature heavily supports the creation of goal attainment by constructing a strong organizational structure and a strong leadership foundation. It is a practical initiative if nonprofits are going to sustain their organizations and missions and deliver services to their clients (DiMaggio and Anheier 1990).

- ***Managers should develop specific strategies that will help reach organization goals.***

Measurable objectives lie at the heart of an organization's program strategies and project activities (Patterson and Radtke 2009). Managers should develop specific strategies such as strategic planning, program development, management and leadership management, and team-building that connects to program objectives and goals (McNamara 2006, 4). Objectives are specific accomplishments that must be accomplished in total to implement the strategies. An example of a strategy is integrating policies and procedures that help achieve the desired goals of the organization. Unlike organization goals, organization objectives are limited in scope and often change or evolve over time.

Objectives general momentum can achieve the overall goal (Patterson and Radtke 2009). Examples of both vague and specific objectives lie at the root of mission, vision, and goal statements. Nonprofit A wants to create awareness within the community of the effects of alcohol on youth. Instead of defining a clear objective that connects to program goals, Nonprofit A should have defined the statement as: Ensure that all parents in School District 20 understand how alcohol affects the learning capacity, self-esteem, and health of our youth by convincing 50 parents to become involved in Parents fight Back in July of the present year. The latter example shows a way to create effective objectives, where target audience, area of change, direction of change, degree of change, and time frame are clearly defined. Thus, creating strategies and objectives contributes to the achievement of overall organization goals.

- ***Managers should foster flat, nonhierarchical programs.***

There should be few layers of management between the top and bottom of the organization (Light 2002, 49). Flat, lean nonprofits appear to be more glass half empty than full. There may be more nonprofit bureaucracy than most observers like to admit (Light 2002). Managers should communicate with supervisors and top administrators the need for few layers

between the top and bottom levels of the organization. Not only will flat, nonhierarchical organizations give staff the authority and autonomy to do their jobs, but it will increase development of a strategic environment that caters solely to the needs of clients and the community.

Conceptual Framework

Based on the literature, Table 2.1 lists the categories for an ideal model for running nonprofit organizations that deliver social services. The table also connects the categories to the relevant literature. The practical ideal type is a micro-conceptual framework equipped to address issues raised by formative program evaluation (Shields and Tajalli 2006). “Practical” is the key term for this micro conceptual framework; in other words, the ideal itself is under construction (Shields and Tajalli 2006, 28). In this particular case, information on effective nonprofit management at the macro level is plentiful. However, information on the micro management of social delivery services is limited. The practical ideal type outlines the ideal components which managers at social service delivery agencies should use to run their agencies and deliver their services.

Table 2.1: Conceptual Framework for a Preliminary Ideal Model of Effective Management in Nonprofit Agencies Delivering Social Services

Practical Ideal Type Categories	*Supporting Literature*
Developing exemplary leadership • Managers should practice open and clear communications. • Managers should promote staff morale to engage workers in the organization's mission. a. Managers should create an atmosphere that provides employees opportunities to practice their own leadership skills. b. Managers should support employees who work individually and work in groups. c. Managers should encourage staff to express ideas and opinions. • Program managers should promote program development. a. Managers should promote successful work behaviors that develop healthy partnerships and teams. b. Managers should provide staff opportunities to explore educational and professional interests. c. Managers should encourage employees through recognition and celebration of individual and program success. • Managers should create management standards that build effective and efficient leadership. a. Managers should design a short-term and long-term plan. b. Managers should emphasize the measurement of outcomes. c. Managers should incorporate strategic planning into their management. d. Managers should complete training: creating program design, implementing systems, establishing goal setting, and developing team	Benton and Austin 2010, Dolan 2002, Gratton and Erickson 2007, Jaskyte 2004, Light 2002, Samuels 2010

Table 2.1: *Continued*

Practical Ideal Type Categories	*Supporting Literature*
building. e. Managers should maintain relationships with the community and organizations that can help provide resources to clients.	Benton and Austin 2010, Dolan 2002, Gratton and Erickson 2007, Jaskyte 2004, Light 2002, Samuels 2010
Integrating nonprofit management techniques • Managers should promote innovation, the ability to implement a new idea or service. a. Managers should promote hands-on-learning, which is learning by experiencing tasks and engaging in daily tasks. • Managers should promote creativity, the ability to brainstorm and generate ideas with purpose. a. Managers should adapt ideas from employees. • Managers should promote collaboration among the employees. a. Managers should integrate a team model, where teams provide executive support. b. Managers should practice being efficient decision-makers. c. Managers should incorporate flexible management, where staff shares their professional and personal experiences. • Managers should foster adaptation. a. Managers should develop and evaluate new ideas for programs. b. Managers should strive for mission attainment. c. Managers should adapt street-level management, having a nonjudgmental attitude, being able to adapt, and being tolerant and respectful of diverse ideas and opinions.	Crutchfield and Grant 2008, Gratton and Erickson 2007, Maynard 2009, McNamara 2006, Mulroy 2003, Ross and Bernard et al. 2002, Samuels 2010
Building a structured system • Managers should gather resources:	Maynard 2009, McNamara 2006, Scardazio 2009

Table 2.1: *Continued*

Practical Ideal Type Categories	*Supporting Literature*
people, ideas, time, money and supplies to achieve program goals. • Managers should develop activities: tactics and procedures using, for example, money and supplies to achieve program goals. • Managers should measure the results of services: tangible results such as the number of clients served. • Managers should measure outcomes: the analyzed impacts of service such as the improvement of grades by a student. • Managers should utilize feedback from colleagues and staff. a. Managers should assess and reflect on their current work systems. b. Managers should improve individual performance by assessing the effectiveness of their services. c. Managers should identify strengths and weaknesses in the program.	Maynard 2009, McNamara 2006, Scardazio 2009
Connecting to the community • Managers should provide role and task clarity for staff and themselves. • Managers should implement their own values and attitudes into their work environment. a. Managers should develop a culture that coaches, role models and rewards their staff. • Managers should promote autonomy in the program. • Managers should promote a network between the program and the community. a. Managers should build relationships with families, staff, and colleagues. b. Managers should develop relationships with community affiliates by networking.	Benton and Austin 2010, Golensky and Mulder 2006, Gratton and Erickson 2007, Jaskyte 2004, McNamara 2006, Patterson and Radtke 2009, Perlmutter 2006

Table 2.1: *Continued*

Practical Ideal Type Categories	*Supporting Literature*
Implementing strategic planning into the organization • Managers should develop a plan adaptive to program needs. a. Managers should outline what the organization is, what it does, why it supports a specific mission, where it will be in the future, and how the organization will get there. b. Program should seek support and advice from colleagues and supervisors. • Managers should design a detailed, specific and simple vision statement. a. Managers should implement the vision with the support of staff. b. Managers should periodically revisit their vision for the program. • Managers should develop goals that connect to the organization mission and program vision. a. Managers should develop short-term and long-term goals. • Managers should develop specific strategies that help reach program goals. a. Managers should develop objectives that connect to strategies. b. Managers should develop strategies that connect to program outcomes. • Managers should reduce bureaucracy as much as possible in the organization.	Bryson and Alston 1996, Light 2002, McNamara 2006, Patterson and Radtke 2009, Rosemary 2010

Methodology

Chapter Three

Chapter Purpose

The purpose of this chapter is to provide the methodology or the techniques used to gather data on nonprofit directors in Texas, whose nonprofits provide social and human services. The operationalization table of the categories made with the available literature is also included. This chapter discusses the population and the target sample and describes the benefits and challenges of this particular study. The chapter also reviews the precautions taken to ensure that human subjects were adequately protected during the process of this research.

Research Technique-Practical Ideal Type

The practical ideal model[3] focuses on the gauging research question, "What should and how close is the process to the ideal or standard?" (Shields and Tajalli 2006, 28). Essentially in this research, the question being asked is, "What should directors or managers of nonprofit organizations be doing in order to effectively deliver social services and run their institutions?" In order to answer this question, the conceptual framework was developed by reviewing the available literature. The components of this ideal model were operationalized into a survey questionnaire. Operationalization means converting the elements and categories in the practical ideal model into measurable survey questions. Online survey research was used because according to Babbie (2004) they are cost and time-effective, help with interview bias, and provide the possibility of anonymity and privacy.

Table 3.1 presents the elements of the ideal model and relevant questions that solicit the opinion of the practitioners on the appropriateness of the model's components.

[3] For more information on the practical ideal model (or practical ideal type) see Shields (1998) and Shields and Tajalli (2006).

Table 3.1: Operationalization Table

Practical Ideal Type Categories	*Questions (Appendix A)*	*Measurement*
Developing exemplary leadership		
• Managers should practice open and clear communications.	Question 1	Open- Ended
• Managers should promote staff morale to engage workers in the organization's mission.	Question 2	Open- Ended
a. Mangers should solicit ideas and opinions from staff.	Question 3	*5- Point Scale
b. Managers should support employees personally through recognition and celebration of individual.	Question 4-6	*5- Point Scale
c. Managers should encourage employee growth through professional development and educational opportunities.	Questions 7-8	*5- Point Scale
Integrating nonprofit management techniques		
• Managers should promote innovation.	Question 9	Open-Ended
a. Managers should encourage learning in the organization.	Question 10	*5- Point Scale
b. Managers should promote creativity.	Questions 11-12	*5- Point Scale
• Managers should promote collaboration amongst employees.	Question 13	*5- Point Scale
a. Managers should integrate a team-based model.	Question 14	*5- Point Scale
• Managers should employ various modes of communication to promote their organizations.	Questions 15-18	*5- Point Scale
Building a structured system		
• Managers should gather resources for their organizations.	Question 19	*5- Point Scale
• Managers should implement policies that will help achieve agency goals.	Question 20	Open-Ended

Table 3.1: *Continued*

Practical Ideal Type Categories	*Questions (Appendix A)*	*Measurement*
• Managers should strive for tangible results.	Question 21 Questions 22-23	Open-Ended *5-Point Scale
• Managers should collect and analyze information about the strengths and weaknesses of their organization.	Question 24	*5-Point Scale
Connecting to the community		
• Managers should determine community needs and values.	Question 25	Open-Ended
• Managers should determine characteristics of the community.	Question 26	*5-Point Scale
• Managers should develop a professional network with other organizations in the community.	Question 27-30	*5-Point Scale
• Managers should retain autonomy in the agency.	Question 31	*5-Point Scale
Implementing strategic planning		
• Managers should deliver a clear and concise message to the public saying what the agency's purpose is.	Questions 32-33	*5-Point Scale
• Managers should clearly communicate mission to staff.	Questions 34-35	*5-Point Scale
• Managers should use the mission statement to establish measurable goals and objectives for members of the organization.	Question 36	*5-Point Scale
• Managers should seek the opinion of all stakeholders in developing the mission statement of the organization.	Question 37	*5-Point Scale
• Managers should design short-term and long-term plans.	Question 38-39	*5-Point Scale
• Managers should have detailed plans on how to handle financial hardship in the organization.	Question 40	*5-Point Scale

Table 3.1: *Continued*

Practical Ideal Type Categories	*Questions (Appendix A)*	*Measurement*
• Managers should work within the limits of their budgets.	Questions 41-42 Question 43	*5-Point Scale Open-Ended
• Managers should reduce bureaucracy as much as possible in the organization.	Questions 44-45	*5-Point Scale

*5 Point Likert Scale, 1= strongly disagree, 3= neutral, and 5= strongly agree.

Population

The unit of analysis for this study is directors and/or managers who run nonprofit organizations[4] in Texas whose agencies deliver social services. The sampling was acquired using the Guidestar Foundation Directory of nonprofit organizations in Texas. The Guidestar Foundation is a free online database "that gathers, publicizes, and provides open and transparent information about nonprofit organizations in the United States" (Guidestar Foundation 2012).

The sampling frame is not fully representative of all the nonprofits in Texas. The sample represents a mix of small and large entities that are established and registered as nonprofits with the Internal Revenue Service or I.R.S. The Guidestar Foundation has organized nonprofit organizations into eight categories: arts, culture and humanities, education and research, environment and animals, health, human services, international organizations, public benefits, and religious entities. For purposes of this particular research topic, it seemed fit to research the available organizations using the human services and public benefit categories.

To refine the research, nonprofit organizations were classified according to their size and revenue. Organizations whose revenue was less than $1,000,000 in its most recent fiscal report were classified for this research. This restriction rules out the few seasoned and established nonprofits that were listed and available in the database. Instead, these guidelines will serve as a

[4] For additional nonprofit organization related topics, see Munguia (2011), Piechowski (2010) and Donley (2012).

more appropriate sample since the majority of nonprofit organizations in this database were local, community-based organizations found in the income categories of less than $1,000, 000. A list of all the nonprofit organizations that fit these categories were generated using the Guidestar Foundation advanced search engine. According to Guidestar, there are 230 agencies with revenue of less than $1,000,000.

Taking into consideration that surveys would be sent via the Internet, the Guidestar database provided a complete list of the physical addresses of the 230 organization directors that would receive the online survey. Unfortunately, phone numbers and email addresses of directors and/or managers were not provided to the public and thorough research had to be done throughout the state of Texas via phone, the Internet and in-person to gather as many email addresses as possible.

Considering the hindrance in the research, survey research still seemed appropriate considering the researcher's time and resources. After thorough research was done, the researcher realized the actual number of organizations within our parameters is less than 230. Many organizations did not exist anymore and their phone numbers were disconnected or no one ever picked up. In order to increase the return rate as much as possible, purposive or judgmental sampling was used. This form of non-probability sampling helped the researcher select the sample that would be most useful and representative of the population, collect sufficient data, and help generalize data findings (Babbie 2010, 193). In total, 100 emails were found. These organizations with emails form the sample of this study.

Limitations to Online Survey Research

Online surveys have their advantages and disadvantages. Surveys are flexible, where many questions can be asked on a given topic and are particularly useful in describing the

characteristics of a population. A carefully selected probability sample in combination with a standardized questionnaire offers the possibility of making refined descriptive assertions on a population (Babbie 2004, 207). On the other end of the spectrum, online survey research can have its weaknesses. Not everyone of interest can be reached via the Internet nor feels comfortable using it for participation in surveys. Moreover, people who are less available to online survey research may not be representative of the overall intended population (Babbie 2004). Considering the implications of online survey research, emailing surveys was considered the most effective way of conducting this research using the researcher's time and resources. The survey was sent various times using "surveymonkey.com" during the month of October.

Development of the Questionnaire

The operationalization table (Table 3.1) was used as the basis for the development of the survey. The survey consists of a total of 48 questions. Of these questions, 7 were open-ended, 3 were demographical questions, and 38 were 5-point Likert-scale, where 5 represented "strongly agree" and 1 represented "strongly disagree". The operationalization table (Table 3.1) divided the conceptual framework into five sections: developing exemplary leadership (Questions 1-8), integrating nonprofit management techniques (Questions 9-18), building a structured system (Questions 19-24), connecting to the community (Questions 25-31), implementing strategic planning (32-45) and answering demographic questions (Questions 46-48). Each section included at least one open-ended question to help the researcher collect opinions and insight by the participants, especially on their own thoughts on nonprofit leadership and management. A copy of the survey can be found in Appendix D.

Human Subjects Protection

When conducting social research, human subjects' protection should be carefully and seriously considered. Since survey research was completely anonymous, voluntary, and confidential, no risks or harm was considered towards the participants. Online surveys emailed clearly described the research purpose, why the research was being conducted, and emphasized the voluntary nature of subject participation. In case participants had questions, comments, or concerns about the research, they were directed to contact the researcher and her supervising professor. Following social research protocol, a formal exemption to the Texas State University Institutional Review Board (IRB) was submitted and approved on October 12, 2012. The exemption application code is **EXP2012K4938.**

This chapter explained the techniques used to gather data developed by both the conceptual and operationalization tables. The next chapter will analyze the results gathered by the online survey and discuss how the results will help develop an ideal model for management officials delivering social services.

Results

Chapter Four

Chapter Purpose

This chapter will analyze the results received from the distributed online survey and evaluate the findings for an ideal model for directors and/ or managers running a variety of nonprofit organizations that deliver social services in their respective communities. This online survey and ideal model were created based on the literature review presented in Chapter Two. This survey asked top management professionals in nonprofit agencies across Texas on how to *ideally* manage and run an organization that delivers social services.

The survey was sent to 100 management professionals and the total, complete response was of 28 participants. The survey consisted mainly of 5-Point Likert Scale questions, where 5 represents strongly agree, 3 represents neither agree nor disagree, and 1 represents strongly disagree. The 28 completed responses represent a 28% response rate.

Mean scores for practical ideal categories were calculated as well as mean scores for practical ideal subcategories. Results for open-ended responses were also included.

Demographic Data

To get a clear understanding of the characteristics of the population being surveyed, the researcher included demographic questions to the study. The researcher also hoped these findings would help add insight to the academic discipline of public management. The selection of participants was not random and was based upon participant availability; the demographics of the participants are displayed in Table 4.1.

Table 4.1: Participant Demographics

	N	%
Gender		
Female	15	54%
Male	13	46%
Age		
22-29	2	7%
30-39	3	11%
40-49	7	25%
50-59	3	11%
60 or older	13	46%
Race		
American Indian	0	0%
Asian	0	0%
Black/African-American	3	11%
Hispanic	18	64%
White/Caucasian	7	25%
Total Respondents	**28**	**100%**

Developing Exemplary Leadership

Even though the literature established the need for exemplary leadership, where top management professionals should help build employees' commitment to the organization and the organization's mission, this survey began by asking professionals of nonprofits to provide insight on the best and *ideal* ways of practicing clear and open communication and ways to improve staff morale. The survey asked management professionals to specify three things that a manager *should* do practice open and clear communications (Question 1). The top three responses were (Appendix B, Table 5.1) "having team/staff meetings" (32%), "having an open door policy where employees can express their concerns, comments and questions" (25%) and "communicating verbally and nonverbally goals, expectations and policies (18%). The survey also asked experts what three things they *should* be doing to promote staff morale (Question 2). The top three responses were (Appendix B, Table 5.1) "verbally praise and show gratitude to

staff personally in private and publicly in meetings" (32%), "building personal and professional relationships with employees" (14%) and respondents felt somewhat equally about "providing personal perks and incentives to employees such as giving employees unexpected days off, flexible schedules and early dismissals" (25%) and "embracing the opinions, ideas, and thoughts of employees" (21%). The general theme of the open-ended responses supported the notion that employees should feel they are a part of a whole, that their contributions are valued, respected, and appreciated. The results on Table 4.2 support the feedback from the open-ended responses. Management professionals strongly agreed that managers should seek opinions and ideas from employees; however, Question 4 revealed that respondents were neutral about compensating good performance with perks and prizes. As seen in Table 5.1, responses reveal employees are more interested in receiving more "work-life balance" perks than monetary ones.

There was also a consensus amongst management professionals, as seen on Table 4.2, that managers should praise their employees verbally through public praise although feelings towards private non-verbal praise such as note and card-giving was neutral. As noted in the open-ended responses, expressing gratitude and respect for the work done by employees is a highly effective indicator of exemplary leadership. Also, management professionals strongly agreed that employees should be provided with professional development opportunities whether for professional or personal growth. Question 8 re-enforced this professional growth opportunity by citing that mostly all respondents agreed that managers should allow their employees to pursue educational opportunities that will expand their knowledge base and help increase their skill repertoire. As seen from survey results, in order for directors and/or managers to display exemplary leadership, they *should* show genuine care and interest for their employees' work contributions and personal lives, be willing to truly listen to their subordinates' professional and

personal needs, and display gratitude by simple verbal praise or small personal incentives or perks.

Table 4.2: Developing Exemplary Leadership

Question Number	Practical Ideal Type Categories	Means
3	Managers should seek ideas and opinions of their employees	***4.71***
4	Managers should recognize the good performance of employees by providing them small monetary perks or prizes	***3.54***
5	Managers should praise their employees verbally in public meetings	***4.54***
6	Managers should praise their employees non-verbally in private by providing hand-written notes and cards	***3.86***
7	Managers should offer employees professional development opportunities such as attending trainings, workshops and conferences	***4.79***
8	Managers should offer employees educational opportunities such as pursuing college classes and specialized certifications	***4.21***

Integrating Nonprofit Management Techniques

Nonprofit leaders must confront the struggles of an unstable economy, where government funds are often cut and private funding and support varies tremendously. Often, leaders of these organizations providing social and human means ask themselves, “How do our entities survive to support our missions and what strategies or techniques *should* we use to achieve these goals?” In order to continue serving their communities with sufficient funds and resources, directors and/or managers should integrate nonprofit management techniques. Question 9 in the survey asked management professionals, “Specify three things that a manager should do to promote innovation in the organization” (Table 5.2). The top two responses were not only encouraging and supporting employee ideas but actually “implementing new staff ideas” (40%) and having “creative thinking and brainstorming sessions with employees” (36%) that would help encourage open discussions and “out-of-the-box thinking”. These results represent over 75% of responses that revealed not only how important innovation is to nonprofit leaders but also showed their

commitment to employees by allowing their ideas to be used for organization survival and sustainability. Other responses showed leaders were interested in integrating technology (web development and social media), grant-writing, and compensation for new ideas as part of their innovation techniques (11%).

Survey results revealed that professionals were generally neutral about providing different outlets to stimulate employees' brainstorming of ideas and creativity (Table 4.3). In their open-ended responses, professionals expressed their desire to have staff develop new ideas. However, directors and/or managers responses' remained quite neutral when asked what techniques should be used to develop new, innovative ideas. There was a consensus amongst management professionals, that collaboration amongst staff and the development of teams are important components of a nonprofit setting. Questions 15 and 16 also showed how professionals agreed on the need to promote their organizations through different modes of communication. Leaders of nonprofit agencies should understand how dire promoting their mission to the public is. Without stakeholder and constituent support, nonprofits will simply not survive. The use of social media, local media, and community involvement can be crucial assets to the promotion of nonprofit organizations' services. Questions 16 through Question 18 on Table 4.3 shows how leaders agreed that social media such as Facebook and Twitter should be used to promote the agency's purpose and mission. Management professionals also agreed using local media outlets and fundraising events are essential to advocate and communicate the nonprofit's mission. This section of the survey suggested that directors and/or managers should encourage collaboration and team-work in a nonprofit environment, but didn't necessarily approach the concepts of innovation, creativity, and idea creation in a supportive and positive way. Regardless, professionals supported and acknowledged the need for the Internet, community and public

support, and strong communication with the local media to promote and fulfill their organization's purpose.

Table 4.3: Integrating Nonprofit Management Techniques

Question Number	Practical Ideal Type Categories	Means
10	Managers should rotate employees into new projects frequently	***3.68***
11	Managers should use whiteboards around the office (similar to a marketing/advertising company) to promote brainstorming and sharing of ideas	***3.64***
12	Managers should integrate music, art, film, writing, and photographs into the workplace to stimulate creativity	***3.71***
13	Managers should encourage collaboration by having staff participate in informal, one-on-one meetings	***4.32***
14	Managers should develop teams in the workplace	***4.25***
15	Managers should promote their organizations by using various modes of communication	***4.64***
16	Managers should promote their organization by using local media	***4.29***
17	Managers should use social media such as Facebook and Twitter to promote their agencies	***4.43***
18	Managers should promote their organizations by having fundraising events	***4.36***

Building a Structured System

Although some concepts such as the use of social media, technology and innovation have provided permeability and flexibility to constant changing nonprofit environments, building a structured system also gives management professionals the tools to focus on achieving goals and objectives, fulfilling the organization's mission, and focusing on program evaluation. Table 4.4 shows that participants generally agreed that directors and/or managers should be responsible for finding the money, people, and supplies needed to pursue an organization's mission. When asked to specify three policies that should be put into effect to facilitate implementation of goals and objectives (Table 5.3), the three overall responses included: "developing strategic planning" (18%) "having annual evaluations of organization and reviewing personnel's productivity"

(21%) and “creating both short and long-term goals” (14%). Another consistent response by participants was “reviewing goals and objectives yearly with the board of directors” (11%). Ultimately, according to respondents, implementing these policies will help leaders determine the best ways to prepare for future organization outcomes and increases productivity levels.

Question 21 interconnected to Question 20 since it asked managers three things they should do to see tangible and measurable results. There were no concise or consistent responses; each response differed significantly or the responses were not relevant to the question. Instead, “showing accountability” (11%) and “having benchmarks” (14%) were the only recurring responses (Table 5.3). These responses were vague, but they still showed directors and/or managers’ insight on the need to have measurable outcomes and having time-limits or timelines to complete certain tasks and goals. Also, the use of the term “accountability” in the context of seeing tangible and measurable results showed how seriously and responsibly nonprofit leaders take their actions and behavior to follow through on their organization’ missions. Directors and/or managers’ responses showed they should be held responsible and accountable for decisions taken and how those decisions will negatively or positively impact their agencies and those they serve.

Responses for Questions 22 and 23 clearly stated in Table 4.4 concluded that respondents overall agreed that striving for measurable and tangible results is part of having a structured system. Question 24 also reflected nonprofit leaders’ views whether they should solicit information on the strengths and weaknesses of the organization. Management professionals clearly agreed that it is necessary to ask for this type of information to staff, customers, and the public. It is important to receive feedback in order to make the adequate changes to improve customer satisfaction and increase stakeholder support. The results of this section of the survey

suggested that nonprofit leaders should follow a structured yet flexible system that will help reach agency goals and see results that will positively impact communities.

Table 4.4: Building A Structured System

Question Number	Practical Ideal Type Categories	Means
19	Managers should seek people, money, and supplies to fulfill the mission of the organization	***4.43***
22	Managers should strive to have tangible results	***4.57***
23	Managers should strive to have measurable results	***4.50***
24	Managers should solicit information on the strengths and weaknesses of the organization	***4.32***

Connecting to the Community

Nonprofit organizations are not profit or money-driven. Therefore, nonprofits' sole purposes are to serve their communities, in this particular research, to reach populations that have social needs such as vocational and job trainings, homeless care, rehabilitation centers, youth development programs, economic development programs and food and housing assistance. Being able to connect to the community and thoroughly and deeply understand the needs and values of a community is crucial to nonprofit survival and credibility. For Question 25, directors and/or managers were asked to specify three things that a manager should to do determine the needs and values of the community. High survey responses involved having community input which meant: surveying client and community needs (Table 5.4) (50%), creating community focus groups (25%) and interviewing clients and citizens (14%) and interfacing and networking with agencies with similar missions and purposes (11%). Responses suggested that assessing the community through various quantitative and qualitative methods was the right approach to learning the needs of a community. Similar agencies should connect and determine what

resources and needs are already being met. If directors and/or managers do not communicate with the direct source, the community they serve, they will not be able to fulfill their missions.

Nonprofit leaders should understand the demographics of the communities they serve since this will inform them of the needs of specific populations and the services provided. The majority of participants agreed on the importance of nonprofit leaders collecting and analyzing demographics of communities. Respondents also overwhelmingly agreed that participating in community events would help agencies connect to their clients and communities. Question 28 of the survey showed *M=4.79*, which concluded that it is very important that directors and/or managers collaborate with other agencies in the community. Questions 29 and Question 30 also presented results that showed respondents' strong support for the collaboration of nonprofit leaders and community and public officials. Although survey responses showed the need for collaboration between agencies and the community, Question 31 survey results stated that directors and/or managers should make sure their nonprofits maintain their autonomy despite working with other public or private agencies. This section revealed that nonprofit leaders should place priority on finding ways to determine the needs of the communities they serve and also collaborate with other institutions and leaders to find the best means to deliver quality services.

Table 4.5: Connecting to the Community

Question Number	Practical Ideal Type Categories	Means
26	Managers should collect and analyze demographics and population trend data of the community	***4.57***
27	Managers should participate in community events	***4.64***
28	Managers should collaborate with other organizations in the community	***4.79***
29	Managers should collaborate with community leaders	***4.71***
30	Managers should collaborate with public officials	***4.68***
31	Managers should maintain the autonomy of the agency even when collaborating with private and public organizations	***4.32***

Implementing Strategic Planning

Strategic planning is a key component in management especially when professionals are making a focused and conscious effort to produce decisions and actions that will positively impact an organization. Directors and/or managers should prioritize and develop a tactical plan for their agency that will help the public understand and support their mission. According to results from Question 32 (Table 4.6), respondents strongly agreed that it is vital that nonprofit leaders make an effort to inform the public of the organization's mission. Question 33 asked whether directors and/or managers should help develop a recognizable brand for the organization; evidence showed participants strongly agreed on this statement. Having a recognizable brand will not only emphasize the mission of an organization but also help promote their services. Question 34 showed a strong consensus amongst professionals that directors and/or managers should clearly communicate the mission and vision statements to staff and employees. Previous open-ended response (Question 1) displayed nonprofit leaders' opinions on how they should verbally and non-verbally explain goals, objectives, and ideals to employees; Question 35 results supported this notion and showed respondents strong agreement towards this statement. Additionally, participants also agreed that directors and/or managers should develop measurable goals geared towards the mission. Question 37 results also revealed a strong consensus from respondents saying directors and/or managers should seek input from stakeholders when developing the mission statement and message of an organization. Respondents to questions 38 and 39 highly agreed that developing both short and long-term goals is very important to an organization being successful (Table 4.6).

Being prepared for a financial downfall is crucial in a nonprofit setting where funds and assets are based upon organization fundraising and receiving grants and donations; therefore,

results from Question 40 showed professionals' strong consensus to have written emergency plans in case the organization faces unexpected hardship. Directors and/or managers should continue to achieve agency goals and mission despite financial obstacles and find ways to use their budgets as efficiently and effectively as possible. Even though professionals clearly stated the need to be prepared with a crisis management plan in case hardship is encountered by the agency, results from Question 41 showed that professionals were quite neutral about hiring a professional financial manager to manage the finances and the budget of nonprofit organizations. These results suggested that perhaps top management felt it was their responsibility to handle the finances of the agency and establish and follow through on a budget. In a tough economic climate, directors and/or managers might decide instead to save the salary of a hired professional financial manager and use those funds for other agency needs. However, nonprofit leaders agreed that directors and/or managers should not over spend the organization's budget. Question 43 asked management professionals "What other elements of strategic planning should managers follow?" The majority of responses were not relevant to form a strong conclusion or consensus; however, the top three responses were (Table 5.5) "financial sustainability" (18%), "resource development" (14%), and "board development" (11%). Although directors and/or managers understand the importance of maintaining and following a budget, they also see the need for fiscal responsibility, where finances need to be well maintained and an agency should have a fiscally healthy forecast. Therefore, nonprofit leaders should maintain strategic plans that incorporate fiscal planning, continuous fundraising efforts, and strong relationship building with the board of directors. While participants had shown strong support for the implementation of plans, goals, and recognizable brands for a nonprofit agency, respondents felt very neutral about eliminating programs that were duplicates of what other organizations in the community were

doing. However, Question 45 showed a consensus amongst participants when asked whether directors and/or managers should reduce the cost overrun as much as possible. These results suggested that nonprofit leaders believe their agencies should use their time, budgets, and resources as effectively as possible; with constraints in personnel and funds, nonprofit leaders should find ways to cut unnecessary red tape and expenses.

Table 4.6: Implementing Strategic Planning

Question Number	Practical Ideal Type Categories	Means
32	Managers should make an effort to inform the public of the organization's mission	***4.79***
33	Managers should develop a recognizable brand for the organization	***4.79***
34	Managers should clearly communicate the mission and vision of the organization to staff	***4.93***
35	Managers should clearly explain, both verbally and non-verbally, the goals of the agency to staff	***4.71***
36	Managers should develop measurable goals that are geared to the mission of the agency	***4.75***
37	Managers should seek input from all stakeholders when determining the mission of their organization	***4.61***
38	Managers should develop short-term plans for their agency	***4.61***
39	Managers should develop long-term plans for their agency	***4.71***
40	Managers should have written emergency plans in case the organization faces unexpected hardship	***4.61***
41	Managers should hire a professional finance manager	***3.43***
42	Managers should not over spend the organization's budget	***4.32***
44	Managers should eliminate programs that are duplicates of what other organizations in the community are doing	***3.32***
45	Managers should reduce the cost overrun as much as possible	***4.54***

Conclusion

Chapter Five

Chapter Purpose

The purpose of this chapter is to provide recommendations to nonprofit executive leaders on how to effectively manage their nonprofit agencies. Although the literature review and the survey questions provided an ideal model for nonprofit leaders running agencies that deliver social services, there were components of the study that could have been improved. The chapter also reviews the limitations that might have hindered some aspects of this research.

Developing Exemplary Leadership Recommendations

The literature and the survey results conclude that employees should be recognized and rewarded for their individual and team efforts. However, there was a discrepancy between the open-ended and survey responses. Managers felt neutral about recognizing the good performance of employees by rewarding small perks or prizes. Instead in the open-ended responses participants overwhelmingly supported the notion that managers should reward their staff through non-monetary rewards. Instead, managers felt neutral about providing non-verbal praise. This idea disconnects to the responses provided. Directors and/or managers should express employee gratitude by showing awareness and care for employees' personal needs. Some suggestions to improve staff morale and commitment to an agency would be to provide early dismissal from work, provide unexpected days off, bring breakfast for employees or take them to lunch and provide flexible working schedules for staff. All these incentives should be given when goals are met and productivity and outcome results are high.

Integrating Nonprofit Management Techniques Recommendations

Nonprofit management professionals should do a better job of not only explaining innovation and its importance to developing new, fresh and modern ideas, but finding ways for employees to develop their own original ideas and implementing them into agency protocol. For example, besides only having "brainstorming and out-of the-box thinking sessions", (Table 5.2) (Question 9), directors and/or managers should promote the use of social media and the development of agency websites. Being "technology savvy" can lead employees to finding the latest and newest ideas in resource development. Also, being knowledgeable in grant-writing can be a positive asset for those employees willing to learn new skills. Compensating innovators and their ideas can also encourage innovation. Respondents were quite neutral about rotating employees into new projects frequently, integrating whiteboards around the office, and placing aesthetic pieces around the environment to stimulate creativity. Despite these results, these suggestions including the survey statements can stimulate a new, younger wave of nonprofit staff or volunteers. Being a part of a stimulating and dynamic environment, vibrant with energy and new ideas, can lead to collaborations with other individuals or agencies with similar ideas and missions.

Building a Structured System Recommendations

Seeing positive outcomes in any nonprofit scenario is a difficult feat to measure. Often times, program evaluation, productivity analysis, and customer satisfaction are ways to determine agency results. Survey results showed that respondents did not have a clear plan on what nonprofit directors and/or managers should do to see tangible and measurable results. Instead, managers should re-evaluate goals and assess organization strengths and weaknesses periodically and also promote transparency and accountability for their decisions and actions.

Managers can also ask for constructive criticism from staff and clients, asking for ways to improve customer satisfaction. Ideally, directors and/or managers should also have strong communication and involvement with the board of the directors; they should seek input from experienced, knowledgeable members of the community.

Connecting to the Community Recommendations

Respondents showed a strong sense of community outreach by understanding the importance of demographics and developing their own means to assess the needs and desired services of their clients (Table 4.4) (Questions 25-31). To promote their agencies and missions, managers should immerse themselves in the community. It is recommended that nonprofit leaders attend chamber of commerce meetings, community meetings, and keep up with news in the community. Also, in order to expose an agency to other fundraising projects that may benefit the community, leaders must be keen to connect, negotiate and collaborate with private agencies. Instead of dependence from grants and government funding, nonprofit leaders could find funding alternatives that may help support the communities they serve.

Integrating Strategic Planning Recommendations

A manager should always have a strategic plan for any type of crisis or emergency their agency might encounter. Managers face multi-faceted challenges especially maintaining stakeholders, the board of directors and clients satisfied with the overall direction of the agency. Nonprofit leaders should pay close attention to budgets and maintaining a projected fiscally sound agency. Often times, poor fiscal management leads to the closing of many unstable nonprofits. Even though professionals were neutral about hiring a professional finance manager (Table 4.5) (Question 41), it is crucial to nonprofit sustainability that professional accountants or public finance managers are hired. Directors and/or leaders should focus on developing

fundraising efforts and discussing the future of the agency with the board of directors and stakeholders. Instead of eliminating duplicate programs in the community, nonprofit leaders should have strong connections with other similar agencies; directors and/or managers should discuss the needs and gaps of resources in the community. This form of networking allows agencies to make good use of resources. Nevertheless, conclusions for this portion of the study suggested strategic planning is essential to the responsibilities of management. In particular, the most important aspects of strategic planning a director and/or manager should follow consistently is the development of short and long-term goals and back-up plans for any given situation. These experts must not only think of present challenges but also be able to create visible and successful futures for their agencies.

Limitations of Research

Considering the fairly respectable returned rate of 28 surveys out of 100, the researcher would have preferred to distribute surveys to more possible participants. Unfortunately, strong resistance from agencies to provide director and/or manager information such as emails was encountered. Perhaps limitations on locations and cities where the survey was distributed could have hindered a possible bigger sample. The researcher should have solicited interviews, however, when the researcher sought possible in-person interviews to add to inquiry, most agencies responded saying their directors and/or managers “had scheduling conflicts”, “did not want to participate” or “never returned researcher phone calls”.

Also, adding a question asking annual budget information in the demographic survey section may have added significant data on the size and income of the organization that answered the survey.

Although adding open-ended responses provided nonprofit experts' opinions and insight, often, respondents' answers were irrelevant to what was being asked. If further research is done on a similar topic, open-ended questions should be placed at the end of the survey. Also, open-ended questions should be short, to the point, and ask a specific, individual item. The respondent should be able to read an item quickly, understand its intent, and select or provide an answer without difficulty (Babbie 2010, 260).

The biggest limitation to this study was the database used for this study. Perhaps the Guidestar Foundation database was not the best choice to acquire information of the selected population. Agencies were selected that fit the description of a social service agency, however; choosing an organization based on size and income levels, may have inhibited the researcher from exploring other social and human service delivery agencies.

Conclusion

This study revealed that managers should do a better job of building and developing a structured yet flexible system for their organizations. The literature and research showed that directors and/or managers should utilize feedback and periodically assess the effectiveness of program processes. An ideal nonprofit model is built on effective yet changing procedures and tactics that determine measurable results. Ideally, managers should strive for attainment of short and long-term goals. As seen in (Table 5.3, Questions 20-21), many managers did not have a clear blueprint of what a structured organization should look like. Regardless, managers should strive for goal implementation and most importantly, have guidelines, not necessarily set plans, on how their organizations will grow, prosper, and meet the needs of the public.

While the literature does not stress the importance of accountability in directors' managerial skills, respondents agreed that the legitimacy of professionals is crucial to the image

and success of their organizations. Although a manager's character may seem reliable and trustworthy, all managers should be held responsible for their actions and the decisions that impact the agencies they run. Managers should create strong leadership in the agency, where employees have easy access to their manager, are able to interact with him or her, and are encouraged to share ideas and opinions.

A major challenge managers face is developing an ideal strategic plan for their organizations. As seen in the literature, managers should develop a plan adaptive to program needs. Managers should develop future-oriented plans that will help create a vision for their agencies. Once a vision has been created for an agency, a manager should ask him or herself, how will my agency reach that vision? Question 43 (Table 5.5) asked what other elements of strategic planning should managers of nonprofits follow. An ideal nonprofit model should develop a strong, stable, and sustainable financial climate, where the finances are handled by a professional. A manager's purpose should be to focus on resource development. Ideally, a manager should have collaborations with other nonprofits, the community, and public and private agencies that will deliver the resources the organization needs. Even though the literature did not reveal any information on the importance of board development, there was a strong consensus where managers should make a strong effort to connect, communicate, and collaborate with the board of directors. Although the board's primary function is to financially contribute to the organization, managers must develop specific strategies and objectives with the board that will help reach the organization's goals.

The purpose of nonprofit organizations is to address social problems in communities. Nonprofits' missions are vital to societies' needs. The creation of this ideal model will serve as a guide for managers and/or directors of nonprofit organizations that serve communities' needs.

Appendix A

1. Please specify three things that a manager should do to practice open and clear communications with his or her subordinates.
2. Please specify three things that a manager should do to promote the morale of his or her employees.
3. Managers should seek ideas and opinions of their employees.
4. Managers should recognize the good performance of employees by providing them small monetary perks or prizes.
5. Managers should praise their employees verbally in public meetings.
6. Managers should praise their employees non-verbally in private by providing hand-written notes and cards.
7. Managers should offer employees professional development opportunities such as attending trainings, workshops and conferences.
8. Managers should offer employees educational opportunities such as pursuing college classes and specialized certifications.
9. Please specify three things that a manager should do to encourage innovation in the organization.
10. Managers should rotate employees into new projects frequently.
11. Managers should use whiteboards around the office (similar to a marketing/advertising company) to promote brainstorming and sharing of ideas.
12. Managers should integrate music, art, film, writing, and photographs into the workplace to stimulate creativity.
13. Managers should encourage collaboration by having staff participate in informal, one-on-one meetings.
14. Managers should develop teams in the workplace.
15. Managers should promote their organizations by using various modes of communication.
16. Managers should promote their organization by using local media.
17. Managers should use social media such as Facebook and Twitter to promote their agencies.
18. Managers should promote their organizations by having fundraising events.
19. Managers should seek people, money, and supplies to fulfill the mission of the organization.
20. Please specify three policies that a manager should put into effect in order to facilitate implementation of organization's goals and objectives.
21. Please specify three things that a manager should do to see tangible and measurable results in an agency.
22. Managers should strive to have tangible results.
23. Managers should strive to have measurable results.
24. Managers should solicit information on the strengths and weaknesses of the organization.
25. Please specify three things that a manager should do to determine the needs and values of a community.
26. Managers should collect and analyze demographics and population trend data of the community.
27. Managers should participate in community events.
28. Managers should collaborate with other organizations in the community.
29. Managers should collaborate with community leaders.
30. Managers should collaborate with public officials.

31. Managers should maintain the autonomy of the agency even when collaborating with private and public organizations.
32. Managers should make an effort to inform the public of the organization's mission.
33. Managers should develop a recognizable brand for the organization.
34. Managers should clearly communicate the mission and vision of the organization to staff.
35. Managers should clearly explain, both verbally and non-verbally, the goals of the agency to staff.
36. Managers should develop measurable goals that are geared to the mission of the agency.
37. Managers should seek input from all stakeholders when determining the mission of their organization.
38. Managers should develop short-term plans for their agency.
39. Managers should develop long-term plans for their agency.
40. Managers should have written emergency plans in case the organization faces unexpected hardship.
41. Managers should hire a professional finance manager.
42. Managers should not over spend the organization's budget.
43. In your opinion, what other elements of strategic planning should managers of nonprofit organizations follow?
44. Managers should eliminate programs that are duplicates of what other organizations in the community are doing.
45. Managers should reduce the cost overrun as much as possible.

Appendix B

Table 5.1: Open-Ended Responses

Developing Exemplary Leadership		
Question Number	Open-Ended Question	Responses
1	Please specify three things that a manager should do to practice open and clear communications with his or her subordinates.	• "Have staff/team meetings" – 32% • "Have an open door policy" – 25% • "Verbally and non-verbally communicate goals, objectives and policies – 18% • Other responses were not relevant to determine a consensus.
2	Please specify three things that a manager should do to promote the morale of his or her employees.	• "Verbally praise employees in public and private" – 32% • "Welcome new employee ideas/opinions" – 25% • "Provide personal perks/incentives" – 21% Other responses included "build relationships with employees" and "show fair treatment with employees" – 22%

Table 5.2: Open-Ended Responses

Integrating Nonprofit Management Techniques		
Question Number	Open-Ended Questions	Responses
9	Please specify three things that a manager should do to encourage innovation in an organization.	• "Implement new staff ideas" – 40% • "Have brainstorming sessions" – 36% • "Provide grant-writing opportunities" – 11% • Other responses included "integrate technology use such as social media and web development" and "compensate new, innovative ideas" – 11% • Other responses were not relevant to determine a consensus.

Table 5.3: Open-Ended Responses

Building A Structured System		
Question Number	Open-Ended Question	Responses
20	Please specify three policies that a manager should put into effect in order to facilitate implementation of organization's goals and objectives.	• "Implement strategic planning" – 18% • "Program evaluation and review of employee productivity" – 21% • "Develop short-term and long-term goals" – 14% • "Review goals and objectives yearly with board of directors" – 11% • Other responses were not relevant to determine a consensus.
21	Please specify three things that a manager should do to see tangible and measurable results in an agency.	• "Accountability" – 11% • "Have benchmarks" – 14% • Other responses were not relevant to determine a consensus.

Table 5.4: Open-Ended Responses

Connecting to the Community		
Question Number	Open-Ended Question	Responses
25	Please specify three things that a manager should do to determine the needs and values of a community.	• "Survey and asses clients/community" – 50% • "Develop focus groups" – 25% • "Interview clients/community" – 14% • "Another consistent response": "Inter-face and network with other similar agencies with similar missions" – 11%

Table 5.5: Open-Ended Responses

Implementing Strategic Planning		
Question Number	Open-Ended Question	Responses
43	In your opinion, what other elements of strategic planning should managers of nonprofit organizations follow?	• "Financial Sustainability" – 18% • "Resource Development"- 14% • "Board Development" – 11% • Other responses were not relevant to determine a consensus.

Appendix C

Tables 5.6: Contact Information

Nonprofit Organizations Delivering Social Services	Contact Name (Directors and Managers)
Mcallen Texas	
Mcallen Swim Club	Roxanne Balducci
Silver Ribbon Community Partners	Jose Ramirez, Bobby B. Mclendon
Rio Grande Valley Community Foundation	Jim Deuser
Killer Bee Foundation Inc.	Trey Medlock
Iniciativa Frontera	David Arizmendi
North American Race Walking Institute Inc.	Elaine Ward
South Texas Walking Club	AC Jaime
Rio Grande Valley Youth Hockey Association	Dalia Elizalde
Love Thy Neighbor Service Org	Mike Robledo
Mcallen Crime Stoppers Inc.	Mario Cavazos
All Star Youth Center	Clinton Richardson
Hidalgo County Homeless Coalition	Yvette Balderas
Proyecto Azteca	Ann Cass
Veterans War Memorial Foundation of Texas	Frank Plummer
Mcallen North Rotary Club	Betty Ramirez-Lara
South Texas Manufacturers Association	Mike Willis
Mcallen Education Foundation	Norma Guerra
Cookies 4 Charity RGV	Lew Corva
Holy Spirit Peace and Justice Community	Alfred Dabrowski
Habitat for Humanity of the Rio Grande Valley	Veronica Villegas
Pharr Community Outreach Project	Lahti Carole
La Cruz Habitat Protection Project	Cecelia Sue Sill
Team Mcallen Cycling	Dewayne Finn
Edinburg Texas	
Boys & Girls Club of Edinburg	Sabrina Walker
South Texas Deaf Center	Raquel R Taylor
South Texas Civil Rights Project	CJ Sanchez
South Texas Literacy Coalition	Ida Acuna-Garza
Comite de Apoyo	Ed Krueger
Border Association for Refugees from Central America	Ninfa Ochoa-Krueger
Evins Regional Juvenile Center Volunteer Council	Fidel Garcia
Edinburg Housing Opportunity Corporation	Rudy Ramirez
Childern's Advocacy Center of Hidalgo County	Victoria Y. Medina
Edinburg Teen Court	Raymond Hernandez

Emergency Training Alliance Board of the RGV	Ubaldo Perez
Children of the Valley Foundation	Michelle Romero
CASA of Hidalgo County	Lupe Silva
Upper Valley Community Partners	Alicia DeLeon
Advocacy Resource Center for Housing	San Juanita Maldonado
Morins Nutrition Services	Sylvia Morin
Brigade Camp of the Rio Grande Valley	John Mendoza
Mission Texas	
Servants on Wheels	Albert Gatti
Coto De Casa	Jaime Gonzalez
Emergency Amateurs Responding to Help	Toby Driscoll
Sharyland Youth Sports Association	Watts M Wayne Jr
RGV Area Health Education Center	Armando Lopez
Mission Boys and Girls Club	J.C Avila
League of Woman Voters of Texas	Maria Patterson
Mission Proud	Berta Filut
Libre Initiative Trust	Daniel Garza
Hummingbird Child and Adult Nutrition	Victor Salazar
XYZ CACFP Incorporation	Jesus Isaac Martinez
Amigos del Valle Housing Development Corporation	Jose E. Garza
Brownsville Texas	
Down by the Border	Sergio Zarate
United Way of Southern Cameron County	Tracie Wickett
Good Neighbor Settlement House	Rigoberto Castillo
Brownsville Affordable Homeownership Corporation	Steve Solis
Infant and Family Nutrition Agency	Karen Arista
CASA of Cameron and Willacy Counties	Alicia Cardenas
Harlingen Texas	
Casa de Proyecto Libertad	Rogelio Nunez
Great Beginnings Child Development Center	Denisse Dash
United Way of Northern Cameron County	Jessica Belschner
Special Assistance for Veteran Endeveaors	Fred Rendon
Laredo Texas	
Laredo Crime Stoppers	Caroline Leyendecker
Voz de Ninos-Court Appointed Special Advocates (CASA)	Edgar Ricalde
The Center for Social Services	Miguel Berry
Laredo Webb Neighborhood Housing Services	Oscar Medina
Laredo Life Center	Ronald Scott
Corpus Christi Texas	

Advanced Housing Alternatives	George N. Hodge Jr
San Antonio Texas	
Ella Austin Community Center	Denise Evans
Urban Connection-San Antonio	Leslie Grubbs
Mexican American Unity Council	Crystal Requejo
Austin Texas	
Council on At-Risk Youth	Henry Gibbons
Grand Central Texas Development Corporation	Anitra Gilley
Casa Marianella	Jennifer Long
Capital Area Food Bank	John Turner
Texas Low Income Housing Information Service	Karen Paup
Austin Pregnancy Resource Center	Brianna Zapata
Texas Fair Defense Project	Andrea Marsh
Volunteer Legal Services of Central Texas	Steve Elliot
Ascend Center for Learning	Becky Rhodes
Texans Care for Children	Eileen Garcia-Matthew
Dallas Texas	
Phonenix Associates Counseling Services	David Cudmore
Fort Worth Teen Challenge	Larry Adley
Ladder Alliance, Inc	Sharon Cox
Fortress Youth Development Center	Terri Hendsen
Ability Resources Inc	Susan Marsden
Boys and Girls Clubs of Greater Fort Worth	Kevin Foster
Human Rights Initiative of Texas	Bill Holston
Bent Tree Counseling Center	Smith Noland
America Scores Dallas	Robert Hernandez
United Latinos of Dallas	Mary Tapia
North Texas Solutions for Recovery	Leslie Wisenbaker
Denton County Alternative Dispute Resolution Program	Angie Rhoades
Pink Dreams	Toni Johnson
Caring for Children of Texas Foundation	Darren Rogers
Conference on Crime Against Women	Becky Park
Heart House	Kim White
Houston Texas	
Literacy Counsel of Fort Bend	Brittany Logan
Have Haven	Amana Zekarias
Shape Community Center	Jacklyn Mitchell
Houston Rescue and Restore Coalition	Maria Trujillo
Do the Write Thing	Carol Martin
Skills for Living, Inc.	Nibal Marcus

Appendix D

Survey Questions

1. Please specify three things that a manager should do to practice open and clear communications with his or her subordinates.

2. Please specify three things that a manager should do to promote the morale of his or her employees.

Questions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
3. Managers should seek ideas and opinions of their employees.					
4. Managers should recognize the good performance of employees by providing them small monetary perks or prizes.					
5. Managers should praise their employees verbally in public meetings.					
6. Managers should praise their employees non-verbally in private by providing hand-written notes and cards.					
7. Managers should offer employees professional development opportunities such as attending trainings, workshops and conferences.					
8. Managers should offer employees educational opportunities such as pursuing college classes and specialized certifications.					

9. Please specify three things that a manager should do to encourage innovation in the organization.

Questions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
10. Managers should rotate employees into new projects frequently.					
11. Managers should use whiteboards around the office (similar to a marketing/advertising company) to promote brainstorming and sharing of ideas.					
12. Managers should integrate music, art, film, writing, and photographs into the workplace to stimulate creativity.					
13. Managers should encourage collaboration by having staff participate in informal, one-on-one meetings.					
14. Managers should develop teams in the workplace.					
15. Managers should promote their organizations by using various modes of communication.					
16. Managers should promote their organization by using local media.					
17. Managers should use social media such as Facebook and Twitter to promote their agencies.					
18. Managers should promote their organizations by having fundraising events.					
19. Managers should seek people, money, and supplies to fulfill the mission of the organization.					

20. Please specify three policies that a manager should put into effect in order to facilitate implementation of organization’s goals and objectives.

21. Please specify three things that a manager should do to see tangible and measurable results in an agency.

Questions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
22. Managers should strive to have tangible results.					
23. Managers should strive to have measurable results.					
24. Managers should solicit information on the strengths and weaknesses of the organization.					

25. Please specify three things that a manager should do to determine the needs and values of a community.

Questions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
26. Managers should collect and analyze demographics and population trend data of the community.					
27. Managers should participate in community events.					
28. Managers should collaborate with other organizations in the community.					
29. Managers should collaborate with community leaders.					
30. Managers should collaborate with public officials.					
31. Managers should maintain the autonomy of the agency even when collaborating with private and public organizations.					
32. Managers should make an effort to inform the public of the organization's mission.					
33. Managers should develop a recognizable brand for the organization.					
34. Managers should clearly communicate the mission and vision of the organization to staff.					
35. Managers should clearly explain, both verbally and non-verbally, the goals of the agency to staff.					
36. Managers should develop measurable goals that are geared to the mission of the agency.					
37. Managers should seek input from all stakeholders when determining the mission of their organization.					
38. Managers should develop short-term plans for their agency.					
39. Managers should develop long-term plans for their agency.					
40. Managers should have written emergency plans in case the organization faces unexpected hardship.					
41. Managers should hire a professional finance manager.					
42. Managers should not over spend the organization's budget.					

43. In your opinion, what other elements of strategic planning should managers of nonprofit organizations follow?

Questions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
44. Managers should eliminate programs that are duplicates of what other organizations in the community are doing.					
45. Managers should reduce the cost overrun as much as possible.					

46. What is your gender?
- Female
- Male

47. What is your age?
- 22-29
- 30-39
- 40-49
- 50-59
- 60 or older

48. What is your race?
- American Indian
- Asian
- Black/African-American
- Hispanic
- White/Caucasian

IRB Approval Exemption Certificate

TEXAS STATE UNIVERSITY
SAN MARCOS
The rising STAR of Texas

Institutional Review Board

Request For Exemption

Certificate of Approval

Applicant: Pamela Hinojosa

Request Number : EXP2012K4938

Date of Approval: 10/12/12

M. Blonds

Assistant Vice President for Research and Federal Relations

Jon Lasse

Chair, Institutional Review Board

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