

**RE-IMAGINING PHILANTHROPY SERIES**

# **SIX KEY DOCUMENTS**

***Documents That Indicate Nonprofit  
Performance Effectiveness and Results***



**RE-IMAGINING PHILANTHROPY**  
CAPACITY BUILDING RESEARCH BRIEF TWO

# **Six Documents That Indicate Nonprofit Performance Effectiveness and Results**

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When foundations, nonprofits and ministries invest in civil society a child's health, a student's dream or a family's future is made secure.

National Development Institute, established in 1990, is a 501(c)3 public benefit charity that insures donors, granting organizations and corporations safeguard their mission by building capacity within nonprofits committed to human welfare, education, healthcare, the arts, & environment.



The Institute on Family and Neighborhood Life helps generate, share and apply the research foundation for youth, family, and community social development. Work at IFNL starts from the premise that strong communities support strong families and vice versa, and that both are necessary for healthy development of children and youth.



# RE-IMAGINING PHILANTHROPY – RESEARCH BRIEF TWO

## Six Documents That Indicate Nonprofit Performance Effectiveness and Results

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The National Development Institute & Clemson University's Institute on Family and Neighborhood Life would like to thank all respondents who participated in 2011-2012 online survey regarding their capacity building initiatives. Their significant time investment has made this important research possible.

We wish to express our gratitude to each member of the Research Team who continues, on a daily basis, to work towards the completion of this project. Their collaborative efforts, from concept and survey design to data compiling and analysis are a testament to the nonprofit sector's commitment to excellence.

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### Research Team Members

- Kimberly Brown, Ph.D., CNC      National Development Institute (Director of Research)
- Kathleen Robinson, Ph.D., CNC      Clemson University (Doctoral Committee Chair)
- James P. LaRose CDE, CNC      National Development Institute (Founder)

### Introduction

The National Development Institute changes the way nonprofit leaders think about fundraising. Convention must be challenged in order to preserve and grow our sector's capacity to transform lives. It must be done with propriety and be based on information that allows us to maintain or change our course with confidence.

We continue to process data from 470 nonprofit leaders who completed a ninety-item survey focusing on the effect of capacity building initiatives in their organizations over the past five years including an in-depth analysis of one completed and one planned capacity building initiative.

Kimberley Brown, one of the main researchers on this project, successfully defended her dissertation in July, 2012 based on data from the NDI sponsored survey. She is very grateful to the nonprofit leaders who took the time to complete the survey.

The purpose of the study was to examine leaders' motivations for building organizational capacity, the organizational dynamics present, and the effects of these two things on nonprofit performance and productivity. The survey included many of the questions that Paul Light (2004) originally asked to determine the factors that marked high performing nonprofits.

This research brief examines one survey question. We asked leaders to tell us whether their nonprofit had any of six written documents which are very useful to fundraising ventures, among other uses. In our seminars, we had been citing the percentage of nonprofits in the

United States having each of four important documents, as reported by Mr. Jerry Twombly, a recognized fundraising consultant. We were eager to see how organizations affiliated with NDI compared with his estimates. This report summarizes the results of that question and explores briefly why having each type of document is so important. Furthermore, the analysis tells what factors predict whether a nonprofit is apt to have each of the different kinds of documents and what difference it makes.

## Highlights

Leaders who indicated that some of the six documents were present had distinguishing characteristics. The presence of various documents was significantly associated with those who

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- Built more different types of capacity than those who did not.
- Had board leaders who were actively involved in setting priorities and directions.
- Rated their nonprofit as more effective, when using six indicators of effectiveness.
- Experienced more growth in services and programs, donors and budget over the past five years.
- Were more external-relations focused than those without some of these documents.
- Were able to adapt to changing internal and external environments when some were present.
- Had organizations that they rated as more stable AND innovative.
- Were educated, older, and have directed two or more nonprofits besides their current one.
- Were affiliated with a nonprofit that had more board members (median 13 members) and donors, and a higher numbers of paid staff.

The most significant predictor of having four of the six written documents was whether or not the nonprofit had been involved in three or more different types of capacity building efforts within the past five years. Involvement in a significant number of capacity building efforts is linked in the literature with growth (rather than decline), with greater productivity and higher nonprofit and leader performance (Light, 2004, 2008). *The findings also indicated that there were . . .*

- Four factors significant in predicting whether or not a nonprofit was likely to have a written vision statement.
- Two factors significant in predicting whether or not a nonprofit was likely to have a strategic plan.
- One factor significant in predicting whether or not a nonprofit was likely to have a public relations plan.
- Four factors significant in predicting whether or not a nonprofit was likely to have a fund development plan.
- Two factors significant in predicting whether or not a nonprofit was likely to have a business plan.

For fundraising consultants and nonprofit directors, these factors are important considerations in whether 1) one wants to increase productivity and performance and 2) whether the organization is ready to engage in significant fundraising. Nonprofits that have the six written documents will find it much easier to quickly organize to achieve six and seven figure gifts from donors, while those who lack two or more of the documents will have pre-requisite organizational development catch-up work to do before significant levels of funds can be obtained.

This brief is the first of a series, based on the survey results, past research and proven practice. We aim to nurture and leverage philanthropy by supplying funders and nonprofit organizations the capacity building research and education they require to advance their mission.

Sincerely Yours,

A handwritten signature in blue ink that reads "Jimmy LaRose". The signature is written in a cursive, flowing style.

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## Six Documents That Indicate Nonprofit Performance and Results

Organizational planning helps leaders identify what their work *is*, what it *will be*, and integrates these two dimensions with what it *should be*. Everything planned becomes immediate work and commitment (Drucker, 1973, 1990). Planning is one of four basic managerial tasks. The results of planning are usually put in writing as well as widely shared.

While there have been critics who say that planning creates too much rigidity, drives out creative thinking and innovation, and does not help leaders deal with uncertainty (Mintzberg, 1994), more recent studies have refuted such claims and identified the differences between those who intentionally plan and those who do not. Chief among the findings is that planning increases performance (Berry & Wechsler, 1995), keeps businesses from failing financially (Perry, 2001), increases financial profitability (Roper, 1997), increases sound and strategic decision making (Naffigar & Mueller, 1999), builds profitable relationships that last (Delmar & Shane, 2003), creates innovation (Connolly, 2006; TCCGroup, 2012), increases leader and employee motivation, and increases product/service expansion (Joyce *et al.*, 1996). Planning is never complete unless decisions reached are formally documented so that discussions can be shared with those not involved in the planning process and everyone is aware of why an organization is investing its time, efforts, and resources in certain directions and what it thinks will result as a consequence of those investments.

Large or small in scale, nonprofits that plan intentionally and formally fail less financially. Perry (2001) found that small businesses with less than five employees rarely had a formal business plan, but those that did were significantly less likely to fail. Perry indicated that it was even rare to find businesses with up to 20 employees that had a formal business

plan. However, businesses that wanted to borrow money or establish credit were typically asked to develop a formal business plan. And, perhaps more importantly, in the survey Perry did, businesses of any size that had a formal written business plan were significantly less likely to fail financially.

Formal statements of mission, values, plans, policies and procedures are important signs of intentional organizational development. Certain written pieces are required of every registered nonprofit in the U.S. as a minimal standard of organization and accountability. These include written by-laws and a statement of mission. Beyond these two written statements, nonprofits widely vary in what is put in writing.

### ***The Impact***

Written statements make the work of the agency transparent to the public. They facilitate evaluation of outcomes and results against stated directions. They aide staff, volunteers, and donors affiliated with the organization to develop a common sense of direction and a common language for talking about that direction. They articulate the group's norms which may be used to judge performance, effectiveness and impact. They facilitate connection with kindred organizations. They identify stakeholders and their interests. They target limited resources to accomplish mission. They motivate and energize staff and volunteers.

At a most fundamental level, being able and willing to write decisions down is also a basic form of organizational literacy. It helps individuals and groups clarify thinking, actions, and values. These are marks of a literate organization, just as they are signs of a literate person.

Conducting any substantial fundraising activity requires formal statements of mission, vision, strategic plans, and a marketing and PR plan. If they are not available, they have to be created before the fundraising process can approach a single donor prospect. The fundraising case document is built from these formal documents.

Fundraising is, at its heart, all about leaders' communication of vision, directions and impacts so that people of like passions can connect with the nonprofit through volunteering and giving. The public has to trust the organization in order to give or volunteer. People have to know what the organization is doing, how, and with what results in order to form a trust relationship. When the organization is transparent by communicating

orally and in writing its essence, directions, and results, it increases public confidence in the organization, resulting in increased giving and volunteering (Light, 2004).

### **An Estimate of the Extent of the Presence of Six Documents among U.S. Nonprofits Based on Consulting Experience**

In a 2011 presentation, Jerry Twombly (2012) estimated that, given the numbers of nonprofits he had served over the past forty years, nonprofits were widely diverse in the number of formal plans they had. Table 1 summarizes the number of nonprofits he estimated had each of four basic written documents.

**Table 1 Twombly's Estimate of Percentage of Nonprofits With Four Kinds of Written Documents**

<i>Nature of Written Document</i>	<i>Percentage</i>
Vision statement	96%
Mission statement	56%
Strategic plan	12%
Development (i.e. fund development) plan	2.6%

Source: as presented in a public seminar

### **The Extent of the Presence of Six Documents among NDI Affiliates Based on the NDI sponsored 2011 Survey**

In December 2011 and January 2012, NDI in partnership with Clemson University's Institute on Family and Neighborhood Life engaged in a survey with 52,300 nonprofits from across the United States. One question in the survey addressed whether respondents had six different kinds of written documents: a mission statement, vision statement, strategic plan, public relations plan, fund development plan, and business plan.

Four hundred seventy nonprofit leaders (470) responded by the end of January 2012. Two hundred eighty-eight (288) respondents were needed to reach a valid and reliable sample size of the NDI population (50,320).

Our findings are a bit different from Twombly's. Perhaps this is so because Twombly may have consulted with smaller (in scale) nonprofits whereas the sample represented by the NDI/Clemson University study included small-, medium- and large-scale nonprofits.

In the next two sections, we provide a brief summary of who responded to the NDI/Clemson University study and what the organizations were like that they represented. Both the leaders and their nonprofits were widely diverse.

## **Who Was Involved in The Study?**

### **Nonprofit leaders involved**

Most respondents were well educated, Caucasian women, of later middle-age or older. As their highest level of education, 8.1% of respondents had less than a bachelor's degree, while 22.8% had bachelor's degrees; 15.3% had some graduate classes; 33.6% held master's degrees; 11.1% had some post-master's classes; and 7.7% held a PhD. Most (63%) of respondents were female, and the remaining (34%) were male. Sixty percent were over 50 years of age. Thirty-five percent were between the ages of 51 and 60 years; 25% were older than 60, followed by 23.4% between 41 and 50 years old. Only 16.2% were 40 or younger. Of respondents who answered the question on ethnicity (N=379), a full 73.2% said they were Caucasian, followed by 10.7% African American, 1.7% Latino, 1.5% Mixed race, and 1.3% Asian.

The data indicated that 46.2% of the respondents were executive directors, and 24.3% were the chief executive or president of the nonprofit organizations surveyed. Forty of those surveyed (8.5%) said they were administrators or chief of staff, twenty-two (4.7%) were associate directors, nineteen respondents were board members (4% of those surveyed), and seventeen (or 3.6%) were a chief financial officer or treasurer. Of those who wrote in their position titles, the most prominently represented position was those responsible for "development," such as the "director of development" or "development manager", meaning they were fund development officers. These comprised 3.4% of the respondents. No additional type of position represented more than .4% of respondents so were grouped together into a category called 'other' (3.6%). In all, 88.7% of respondents were in a position to influence organization-wide decisions on conducting capacity building initiatives.

Almost all respondents indicated that they had been in their current position for 15 years or less (42.8% had been serving in their position for less than five years, 29.8% for six to ten years, and 12.6% between 11 and 15 years.) Only 13.2% had been in their positions for over 15 years. Most of the respondents (62.4%) had either never been the director of a different organization, or had directed only one other nonprofit in the past, while 15.1% had directed two or three such organizations previously. Some (17.1%) had directed more than three organizations, and 18.9% of respondents did not answer the question.



Eighty-nine percent (86.8%) reported their income level. Twelve percent (11.7%) indicated that they worked for no pay. Twenty-two percent (21.7%) had incomes between \$50,001 and \$75,000 annually. Seventeen percent of respondents were paid \$25,001 to \$50,000 annually, 13.8% made between \$75,001 to \$100,000, with 14.3% earning \$100,001 or higher.

All respondents had worked in other jobs prior to their current work, many in more than one sector. The number of years the respondents had worked in the nonprofit sector was spread rather evenly in low percentages from 0 to 52 years, with a few small peaks at 10 years (5.5%),

15 years (4.9%), 20 years (7.9%), 25 years (6.4%), and 30 years (4.7%).

Respondents were asked to identify whether or not they were a founder of the organization or co-founder, and whether a founder(s) was still involved in the organization in some capacity. Twenty-six percent (26.2%) of respondents were either a founder or co-founder of the organization. Forty-five percent (45%) of founders were still involved in the organizations represented in this study.

### **Nonprofits Involved**

Most nonprofits that participated in this survey (77.9%) were local (in scope) nonprofits, but 11.1% were national, and 9.6% were international nonprofit organizations.

The median age of the organization was 25 years 1 month to 30 years old. The mode, however, was 5 years 1 month to 10 years old. Thirty percent (29.5%) of organizations were between 5 and 15 years of age. Eight percent (8.3%) of organizations were less than 5 years of age. Seventy-five percent were 40 years old or below. Five percent (5.5%) were 100 years or older.

The median number of board members was 13. Fifty percent (50%) of the organizations had 13 or less board members. Seventy-five percent (75%) had 18 board members or less. Four respondents indicated there were no board members (.9%), while the highest number of one of the national organizations was 210 board members (an organization that required their affiliates to be registered 501c3s so they counted all affiliated boards in their count). Since some nonprofits that are being re-organized may go through a period where there are no board members, the data on the organizations having no board members were not deleted from the cases under review. The mean number of paid staff was 108, but the median was 7 and the mode 5 paid staff. Six

percent (6.4%) indicated they had no paid staff. One organization (a national in scope organization) reported 25,000 paid staff. Fifty percent of the organizations had 7 or less paid staff members. Seventy-five percent had 27 paid staff member or less.

To gain an understanding of the amount of leadership transitions that had occurred over the past ten years, respondents were asked to report the number of directors, besides themselves, that had directed the organization within the past ten years. Thirty-seven percent (37%) indicated there had been no change. Twenty percent (20%) indicated that one director transition had occurred, while another 13.4% reported two directors, in addition to themselves. One respondent reported 19 different directors, in addition to himself, that had directed the organization within the past 10 years.

The mean number of contracts or grants that organizations reported was 12, but the median number was 5 and the mode 0 contracts and grants. There was a large spread from 0 to a maximum of 300 reported contracts and grants. Seventy-five percent (75%) of all participating organizations had 26 or less contracts or grants.

Fifty-percent of organizations had 40 or fewer volunteers and, only the top 5% had more than 1,000 volunteers. The mean number of volunteers was 245, the median 40 volunteers, and mode was 100 volunteers. The maximum number of volunteers reported by one organization was 25,000 volunteers.

The median number of clients served was 500. The maximum reported was 1,300,000 clients or customers. Seventy-five percent (75%) of the organizations reported 2,500 or less clients.

Unfortunately, only 61 respondents (13%) furnished the annual income figure for the organization so this important organizational variable could not be used for correlation or

regression analyses. Of those that reported, budgets ranged from \$0 per year to over \$5 billion dollars annually. Fifty percent or less had a budget of under \$250,000, and 34.4% had a budget of under \$100,000. Of the latter, over half (14.6% of all respondents) were working with budgets of less than \$35,000 annually. At the other end of the spectrum, 9.7% of reporting organizations had a budget of over \$10 million. Organizations that responded to this question were broadly distributed across a very wide range. However, because of the low response rate, results were not necessarily representative of the population that was

surveyed. It is not known why most respondents did not answer this question.

Respondents were asked what types of programs and services their organization offered. Table 2 indicates the frequency and percentages found. All respondents (470) answered this question. Forty-one percent (40.6%) offered advocacy services. Thirty-one percent (30.6%) offered youth programs. Twenty-seven percent (27.4%) offered mentoring services and 20.6% counseling services.

**Table 2 Types of Programs and Services Offered by Participating Nonprofits**

Type of Program	Frequency	Percent	Type of Program	Frequency	Percent
Advocacy	191	40.6	Housing rehab	25	5.3
Afterschool programs	84	17.9	Job Placement	37	7.9
Childcare	43	9.1	Job counseling	51	10.9
Child activity programs or clubs	92	19.6	Lobbying	37	7.9
Civic engagement education	86	18.3	Literacy services	66	14
Counseling	125	26.6	Mentoring	129	27.4
Computer education	56	11.9	Music program ed	63	13.4
Entrepreneurship training	39	8.3	Performing arts ed	78	16.6
Persons with disability care	46	9.8	Recreational Activities	86	18.3
Elder care	17	3.6	Religious instruction	48	10.2
Emergency relief	69	14.7	Short-term utility assistance	33	7
Family planning	14	3	Support groups	92	19.6
Food services	74	15.7	Tutoring	53	11.3
Grant writing	35	7.4	Vocational counseling	41	8.7
Health care	72	15.3	Vocational rehabilitation	12	2.6
Health testing	42	8.9	Youth programs	144	30.6
Housing assistance	59	12.9			

## The Presence of Documents

Leaders were asked ‘does the organization have any of the following things?’. Six statements were presented and leaders were asked to indicate ‘yes’ or ‘no’. Table 3 presents a summary of the percentage and frequency of organizations that had each of the six documents.

**Table 3 Frequency of Presence of Six Formal Documents Expressing An Organization’s Directions**

<i>Six Strategic Documents</i>	<i>N</i> <i>Yes</i>	<i>Percentage Yes</i>
A written MISSION STATEMENT (identifying why the organization exists and what it is in business to do)	463	98.5%
A written VISION STATEMENT (identifying what outcomes are sought through the organization’s work given the current state of affairs)	383	81.5%
A written STRATEGIC PLAN (identifying mission, vision, benchmarks and outcomes sought, present circumstances, what costs are, when and what strategic actions are to be done, and who is in charge of what actions)	343	73%
A written PUBLIC RELATIONS PLAN (identifying intentional strategy for publicizing work and impacts of organization to consumers, community leaders, donors, public)	157	33.4%
A written FUND DEVELOPMENT PLAN (identifying a case for support, current and potential donors and funders, sources and amounts of revenue to be achieved, a plan for development of relationships with all funding sources, for securing funds from all sources, identification of who is in charge of each area of financial development, and the costs involved)	224	47.7%
A written BUSINESS PLAN (identifying mission, vision, plans for management and program development, finance management and expansion, public relations, marketing, assessment and evaluation)	182	38.7%

Total Sample N=470

### Predicting the Presence of Documents

A series of binary logistic regression analyses were done to determine what respondent and organizational factors significantly predicted the presence or absence of each of the six written documents. For all analyses, the dependent variable was respondents’ answer to the question “does your organization have (specified document)?” Each document’s suggested contents were as described in Table

3. The independent variables entered into the regression analysis included the following: respondent and organizational characteristics; respondents’ total score for the presence of 11 board governance practices, 6 organizational effectiveness indicators and 16 trust

relationships. The respondents’ ratings on whether their organization had experienced growth, no growth or decline in budget size, donors, clients, staff over the past five years was also examined in relationship to the presence of the six written documents. The extent to which the participating organizations had done past capacity building and future capacity building efforts was also used as possible predictors. See Appendix A for a listing of all the variables that were regressed.

In addition to the regression analysis, a few Pearson’s Chi-square analyses were done. Chi-square measures of association were used because the dependent variable was dichotomous. Chi-square analyses help us understand which variables are significantly associated with each other (i.e. when the

respondent said yes or no, which other variables' responses also tended to be present with the respondents' answer.). Chi-square is a less powerful statistic than regressions. While a particular relationship may be found to be significant and tells us the patterns of responses found within the sample, it may not be a significant predictor of respondents' answer to the question under investigation. The predictors are those that surface as a result of

the regression analysis. However, when combined both kinds of analysis help us better understand the data.

For those who want a fuller explanation of the decision making process involved in the use of the binary logistic regression analysis done for this study, see Appendix B. The results of the analysis are displayed in Tables 4 and 5 below and are discussed in the following sections

**Table 4 Factors Significant in Predicting the Variance in Whether a Nonprofit Had Five Different Types of Documents**

Type of Written Document	Significant Factors	B	S.E.	Wald	df	Sig.	Exp(B)	Probability of Saying "No"
Written Visions Statement	Educational Level	-1.101	.359	9.416	1	.002	.333	.250
	Number of Board Members	1.159	.428	7.328	1	.007	3.188	.760
	Number of Donors	1.127	.563	4.002	1	.045	3.085	.760
	Total Number of Capacity Building Types Done in Past 5 Years	1.172	.498	5.533	1	.019	3.228	.760
Written Strategic Plan	Number of Paid Staff	-.386	.165	5.461	1	.019	.680	0.40
	Total Number of Capacity Building Types Done in Past 5 Years	.340	.096	12.547	1	.000	1.405	0.58
Written Public Relations Plan	Total Number of Capacity Building Types Done in Past 5 Years	1.494	.334	20.049	1	.000	4.455	0.82
Written Fund Development Plan	Respondents' Age	.440	.182	5.864	1	.015	1.553	0.61
	Organization's Age	-.228	.097	5.599	1	.018	.796	0.44
	Number Nonprofits Directed in the Past	-.519	.275	3.564	1	.05	.595	0.37
	Total Score on Organizational Effectiveness Indicators	1.182	.397	8.877	1	.003	3.262	0.77
Written Business Plan	Total Score on Organizational Effectiveness Indicators	-.848	.403	4.428	1	.035	.428	0.30
	Total Number of Capacity Building Types Done in Past 5 Years	.205	.074	7.777	1	.005	1.228	0.55

**Table 5 Strength of Each Model’s Prediction of Response**

Type of Document	Hosmer and Lemeshow Test			Model Summary			Classification
	Chi-square	df	Sig.	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square	% Classified Correctly
Written Vision Statement	12.426	8	.133	40.015	.426	.604	88.3
Written Strategic Plan	7.246	8	.510	51.167	.343	.477	76.7
Written Public Relations Plan	7.685	8	.465	37.521	.279	.455	88.3
Written Fund Development Plan	14.959	8	.060	63.353	.281	.374	75
Written Business Plan	4.200	7	.756	66.116	.157	.218	76.7

## Factors Predicting the Presence of a Written Mission Statement

### Importance and Effects

A mission statement expresses the purpose of the organization and the primary means to achieve the purpose. Sabastin, et al. (2008) used the Theory of Planned Behavior to determine how much mission statements were actually used by 510 nurses in nonprofit hospitals in Belgium. Their findings indicated that mission statement use was low on average among respondents. They found specific attitudes, subjective norms, perceived behavioral control beliefs, and the degree of formal involvement in mission statement communication accounted for 43% of the variance in the use of the mission statement in practice. Nurses (a) who had a positive attitude towards the organization’s mission statement, (b) who perceived pressure from superiors and colleagues to use the mission statement, (c) who felt they were in control of using the organization’s mission statement effectively, and (d) who were formally involved in the mission statement communication processes were more likely to use and be guided by the mission statement. Furthermore, the results indicated that demographic characteristics were not associated with mission statement use.

Their conclusion was that to effectively increase mission statement use, investments had to focus on redesigning a work environment to stress the importance of the organizational mission statement and provide detailed information on the ways that individual organizational members could contribute in realizing the mission statement. We found similar beliefs were predictive of nonprofit leaders’ intention to engaged in a variety of capacity building efforts, including those that related to development of mission, vision, strategic plans, development plans, and business plans and the pattern was similar to what Sabastin, *et al.* found. A report is forthcoming on these findings.



Bart and Tabone (1998) found that mission statements had eight effects on the organizations they studied. Mission statements 1) clarified a corporate sense of purpose; 2) increased CEO control; 3) guided definition of employee behavior standards; 4) enabled employees to identify with the organization; 5)

gave greater recognition of external stakeholders' interests; 6) inspired and motivated employees; 7) provided the means to refocus the organization in crisis times; and 8) improved the resource allocation process. The mission will be more effective, if the organization's systems and processes are designed to consistently reinforce the mission (Forehand, 2000).

Bart and Baetz (1998) found that formal mission statements did have an effect on organizational performance. Three conditions were present when mission statements positively and significantly affected performance in the organizations they studied: 1) managers had to be satisfied with the mission; 2) the processes used to develop the mission statement had to be agreeable to leaders and employees, and they had to be involved in its development or re-statement; and 3) leader and employee performance evaluations had to be aligned with the statement of mission.

Having a mission statement and actually using it effectively to advance the organization's efforts are different. It is not uncommon to ask three different people within a nonprofit (e.g. a volunteer, a board member, a senior leader) what the mission of a nonprofit is and get three very different statements of purpose. We are more interested in the use of a mission statement to guide staff and volunteers' energy, motivations and actions.

Roland and Stewart (2008) examined the use of mission statements in parks and recreation nonprofit agencies. They found that volunteer recruitment and retention was higher when mission statements were used effectively. "A shared vision attracts volunteers, ignites enthusiasm, and helps maintain momentum." (T. Anderson as referenced by Roland & Stewart, 2008).

If volunteers believe in the mission, they also will be more likely to spread the word to others. Anderson goes on to state that "volunteers who believe in the organization are excellent

ambassadors and advocates. Satisfied volunteers are great recruiters."

When staff and volunteers present a compelling, unified mission message to donors, giving increases.

### Our Findings

It was assumed that all respondents would indicate the presence of a written mission statement because it is required by law in all states and by the Internal Revenue Service when filing federally for nonprofit status. In addition, typical templates for by-laws include a written statement of mission. All states require a copy of the by-laws at the time of incorporation. Ninety-eight (98.5%) did indicate they had a written mission statement. Five respondents did not indicate whether their organization had a written mission statement (1.1%). Two respondents said their organization did not have a mission statement (.4%). Of these two, one organization was 10 to 15 years old, and another was 15 to 20 years old.

Because there was very little variance in respondents' indication of the organization having a written mission statement, doing regression analysis was not useful in predicting the variance in respondents' answer as to whether they had this type of written document. Having a written mission statement does not mean it is used practically by management or service providers. It is our experience in working with hundreds of nonprofits that a sense of mission has to be renewed often and renewed corporately among all employees and volunteers, and the mission statement has to be used to focus decision making, leadership, management, fundraising, service delivery, performance appraisals, program and organizational evaluations, and assessments.



## Factors Predicting the Presence of a Written Vision Statement

### Importance and Effects

Some mission statements include a vision statement and some do not, depending on the development traditions followed. What distinguishes a vision statement from the mission statement is that the mission tells what is done, why, to and with whom, and the vision statement tells the reader what the positive outcomes are, if what is done is effective.

Gail T. Fairhurst (2011) argues that an organization's 'death-knell sounds gradually each time a leader loses an opportunity to frame the vision of the organization to daily reality. Successful leaders 'manage meaning' by carefully interpreting uncertainty and framing present realities in light of preferred futures in ways that connect with people.

Having a shared sense of mission and vision is instrumental in creating an organization's 'citizenship behavior'. Organizational citizenship behavior is present when staff, leaders and volunteers all work to accomplish common vision and purpose, using processes and systems acceptable and created by all. Wong *et al.* (2009) proposed that "a shared organizational vision develops cooperative interdependence among departments that, in turn, facilitates cross-functional teams' organizational citizenship behavior (OCB)". Wong *et al.* found in a study of 101 cross-functional teams that a shared organizational vision shaped goal interdependence among departments that, in turn, affected their organizational citizenship behavior. They concluded that having a shared organizational vision combined with cooperative goals (rather than competing or unconnected goals) among departments were important foundations to the development of organizational citizenship behavior.

A worldwide Harvard study (Kotter & Heskett, 2011) with 207 companies in 22 industries over 11 years found that companies with vision-led cultures significantly outperformed those without one, and this translated into four key performance differences. Vision-led cultures significantly had greater revenues, an expanded workforce, growth of share price (in nonprofit terms growth in consumer use of services), and improved net income. Bell (2007) indicated that leaders with a clearly stated and embraced vision did several things for an organization: gave leaders charisma which allowed them to recruit and retain good people, and produced a staff that was more loyal, productive, committed, and persistent in the face of setbacks and disappointments when pursuing a corporately shared vision.



### Survey Findings

Eighty-two percent (81.5%) of the respondents to the NDI/Clemson University survey indicated their organization had a written vision statement. Four factors were significant in predicting whether the nonprofits involved in this study did not have a written vision statement:

- When a leader's educational level was lower, the odds were 25% greater that they would say there was no written vision statement.
- When the number of board members was lower, the odds were 76% greater that the respondent would say the organization did not have a written vision statement.
- When the number of donors was lower, the odds were 76% greater that the respondent would say the nonprofit did not have a written vision statement.

- When the total number of different kinds of capacity building the organization engaged in during the past five years was lower (2 types or less), the odds were 76% greater that the nonprofit did not have a written mission statement.

These four factors were significant in predicting 60.4% of the variance in respondents' indication of whether they had a written mission statement which is considered a high prediction rate. (See Table 4 and 5 for statistics.)

### Conclusions

What do we make of these findings? When the number of significant stakeholders, particularly donors and board members, are less there appears to be less motivation on the part of leadership to put in writing a vision statement. Perhaps the organizational culture is still relying on oral traditions. We did examine whether this situation was more the case for younger nonprofits, but there were no significant associations; meaning the organization's age had nothing to do with whether an organization had a written vision statement.

However, the presence of a written vision statement did significantly associate with two organizational growth indicators. When whether the organization had a written vision statement was correlated with the organizational growth indicators (growth, no change, decline in programs, clients, donors, staff, budget size), it was found that those organizations that did not have a written vision statement was associated significantly with respondents who said their organization had experienced no growth or a decline in programs over the past five years ( $X^2 = 16.057$ ,  $df = 4$ ,  $p = .003$ ). Those indicating they had a mission statement were significantly associated with respondents who indicated that there had been a growth in staff over the past five years ( $X^2 = 6.581$ ,  $df = 2$ ,  $p = .037$ ).

The presence of a written vision statement did significantly associate with the respondents' level of agreement that 11 board governance practices were present. When a written vision statement was said to not be present, it was associated with a) respondents who agreed less that the board evaluated the CEO's performance effectively, measuring performance against stated objectives ( $X^2 = 21.597$ ,  $df = 6$ ,  $p = .001$ ); b) with respondents who were in less agreement that the board understood the respective roles of the CEO/ED ( $X^2 = 17.354$ ,  $df = 6$ ,  $p = .006$ ); c) with respondents who agreed less that the board meetings were well managed ( $X^2 = 15.699$ ,  $df = 6$ ,  $p = .014$ ); d) and with respondents who agreed less that the board used sound decision-making processes ( $X^2 = 13.844$ ,  $df = 6$ ,  $p = .031$ ). These four board governance areas are affected by leaders' senses of direction and purpose. Minus a clear, corporately agreed to vision statement, perhaps these findings are telling us that nonprofits without a vision statement are less clear corporately about what constitutes performance success (board and CEO performance success). Success has to be evaluated against positive benchmarks of performance, which a clear, compelling vision statement can give an organization.

Nonprofits that do not engage in a significant number of different types of capacity building efforts are less likely to have a vision statement. A compelling sense of direction appears to be missing. If vision is unclear, there is no benchmark to determine the effectiveness of what the organization is doing, how, and with what results.

Fundraisers must have a compelling sense of vision that can be communicated in passionate ways to prospective, lapsed, and current donors. Fundraising volunteers must be on the same page relative to the visions they are working towards. Otherwise, the aims of raising money are questionable.

## Factors Predicting the Presence of a Strategic Plan

### Importance and Effects

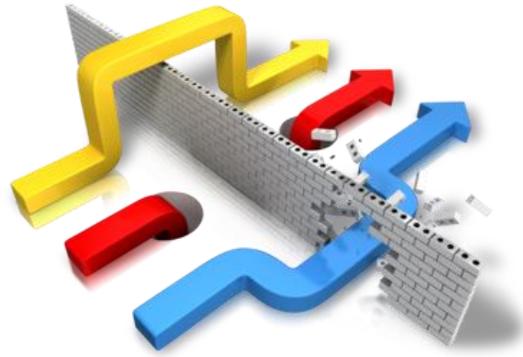
Strategic planning is an effective tool for improving organizational decision making and increasing program and organizational performance (Berry & Wechsler, 1995; Kagar & Parnell, 1996, Naffigar & Mueller, 1999). While there are many different ways to do strategic planning, it is a systemic process for managing the organization and its future directions. Management strategies created through strategic planning are sensitive to the organization's environment and the demands of external stakeholders. The planning process usually includes analyzing the agency's strengths and weaknesses, identifying the agency's stakeholders, implementing strategic actions and issue management.

By 1995, a national survey conducted by Berry and Wechsler (1995) indicated that approximately 69% of all state governments had done (60%) or were about to do (6%) strategic planning. Government agencies at the local, state and federal levels are using strategic planning and those involved with nonprofit partnerships often engage in strategic planning with the nonprofits. In surveying most of the major foundations' websites, they too have gone through extensive strategic planning within the past decade. As a result, grants and awards are given to nonprofits that address the foundations' strategic plans.

Developing a strategy to accomplish mission and visions gives the nonprofit a competitive advantage (Larson, et al, 1998). It helps the organization's leaders use wisely limited resources and talent, and provides a basis for sound decision making and performance appraisals.

Strategic planning also indicates that the organization's leadership is paying attention to external stakeholders and their issues and

perceptions of the organization. It is one predictor that the organization may have greater abilities to adapt to change and stay current. Being able to adapt to change is a key to vitality and highly correlated with growth rather than decline (TCCGroup, 2012; Connolly, 2006).



### Survey Findings

Seventy-three percent (73%) of the respondents indicated that their organization had a written strategic plan. Two factors were significant in predicting that nonprofit leaders would say they did not have a written strategic plan.

- When the number of paid staff was low, the odds were 40% greater that the respondent would say no written strategic plan was present.
- When the number of different types of capacity building done in the past five years was lower (2 types or less), the odds were 58% greater that the respondents would say the organization did not have a written strategic plan.

These two factors explained 47.7% of the variance in response.

## Conclusions

Strategic planning may be more typically found in nonprofits with larger staff sizes and that understand the importance of external relations capacity building. The more staff an organization has, the more need there is to agree together on what is to be done, when and with what resources. It requires more communication, and decisions reached must be communicated in ways that affect performance and resource use. Larger scale nonprofits usually are more formally organized.

Otherwise, everyone is doing their own thing and, based on research findings, one can conclude that there is probably less efficiency and performance effectiveness.

In a smaller nonprofit, if the board is fairly disengaged with the Director in setting direction and priorities, there may be no compelling motivation present that would cause the director to engage in strategic planning.

Strategic planning usually contributes to leaders' motivation to engage in capacity building efforts. When there is no strategic plan, apparently there is less motivation to engage in capacity building.

Strategic planning is one type of external relations capacity building (Light, 2004). When a nonprofit says they have no written strategic plan, they are less likely to have an external relations focus and ability. Without a healthy external relations capacity, the ability to raise funds may be very low. The ability to raise community awareness of the organization's work and results may be low. The ability to collaborate with other groups, which is linked to building social and economic capital, may be low.

When comparing respondents' answers to whether the organization had a strategic plan with respondents' level of agreement that 6 important organizational effectiveness indicators were present, respondents who said that the organization did have a written

strategic plan, were significantly associated with respondents who said:

- the organization's orientation for board members adequately prepared them to fulfill their governance responsibilities ( $X^2 = 39.352$ ,  $df = 6$ ,  $p = .000$ )
- with respondents who agreed more that their organization had a good balance between organizational stability and innovation ( $X^2 = 21.182$ ,  $df = 6$ ,  $p = .002$ )
- with respondents who agreed more that their organization handled effectively internal changes by adapting its processes, structures, and/or staff roles/responsibilities ( $X^2 = 21.626$ ,  $df = 6$ ,  $p = .001$ )
- with respondents who agreed more that the organization handled effectively external changes by adapting its internal processes or structures and its external relations with key stakeholders ( $X^2 = 16.923$ ,  $df = 6$ ,  $p = .010$ ).

These findings indicated that nonprofits engaged in strategic planning were more apt to be able to adapt to change, maintain stability while innovating, and prepare the board to fulfill its governance responsibility. One of these board responsibilities is to ensure strategic planning takes place and to participate in the decision making processes involved.

When comparing respondents' answers to whether a strategic plan was present with respondents' level of agreement that their organization grew, stayed the same, or declined over the past five years, three significant associations were found. Respondents who said there was no written strategic plan within their organization, were significantly associated with respondents who said: a) there had been a decline in programs over the past five years ( $X^2 = 10.674$ ,  $df = 6$ ,  $p = .005$ ); b) there had been a decline in the number of staff ( $X^2 = 16.668$ ,  $df = 6$ ,  $p = .000$ ); c) and with respondents who said

that there had been a decline in budget size over the past five years ( $X^2 = 8.162$ ,  $df = 6$ ,  $p = .017$ ). These findings add support to the research literature which indicates that strategic planning has positive effects on growth indicators.



## ***Factors Predicting the Presence of a Public Relations Plan***

### **Importance and Effect**

A public relations plan details how the organization will handle its external relationships and communicate clearly the purposes, services and outcomes to various community stakeholders and the public at large.

A written public relations plan is understood to include the following:

- who significant stakeholders are
- what their current attitudes and beliefs are about the agency's performance and results
- the nature of the positive messages that each stakeholder groups needs to receive
- the medium that will be used to communicate the messages to each stakeholder group
- the frequency of communication to each group
- the costs
- who will be in charge of various tasks connected with each medium and stakeholder group.
- Timeline

A good public relations plan not only tells stakeholders what the organization's results and outcomes are, but also counters negative public perceptions about the organization (Fairchild, 1998). Some nonprofits have to deal with prevailing negative stereotypical images promoted by TV, movies, or political parties. For example, the public image of police, prisons, social work agencies, food stamp distribution programs may be negative in some communities.

Effective PR strategies are long-term efforts. Because communication messages are designed partially to counter the negative perceptions or inaccurate stereotypes of an organization, it will take time to change perceptions. Positive messages attempt to balance criticism, outline decision-making and accurately describe the situations or policies in question (Fairchild, 1998). Effective PR messages are not defensive, but proactive and positive. Effective PR strategies also communicate clearly the mission and vision of the organization, and the results of services. The focus of messages is more on results in the targeted intervention group, rather than what staff is doing to get these results.

PR messages and the media through which they are sent oriented to the preferences of each stakeholder group. For example, some legislators may not want tons of numbers; rather they may want stories of results in the consumers served. Some funders may want the number served, the volume of effort expended and a quantification of consumer results and outcomes. Some government agencies and foundations want proof of effectiveness through rigorous research studies.



Specific groups with which an organization interacts are identified and new benchmarks of public opinion developed by assessing public awareness and perception of the organization. The most important issues held by each community stakeholder group are identified, along with the level of satisfaction or displeasure with how the organization is perceived to handle these issues.

After target groups are identified and appeals determined, usually a slogan is created which captures the essence of the positive message the organization wants to send. A slogan or jingle is easier to remember, if it has a little rhythm to it and is usually between three and seven words. Different slogans for different groups are sometimes needed.

The effects on the organization of having a good PR plan include more community members know the organization exists, use services and products (Fairchild, 1998), and outcomes and results have greater clarity. Also, there is usually less conflict with stakeholders, greater community leader awareness, and greater giving and volunteering (Light, 2004).

### **Survey Findings**

Thirty-three percent (33.4%) of the respondents indicated the nonprofit had a written public relations plan. One factor was significant in predicting 45.5% of the variance in respondents' answers to the question of

whether they had a written PR plan. When respondents indicated that their nonprofit had done less capacity building in the past five years (i.e. engaged in two or less types of capacity building), the odds were 82% greater that they were likely to indicate the organization had no written PR plan.

### **Conclusions**

Having a PR plan indicates they are oriented to building and maintaining external relations. Having a PR plan is an indication of how well the organization's leadership probably pays attention to various stakeholders in the community who vitally affect their economic success. Having a good PR plan is also likely to propel the organization's leadership towards engaging in more capacity building in order to adequately address the issues various stakeholders have regarding the organizations mission, strategies, results and/or impacts.

When a PR plan is not in place, less change is probably occurring within the organization because capacity building is all about changing internal and external structures, processes, and systems. An organization's ability to adapt to change is essential to weather the challenges associated with each nonprofit life cycle stage (Kenny Stevens, 2002; Connolly, 2006). A nonprofits adaptive ability is also essential to innovation, growth, and keeping services current (Connolly, 2006, TCCGroup, 2012).

Relative to fundraising, nonprofits that want to raise money but have done less capacity building and have no PR plan will have an enormous amount of pre-requisite capacity building to do to get positioned to raise any significant amount of money. They may need to re-orient their board and staff to feel comfortable with change events and answer stakeholder criticisms of the organization without being defensive. It may require the leadership to look seriously at community residents' and stakeholders' negative perceptions or incorrect perceptions about the organization. Leaders may have to learn to

craft positive messages that address the issues found. Handling negative evaluations is never easy or comfortable, but will be extremely uncomfortable and difficult for a nonprofit that has ignored public perceptions.

If a nonprofit's leadership follows recognized fundraising processes, it will help the organization create a PR plan. While the processes for communicating with significant publics is usually narrower in focus during the fundraising process than those addressed in a PR plan, creating a fund development plan will be a useful start in the development of an effective PR program.

## Factors Predicting the Presence of a Fund Development Plan

### Importance and Effects

A fund development plan typically identifies a case for support; a strategy for reaching lapsed, current and potential donors; sources and amount of revenue to be achieved; and a plan for development of relationships with all funding sources. It also identifies the levels of funds to be raised, appoints fundraising volunteers and identifies duties, along with identifying costs involved in fundraising.

The discussion and assessment processes involved in the creation of a fund development plan help the organization's leaders assess, among other things,

- how much of the nonprofit's revenue is coming from various sources,
- whether the organization has become reliant on too few sources,
- whether all potential sources of revenue are being tapped effectively,
- whether the prospective, lapsed and current donor lists are current and growing, or outdated, and who in the community might be prospective donors,
- whether individual donor support is at a level (at least) equal to national patterns,

- whether the current fundraising events bring in revenues that are really worth the costs involved or need to be replaced,
- whether the nonprofit's financial risks and uncertainties are higher than needed due to over-reliance on too few sources of funding or government policy shifts which are related to funding streams,
- whether management control of mission accomplishment has been compromised by over-reliance on one or more funding sources that require work directions not actually central or useful in reaching the organization's mission and strategic directions.
- How the organization is currently communicating with prospective, lapsed, and current donors, how often and using what media.

It has long been understood that public pronouncements by an organization's leaders of any kind of strategy and direction create group cohesion within the organization and commitment to succeed in achieving whatever is announced (Janis and Mann, 1979; Tyminski, 1998). In a very valuable case study, Tyminski (1998) tells readers how his organization came to the awareness that they needed a fund development plan. He outlines the growing pains experienced as they learned how to raise significant funds. It is worth reading. One of his central points was that an important element of their eventual success was the creation of a written fund development plan so that all participants could concertedly move in the same direction with the same messages, using resources in ways that got them to their mutually agreed upon goals as expressed in their case for support.

Obviously, the singular result of having a formal fund development plan is that significant additional funds are raised. In addition, a fund development plan can also unify the board, staff and volunteers; increase public awareness of the organization; improve programs, services and organizational functioning, depending on

the aims for which money is being raised. It should also better involve donors in the organization's efforts to reach the groups targeted. It should also provide a plan for on-going fund development in between the major campaign periods.



### Survey Findings

Forty-eight percent (47.7%) of respondents indicated that their nonprofit had a written fund development plan. Four factors were significant in predicting 37.4% of the variance in respondents' answers.

- When the respondents were older, the odds were 61% greater that they would say the organization had a written fund development plan.
- When the nonprofit was younger, the odds were 44% greater that the nonprofit would not have a written fund development plan.
- When the respondent had directed no or only one other nonprofit prior to their current position, the odds were 37% greater that the organization would not have a written fund development plan.
- When the respondents' total score for how effective their nonprofit was on 6 different organizational effectiveness indicators was lower, the odds were 77% greater that they would indicate the nonprofit did not have written fund development plan.

### Conclusions

How to develop and implement an effective fundraising program and keep it going successfully over the years is not common knowledge. Most human services academic programs do not cover such training, so irrespective of one's educational level, unless the leadership has sought specific training, they are likely to be unprepared for this vital aspect of nonprofit management. In addition, smaller (in scale) nonprofits rarely have a development officer so the responsibilities for fundraising are often left to the director. While the director often looks to the board to help in the fundraising process, most nonprofit board members also lack experience in fundraising or financial development.

While most directors, irrespective of their age or experience, understand the need to hold fundraising events, many times the events cost more than what is raised and have the effect of wearing out the board and senior management. When too much time is spent on the wrong fundraising efforts, time and energy are lost for other more important capacity building efforts. It can become a vicious cycle that keeps the nonprofit from growing donors, staff, programs, or budget.

The typical fundraising industry approach has not helped this situation. It has tended to rely on consultants that make the fundraising experience more mysterious than it should be. Most consultants do not spend the time needed or are inclined to 'give away' their fundraising knowledge and skills. One of the values of NDI is that it has adopted a different philosophy. It is trying to give away its knowledge of the fundraising process and equip nonprofits with the tools and understanding needed to successfully raise funds continuously. During an NDI lead fundraising process, the nonprofit leaders (senior management, board leadership, volunteers) are expected to be engaged and to do the work, not just the consultant. Thus, knowledge and skill transfers are greater so that

the nonprofit has a greater chance of continuing fund development post NDI involvement.

One of the predictors of a nonprofit not having a fund development plan was the respondents' age. In our study, a significant number of younger nonprofit leaders were directing organizations that had no fund development plan. There is also evidence that these younger directors had recently (within the past six years) been hired and had inherited a nonprofit without any organized sense of direction relative to fundraising. If a nonprofit hires an inexperienced director, its board leadership needs to be committed to the professional development of the director relative to fundraising. The board may need to determine how it will get and remain knowledgeable about fund development, even as board members rotate off or (maybe better yet!) a group of people skilled in fundraising needs to be organized so that the organization has the capacity needed to raise funds continuously.

Another predictor was younger nonprofits were likely to not have a fund development plan. While this is not surprising, one of the central tasks of a new nonprofit is to raise the money needed to exist and do what it envisions. So the very plan they need to help them grow is missing. While the leaderships' central focus during the early days is often on development and implementation of services and recruitment of customers, a central role of the board (or a well-organized group of volunteers skilled in fundraising) needs to be to help the leadership set directions and priorities, and raise the funds necessary to accomplish mission. Thus, new boards, or new directors with the aid of a skilled group of people knowledgeable about fundraising, need to develop a fund development plan and equip themselves and their organization with the knowledge and skills to engage in successful fundraising.

The findings from this study indicated that inexperienced leadership was affiliated with nonprofit with no fund development plans. The Annie E Casey Foundation found several years ago that over 50% of their nonprofit leaders were planning to retire within the next five years. We have found similar numbers (even higher) among South Carolina nonprofits in previous studies we have done. The nonprofit world in general is going to have to tool up its leadership because experienced leaders are retiring. This situation can be remedied by inexperienced leaders reaching out to community members talented in fund development to train up the board, staff and volunteers. United Ways and community foundations could play a vital role in new nonprofit development by working with the leadership to ensure that a fund development plan and concomitant skills and knowledge are built within the first five years of incorporation. They could also offer professional development programs on fund development for inexperienced directors, irrespective of the nonprofit's age.



The respondents were asked to tell how much they agreed with six statements that were industry-accepted benchmarks of effectiveness (Gill, Flynn, Reissing, 2005). The authors took Gill's *et. al.*'s four organizational effectiveness indicators and added two additional ones dealing with the organization's abilities to adapt to internal and external changes. This was done in light of Connolly's (2006) and York's (2009, 2012) finding on how important the ability to adapt to internal and external changes is to organizational success.

Respondents who agreed less that the six statements were present in their nonprofit were associated significantly with respondents who said the nonprofit they lead did not have a written fund development plan. No written fund development plan was present with respondents who were in less agreement that:

- their nonprofit's orientation to board members adequately prepared them to fulfill their governance responsibilities ( $\chi^2 = 18.482$ ,  $df = 6$ ,  $p = .005$ );
- their nonprofit was financially sound (i.e. viable and stable) ( $\chi^2 = 12.531$ ,  $df = 6$ ,  $p = .05$ );
- the nonprofit had a good balance between stability and innovation ( $\chi^2 = 20.797$ ,  $df = 6$ ,  $p = .002$ );
- the nonprofit handled effectively internal changes by adapting its processes, structures and/or staff roles/responsibilities ( $\chi^2 = 12.666$ ,  $df = 6$ ,  $p = .049$ );
- the nonprofit handled effectively external changes by adapting its internal processes or structures and its external relations with key stakeholders ( $\chi^2 = 17.979$ ,  $df = 6$ ,  $p = .006$ ).

Leaders who said that the nonprofit did not have a fund development plan were in less agreement that five of the six effectiveness indicators were present in their organization. The organizational effectiveness indicators used in the study were a good benchmark to predict whether a fund development plan was likely be present or absent.



When board members or the director are not clear on their fund development roles or

responsibilities, fundraising becomes more difficult. When the organization is not sound financially, it is harder to secure the money needed to raise funds. When the organization is fighting to maintain its existence, it is harder to be innovative. Creating a compelling case for financial support becomes much harder. If the organization is not adapting well to change (internal and external), it is apt to not be effective in the design of its programs, service delivery mechanisms, or organizational processes and systems. Thus, the reasons leaders may give for why they need money and why donors should invest in them may be much weaker. The case for support may not adequately connect to donor passions or involvements, or the community's sense of issues and needs. As one community leader recently said to one of the authors, "Oh, they are just one of those little organization trying to do good things for people but, seriously, I doubt they will ever do much." It is likely to be ignoring public perceptions of their organization.

Internal structure and management system capacity building is needed to handle and adapt to change. (See Appendix A for the types of activities involved in these two types of capacity building.) Often, when a fund development plan is desired, consultants have to work with the organization to bolster its systems and processes, and hone its external relationships so that raising a significant amount of money is possible. This is one of the reasons why NDI examines organizational development during the fund development process. A fund development plan often has organizational development as part of what is required in order to be successful in securing larger donations.

Finally, one note about the number of respondents who said their organization had a fund development plan. The researchers think this number may be high, based on their experiences over the last 40 years in providing technical support to nonprofits. We think the

number (47.7%) was higher among respondents to this study because the mailing list used was the NDI mailing list and would be assumed to contain more nonprofit leaders interested in or that have a fund development plan than might be the case in the general nonprofit leader population. Also, the mailing list was comprised of leaders who had attended at least one of NDI's fundraising seminars or workshops, and of nonprofits that were affiliated with various states' nonprofit association. Those affiliated with the nonprofit association are often larger-scaled nonprofits and/or more knowledgeable and skilled in management of their organizations. Even with this suspected sample bias, four predictors of whether a nonprofit had a fund development plan were still present. The level of prediction may be even higher in the general population (even though a 37.4% prediction level is considered pretty high statistically).

## Factors Predicting the Presence of a Written Business Plan

### Importance and Effects

Not a lot of nonprofits have a business plan. This type of planning mechanism is still a more commonly accepted business practice among for-profit organizations. However, with the growth of the social entrepreneur sector, the development of a business plan is becoming more widely used. In addition, foundations are trying new approaches to grant making by finding a few nonprofits that have proven their results are effective and investing millions in them to take their efforts to larger geographic scales. Having a written business plan is always a part of the review and selection process. In addition, nonprofits that have board members (or directors) from the business world are often encouraged to develop a business strategy which culminates in a written business plan. These board members and/or directors understand the value of such planning which includes the decision making found in the previous documents described in this report

(i.e. the directions and priorities expressed in vision, mission, strategic plan, public relations plans, and fund development plans). In essence, a business plan pulls together all these plans, plus a bit more. (See Small Business Administration website for a template.)

Typically, having a business plan increases the organization's chances of success by being more efficient, increasing performance, producing greater revenues, and reducing uncertainty (Rhyne, 1986, Bracker, Keats & Pearson, 1998; Schwenk & Shraeder, 1993; Delmar & Shane, 2004). The presence of a business plan is also thought to increase employees' ability to think together in concerted ways (Dacin, 1997).

Having a business plan can be a product of being forced to have one. If the organization wants a loan or considerable credit, the lending institution may ask them for a business plan. If a donor wants to invest considerable money, then a business plan may be requested. If the leadership is actively involved in business organizations, such as the Chamber, where business plans are favored, the nonprofit may have a business plan because it is valued by community business leaders. If a state's association of nonprofit organization favors business plans, more nonprofits in a state may have a business plan. In essence, there may be coercive, mimic or normative factors present that cause leaders to develop a business plan. Karnoe, (1995), indicated that coercive pressures to have a business plan are often upheld by government agencies, normative pressures upheld by the educational system with which the nonprofit affiliates, and mimetic pressures upheld by other organizations within the institutional field.



Two major outcomes mentioned that spur some organizations to develop a business plan are survivability and profitability. On the survivability side, one major effect of having a business plan is that it legitimizes the organization (Aldrich & Fiol, 1994). Agencies and donors are more likely to provide resources to organizations that are desirable, proper, or appropriate (Parsons, 1956) and less likely to do so if they are not (Suchman, 1995). A business plan also ensures that the organization is likely to conform to recognized effective business practices (Oliver, 1991). In addition, there are many studies that indicate that organizations with a business plan perform higher (e.g. increase customers/clients; increased budget size, increased number of services, etc.) (Boyd, 1991; Bracker et al., 1998; Rhyne, 1986; Schwenk & Shraeder, 1993).

Delmar and Shane (2003) examined 223 new ventures and found that business planning which culminated in a written business plan helped leaders make decisions, balance resource supply and demand, and turn abstract goals into concrete operational steps. Business planning reduced the likelihood of ventures disbanding and accelerated product development and venture organizing activity.

A fascinating study done by Chen, Yao, and Kotha (2009) looked at the relationship between passionate entrepreneurs who showed strong and positive emotions towards their projects and approached venture capitalists for financing. These passionate entrepreneurs were characterized as leaders who could not stop thinking and talking about their ideas, and who were busy mobilizing resources to turn ideas into reality. They examined individuals who were passionate but not prepared (as expressed by no written business plan) and those who were, and the effects of each type on venture capitalists' willingness to fund their projects.

The quality of the business plans was also assessed by Chen, Yao, and Kotha (2009) and included the leaders' careful consideration of

market needs, the product or service that can meet such needs, the market segments with the greatest potential for demand, competition from current or potential rivals, the expected financial return from pursuing the venture, and the difficulties the entrepreneur may encounter as the venture unfolded. The entrepreneurs' preparation level and quality was also determined by the way the entrepreneur tackled and responded to questions from the venture capitalist at the end of the business plan presentation—whether the entrepreneur had well-thought-out answers and creative solutions for any concerns raised during the presentation.



At the end of the day, these researchers found that most of the presenters were passionate about their ideas and that the venture capitalists seemed to accept the passionate plea as 'normally expected'. What made the difference was the quality of the business plan presented—whether it had 'substance'. The preparation aspects of the presentation helped the venture capitalists sort out what passion (sometimes seen as possible ingratiation) was fake, manipulative, and without the substance to back claims.

The venture capitalists who participated in Chen, Yao, and Kotha's study and were willing to give organizations large amounts of money, were usually better educated, had significant investing experience, and had taken lessons in public speaking which resulted in them being more cautious about over passionate

expressions of an idea. (Chen, Yao, & Kotha, 2009; Also see Ferris, Treadway, Perrew, Brouer, Douglas, & Lux, 2007; Treadway, Ferris, Duke, Adams, & Thatcher, 2007). In addition, entrepreneurs asking for large amounts of money were more experienced in presentation than the general population, and had gone through two competitive rounds and one noncompetitive round of coaching for presentation style before entering the semifinal round of the competition. In other words, the field of competition was experienced and so were the venture capitalists.

Chen, Yao, and Kotha concluded that passion was not significant statistically in influencing venture capitalists to give to a project because those making the final rounds all had passion. It was expected. Entrepreneurs who received funds from the venture capitalists were well prepared with a substantive business plan to back up their passion. And, when they were asked follow-up questions based on the substance of the plans, the entrepreneur was able to comprehensively explain additional factors considered during the planning process (some of which were not expressed in the written business plan).

### Survey Findings

Thirty-nine percent (38.7%) of respondents indicated their nonprofit had a written business plan. Two factors explained 21.8% of the variance in responses.

- When respondents agreed less that their organization was effective on six indicators (the total organizational effectiveness score), the odds were 30% greater that they would also indicate that there was no written business plan.
- When respondents indicated the nonprofit had done fewer capacity building efforts over the past five years (i.e. two or fewer types of capacity building), the odds were 55% greater that they would also indicate the nonprofit had no written business plan.

### Conclusions

A surprisingly high number of respondents in this study had a business plan. This may be the case because the study included not only the small- and medium-sized nonprofit but also the larger scale (scope, geographic coverage) nonprofit. However, size did not significantly correlate with which nonprofit had or did not have a business plan. The age of the nonprofit also did not correlate with responses. So we are left with the conclusion that personal leadership factors were present that were more influential in explaining the presence or absence of a business plan, but what these factors are were not ones included in this study so are still in question. (We asked for answers related to leadership characteristics of the director/respondent only.)

In the case of the respondents' total score on the organizational effectiveness indicators, the total score indicated that the leaders generally agreed less that the nonprofit was effective, but when looking at the responses to each indicator separately, there were no significant differences between nonprofits that had a business plan and those that did not. However, when three-way correlations were done including board governance ratings, there was a significant ( $\eta^2 = .538$ ) relationship that helped explain what may be happening within the organizations with no business plan. Organizations with no business plan, were significantly associated with directors who agreed less that the organization was effective, and that the board was involved in planning the direction and priorities of the organization. This would indicate that board member leadership can play a major role in whether the nonprofit has a business plan.

Another predictor of the presence of a business plan was respondents' answers to the questions on whether they had done a series of different types of capacity building in the past. When a nonprofit had engaged in two or less types of capacity building during the past five years, it was a significant predictor of respondents who

said that the nonprofit did not have a written business plan.

What might be the connection? Doing less capacity building is linked in the literature to nonprofits that are less productive, efficient, grow less, and are less effective (Light, 2004). It is also linked to less giving and less volunteering.

Continuous capacity building creates a particular culture within an organization. Capacity building helps nonprofits assess their current strategies, market, environment, and clientele, among other things; change themselves; and seek changes in the community's perceptions of their organization. Capacity building builds relationships, programs, and organizational processes and systems to respond to demands, opportunities, challenges and issues. All these activities heighten leaderships' awareness of the need to improve continuously in order to be responsive to internal and external issues, demands, challenges, and opportunities. Such a mindset positions the leadership to engage in business planning. And, it appears that a nonprofit may be less inclined to develop a business plan, if the board is not involved with the leadership in planning the direction and priorities of the organization.

The tyranny of the urgent may cause leaders to not take time to develop a business plan. Doing so, however, may help leaders realize the things they think are urgent are not necessarily the things on which they should be spending their time and resources.

Leaders who indicated that they were displeased with the way the board evaluated their performance by measuring results against objectives may find that the board would be more likely to do so, if a business plan existed. The business plan would provide the benchmarks necessary to evaluate performance against accomplishment of commonly agreed upon goals and objectives. A business plan

would ensure that the director's goals and objectives were the same as the boards.

Some nonprofits may lack the skills to go through a business plan development process. Community talent can be secured to supplement the capabilities present among staff and board members. Business leaders may be willing to volunteer time and talent to such causes.

The creation of a business plan provides the level of accountability that major donors are seeking. This plan helps assure them that their investments will be wisely spent on things they think are important uses of their donations.



## Study's Conclusion

Six documents indicate essential levels of planning present within a nonprofit. Each helps define direction and priorities for use of time, talent and resources. Each identifies aspects of internal or external changes that are needed in order to accomplish mission.

Written documents help build communication messages. They also are important to guiding decision making processes within the organization. A written plan is the most meaningful to those who went through the decision making processes required to produce it. The challenge remaining once plans are developed is to communicate effectively the directions and priorities set through planning to all staff, volunteers, stakeholders, potential and current customers, donors, and community leaders. The fewer people involved in the planning process the more iterations of the planning process may be needed in order to

address the issues and preferred strategies of those left out of the planning.

Written planning documents are useful in forming PR materials. They are valuable in establishing a common language, shared norms, and concerted actions. Putting decisions in writing clarifies thought and action. The written documents are also great memory aids to help leaders stay on course. A more refined level of thought and organization is probably present in nonprofits with written plans.

People give to organizations that express passions and strategies they also have. Written plans help leaders find kindred spirits, donors, who have similar passions and wishes for service. Leaders' passion for ideas and a cause is important, actually expected, but the passion has to be backed by sound plans in order to secure donors.



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## **Appendix A**

### **Predictor Variables Used in Binary Logistic Regression Modeling**

#### **Respondent Characteristics**

1. age level,
2. gender,
3. ethnicity,
4. educational level,
5. salary level,
6. years worked in nonprofit sector,
7. years anticipated they will stay with the organization,
8. their current position title,
9. whether respondent was a founder or co-founder

#### **Organizational Characteristics**

1. age of organization,
2. budget size,
3. number of staff, clients, donors, partnerships, and contracts and grants,
4. type of organization (local, national, international in scope),
5. type of programs and services offered,
6. whether founder(s) were still involved in the nonprofit in some capacity.

#### **Board Governance and Organizational Effectiveness Scales**

(Note: The Board Governance and Organizational Effectiveness Scales used in this study were patterned after The Governance Effectiveness Quick Check [Gill, Flynn, & Reissing 2005]).

How much do you agree or disagree with the following statements about the board of directors?

**Scale:** strongly disagree, disagree, somewhat disagree, neither disagree nor agree, somewhat agree, agree, strongly agree.

#### **Presence or Absence of 11 Board Governance Practices**

1. The board is actively involved in planning the direction and priorities of the organization.
2. The board does a good job of evaluating the performance of the ED/CEO (measuring results against objectives)
3. Board members demonstrate a clear understanding of the respective roles of the board and ED/CEO.
4. The board has high credibility with key stakeholders (e.g. funders, donors, consumers, collateral organizations or professionals, community, staff).
5. Board members demonstrate commitment to this organization's mission and values.
6. Board members comply with requirements outlined in key elements of the governance structure (bylaws, policies, code of conduct, conflict of interest, traditional/cultural norms, etc.)
7. The board's capacity to govern effectively is not impaired by conflicts between members.
8. There is a productive working relationship between the board and the ED/CEO (characterized by good communication and mutual respect).
9. I am confident that this board would effectively manage any organizational crisis that could be reasonably anticipated.
10. Board meetings are well-managed.
11. The board uses sound decision-making processes (focused on board responsibilities, factual information, efficient use of time, items not frequently revisited, effective implementation).

## Presence/Absence of Six Organizational Effectiveness Indicators

How much do you agree or disagree with each of the following statements about the organization?

**Scale:** strongly disagree, disagree, somewhat disagree, neither disagree nor agree, somewhat agree, agree, strongly agree

1. This organization's orientation for board members adequately prepares them to fulfill their governance responsibilities.
2. This organization is financial sound (i.e. viable and stable).
3. This organization's resources are used efficiently (good value for money spent).
4. This organization has a good balance between organizational stability and innovation.
5. This organization handles effectively internal changes by adapting its processes, structures and/or staff roles/responsibilities.
6. This organization handles effectively external changes by adapting its internal processes or structures, and its external relations with key stakeholders.

## Type of Capacity Building

Within the past 5 years, which of the following methods did you use to improve....external relations/internal structure/leadership/internal management within your organization? Check all that apply

### External Relations

- Collaboration
- Mergers
- Strategic planning
- Fundraising
- Media relations
- Did not improve external relations

### Internal Structure

- Reorganization
- Team building
- Added staff
- Recruited more diverse staff
- Created a rainy day fund or reserve
- Created a fund for new ideas
- Created a financial development plan
- Did not improve internal structure

### Leadership

- Board development
- Staff leadership development
- Succession planning
- Changed leadership
- Improved delegation of responsibility for routine decisions
- Did not improve leadership

### Internal management systems capacity building

- Adopted new information technology
- Improved accounting system
- Made changes in personnel system
- Trained staff
- Evaluated programs
- Did an organization assessment
- Measured outcomes/results
- Did not improve internal management systems

### Growth Indicators

Please indicate how much growth there has been in the last five years for each of the following areas

Scale: Great deal of decline, some decline, no significant change, some growth, great deal of growth

- Number of programs or services offered
- Number of clients or members served
- Number of paid staff
- Number of donors
- Size of budget

## Appendix B

### For Those Interested in How We Arrive at the Significant Predictors

Some readers will want to know how the authors arrived at the list of significant predictors for those who are likely to say “no” or “yes” to the question under investigation using binary logistic regression analysis. If so, then read on!

A binary logistic regression analysis was done to determine which predictors were significant in predicting the nonprofit leaders who said they did not have a written statement. This type of analysis was done because the dependent variable was a dichotomous variable with a “yes” or “no” response. Because the dependent variable was dichotomous, other forms of regression analysis could not be used because they require ordinal and/or scale data.

For each analyses done for each of five written documents (vision, strategic plan, public relations plan, fund development plan, and business plan), a set of procedures were used to determine the probability of respondents saying their organization did not have the specified document. First, a Hosmer and Lemeshow Test was performed to determine whether the model (containing all the selected predictor variables) fit the behavior of the data. Two visual plots were created for each analysis to examine the change in deviance versus predicted probabilities. Cook’s distances were examined against predicted probabilities. If the significance level was below .05 for a model, it was considered not a good fit.

Next, the contingency table for the Hosmer and Lemeshow Test was examined to further test the various models created for each analyses on each type of written document to determine the model with the most reliable fit. Two visual charts were created to visually examine the cases for their ability to cluster along a curved line from lower left to upper right (for respondents saying their organization had the specified written document) and from upper left to lower right (for respondents saying their organization did not have the specified written document). If the curves were distinguishable without cases blurring the visual curve, then the models were determined to have good predicted probability fit. If there were outlier cases, they were noted and extracted during subsequent analysis. The probability curve plot was checked against the plot created using Cook’s influence statistic. If the two plots showed similar characteristics, the models were considered reasonably good fits to the data.

Several models were created statistically. Each model contained a limited set of predictors that, from all predictors entered, had statistical significance in explaining the differences between those who said their organization had the written document and those who did not.

Because the dependent variable in this analysis was a dichotomous variable, other forms of regression analysis that more quickly provide the level of prediction of the variance in respondents’ answers could not be obtained (i.e. an adjusted  $R^2$  value). However, binary logistic regression does have a statistical procedure to provide an r-squared like statistic designed to have similar properties to the  $R^2$  statistic achieved through other forms of regression analysis (i.e. the Nagelkerke R Square statistic). And as a further check on the accuracy of the probability statistic achieved, there are classification and validation steps that compare the observed responses with the predicted categories to determine how well the model chosen identified accurately those that would probably say no such written document existed.

As the analysis was done, all potential predictor factors that did not meet the conditions of the test were extracted (by a default of 0.05). The variables left in during the last step to find the best model of significant predictors all had significance values larger than 0.05.

The significant factors identified were achieved using a forward stepwise method during the binary logistic regression and all had significant changes in the -2 log-likelihood statistic. This statistic, in essence, chooses those factors that are likely the best predictors of respondents answering “no” to the question, “does your organization have the specified written document?”. The -2 log-likelihood statistic was used rather than the Wald statistic because it is considered more reliable (given the way IBM SPSS computes both statistics).

As a further check on the reliability of the model created, a backward stepwise procedure was also done. This procedure sorted the variables differently by starting with all variables and then reducing out variables that did not meet the demands of the .05 cut off. When the models produced using both the forward and backward stepwise procedures were the same, researchers were fairly confident that the model produced was a good model.

As stated above, to determine the  $R^2$  statistic, Nagelkerke’s  $R^2$  (Nagelkerke, 1991) was used. This formula adjusts the Cox & Snell R-squared statistic, which theoretically produces a maximum value always less than 1, even if a ‘perfect’ model, by adjusting the formula so that the statistic produced covers the full range from 0 to 1. This aids in interpretation of the results of the model and in figuring out the level of probability of a respondent’s answer. The statistic produced is the level of variance (i.e. the level of predictive power) of the predictor to identify how likely the respondent will say “no”. The Nagelkerke  $R^2$  values for each model were compared. The model with the largest  $R^2$  statistic was considered the “best” model.

The classification table produced during this process helped determine the level of prediction possible with each model’s set of significant predictor variables. It also indicated the number of cases that were probably classified correctly. The model chosen, out of all significant models produced, was the one that correctly identified a higher percentage of cases correctly.

The statistic produced, however was considered too “optimistic” in the sense that the classification was apt to be inflated. To achieve a more probable prediction level a formula was used. The result of this mathematical calculation is reported as the final probability in the sequent sections of this report. The mathematic formula used was:

$$\frac{P(\text{no or yes for a particular predictor})}{1+P(\text{no/yes for a particular predictor})}$$

All the relevant statistics for each of the five written documents analyzed are provided in Tables 4 and 5. The sixth document, written mission statement, was not regressed because of the limited number of cases that said no.

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She has had a diverse career in the nonprofit, education, and private business worlds. Dr. Brown has taught ESL and French in Canada, and primary grades to First Nation's children. In the US, she taught ESL to visiting scholars and refugees, while developing and managing volunteers for a school district, as well as programs in English for the workplace, and newcomer orientation for Catholic Relief Services. When her family moved to Tennessee, and later to South Carolina she opened a for-profit business offering somatic and neuromuscular therapy in Clemson, SC and Norris, TN.

While earning her Ph.D. in International Family and Community Studies, at Clemson University, Dr. Brown researched organizational capacity building, and consulted with nonprofits on organizational development and capacity building issues. She has taught Ph.D. students and developed curricula for IFNL's Ph.D. program. During the latter part of her doctoral degree., Dr. Brown became the Director of Research for National Development Institute (NDI).

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During her forty-five-year career, Dr. Robinson worked in development of community and regional support systems for at risk families, children and youth organizations, community-based literacy systems, holistic family centers and nonprofit human services organizations. In addition, her focus has been on systems-based approaches to community planning and policy development and social impact assessments of various community change projects.



Her field is rural, integrated community development. Dr. Robinson previously served as Director of the Center on Neighborhood Development and the Director of the Center on South Carolina Nonprofit Leadership within the Institute on Families and Neighborhood Development at Clemson University (1998-2009). She also co-lead in the development of the Institute's PHD program in International Family and Community Studies. She was associate director at the Institute for Families in Society and Director of the Division on Neighborhood Development at the University of South Carolina (1995-1998). From 1981-1995, she was a tenured professor in the College of Agriculture and Human Resources (Department of Human

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Dr. Robinson has testified several times before the U.S. Congress, several states' legislative bodies, and the United Nations. She has served as a consultant to numerous state social service, health, juvenile justice, governor's office, environmental, and municipal agencies. Internationally she has been a consultant to 28 international organizations, including several divisions of the United Nations, the U.S. Agency for International Development, the International Institute for Applied Systems Analysis, ASEAN and the All Union (USSR) Academy of Sciences, Asian Development Bank, Asian Institute for Technology, Australian Commonwealth's Scientific and Industrial Research Organization, Canadian International Development Agency, Chulalongkorn University Social Research Institute, European Centre For Social Welfare Policy and Research, German Development Bank, German Ministry of Education, Indonesian Ministry of Education and Culture, and the U.S. Peace Corps. Within the United States, she has been a consultant to government, private sector and nonprofit agencies in several states.

She has received numerous awards and recognitions from her work, including several fellowships and an Award of Distinction from the National Association of State Universities and Land Grant Colleges for her leadership of a national task group to add new science understanding to what was offered through schools and colleges of Agriculture and Natural

Resources across the U.S. She was awarded the University of Hawaii Regents' Medal for Excellence in Teaching in 1990, the highest award given at UHM. She also has received awards of distinction from the U.S. Peace Corps and USDA for her community development work. She has received awards at the University of South Carolina for her contributions to research productivity and three faculty excellence awards while at Clemson University. She received letters of commendation from three states' governors for her work in enhancing various aspects of human service delivery systems. Having traveled and worked in 151 countries, she is a recognized leader in rural community development in a variety of national and cultural contexts.

She retired in 2009 from Clemson University but remains affiliated with the Institute as an adjunct professor. Since her retirement, she has remained active in leadership roles within two charter schools and NDI. She currently lives in Pawleys Island, South Carolina.

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He's the creator of Sector Access™ a preferred vendor program for businesses who serve the charitable sector with cost-efficient superior services nonprofits need to accomplish their important mission. [www.SectorAccess.com](http://www.SectorAccess.com)

Finally, Jimmy is the CEO of both Development Systems International™ and PAX Global™ firms that specialize in implementing the Major Gifts Ramp-Up Model for nonprofits, ministries and churches who raise major gifts. [www.Development.net](http://www.Development.net) & [www.PAXglobal.com](http://www.PAXglobal.com)

James P. LaRose has served as a specialist with the U.S. State Department's Speakers Bureau traveling the world working with embassies, foreign governments, and leaders to promote philanthropy and civil society in developing countries. Jimmy was recognized in the mid-90s as one of America's youngest development officers to achieve CFRE designation and since then has been called upon by CFRE as a Subject Matter Expert (SME) to write test questions for the CFRE Exam. He was the founding President of the Western Maryland Chapter of the Association of Fundraising Professionals (AFP), and is a graduate of AFP's Faculty Training Academy (FTA). He is a graduate of Indiana University's Executive Leadership Program, Indianapolis, IN, the National Planned Giving Institute, Memphis, TN, Tennessee Temple University, Chattanooga, TN and the Word of Life Bible Institute, Schroon Lake, NY. Rev. LaRose was ordained as minister of the gospel by the Ecumenical Church of Christ in further support of his service to the hurting and hopeless around the world. He and his beautiful wife Kristi are citizens of the Palmetto State where they make their home in Lexington, South Carolina.

#### **ADDITIONAL ONLINE FUNDRAISING RESOURCES:**

[www.MajorGiftsRampUp.com](http://www.MajorGiftsRampUp.com)

[www.NANPOE.org](http://www.NANPOE.org)

[www.Development.net](http://www.Development.net)

[www.DonorScope.com](http://www.DonorScope.com)

[www.facebook.com/James.P.LaRose](http://www.facebook.com/James.P.LaRose)

[www.ConsultingCertification.org](http://www.ConsultingCertification.org)

[www.NonprofitConferences.org](http://www.NonprofitConferences.org)

[www.PAXglobal.com](http://www.PAXglobal.com)

[www.JimmyLaRose.com](http://www.JimmyLaRose.com)

[www.twitter.com/jimmylarose](http://www.twitter.com/jimmylarose)

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