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Nonprofit Management and Leadership: Strategies for Organizational Success

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Abstract: This essay explores the critical role of effective nonprofit management and leadership in achieving organizational success. It will analyze key strategies that can be employed to enhance operational efficiency, foster community engagement, and drive mission-oriented outcomes.

I. INTRODUCTION

As a consultant who has worked with and for several nonprofit organizations in the last 10 years, the subject was not new to me. I know it to be a unique environment, run by equally unique individuals, as passionate about the hand-to-mouth day-to-day as they are over their aspirational purpose. But what I was being asked to do seemed at once both simple and unachievable - distil the lessons of this work into something that would be both memorable and concrete.

In the preparation of these lessons two things quickly became clear. First, the vast majority of what had happened during the consulting engagements stood without lesson - either due to bad luck, poor choices, or actions planned in vain. Events, as they say, had conspired. Second, what I was left with after all those experiences was something akin to the '7 Habits of Highly Effective Organizations' (E. Guillot, 2014). There, in the shadow of the Eiffel Tower, three separate clients would be told how critically important were openness, transparency, and a culture of outcomes. Lists like these had been drawn up and endlessly revised over the years by (Kranig, 2007). Each time it became clear they told the consultants and partnerships little they did not already know. And yet on the morning of that Paris meeting it was dawning that those three things had formed the secret sauce.

A. Overview of Nonprofit Organizations

Nonprofit organizations represent a distinct and important sector of society, providing the means for individuals to act collectively toward the betterment of various aspects of society (Kranig, 2007). While the origins of nonprofits may be more concretely rooted in religious and charitable activities, the growth of the sector has been nothing short of remarkable. At the turn of the last century, the number of nonprofits was in the 100,000s. Today, there are well over a million 501(c)3 non-profits and hundreds of thousands more un-registered charities and non-profit associations. That growth has only become more pronounced over the last two decades. While the majority of nonprofits fall below the income threshold to be noticed by the powerful institutions and the individuals who control them, aggregate the sector is the third largest employer behind retail and manufacturing. In a nation that values individual freedoms and choice, the sector has flourished in its ability to create opportunities for people to engage in areas where government is unresponsive or sensible. The charitable impulses of American society are codified into statutes that ensure individuals and congregations can align with each other to enact diverse missions, seek government support, and to freely engage in business operations. While the potential exists for both good and bad to result from these governance issues, dependable, consistent enforcement of compliance monitoring has been difficult given the political benefits to both those in and those officially responsible for regulating the sector. However, the challenge has been laid bare by the press highlighting that half of all nonprofits audited reported contact with an official in the last two years, while managers seeking guidance from the help line were given incorrect answers 32% of the time.

II. THEORETICAL FOUNDATIONS OF NONPROFIT MANAGEMENT

As a nonprofit leader, I am fascinated by stories of courage and innovation that change the world. But there are equally compelling stories that don't end in success. These are stories of bold vision splintered by persistent doubt, of tenacity eroded by unanticipated betrayal. So often, greatness and folly seem separated only by the thinnest of margins, and luck too appears fickle. For decades, management theory has focused on the attributes of success. In the nonprofit sector, the reasoning behind necessity led us to almost unblinking embracing of this generally accepted interpretation. It has become an article of faith; an unquestioned litany of planned foresight, quantifiable outcome assessment, and contained risk.

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And philanthropic investment favorites it; logic seeks it; acculturation has polished it. But what if unwavering belief is nothing more than blind allegiance? Then, it can become myopic, self-defeating. And in a disaster of shrinking largesse and expanding need such as the nonprofit sector faces, far worse. In the aftermath of the global economic crisis, we are experiencing first-hand the paucity of this thinking in general and the disastrous effects of it in particular within the nonprofit sector (E. Guillot, 2014).

A. Historical Development of Nonprofit Sector

Introduction. Nonprofit organizations represent a sector of American society which has long been identified as a 'nation's crowning glory' (Kranig, 2007). It is within these organizations that the people of the U.S. have captivated the ability to act towards the betterment of its society. It has been seen, in common, areas in which the government and the private realm could not be, would not be or has not yet been able to enter. Many of the intangibles of life rest in the balustrade of these institutions serving as the essential lubricant prayerfully assembling good within. Funeral Arranger Center of Chicago (FACC), a particular nonprofit organization, partakes in the civil service/nature conservation area. The purposes of these institutions, as they can be noticed, are to serve as a form of promoting the consummation of the general public. Some sort of brokers between the essential behemoth that is society and the minutia that are the very singular lives that constitute it. This sector is also employed as a mechanism through which society can respond to special issues/needs that other sectors are not apt to approach, rather due to the unsuitability on the economic facet presented by them. The vast array of existing nonprofit organizations makes them hard to classify in a single way, though they all share common arithmetic rules and common benefit activities. Changes have also taken part within this sector, to create a more balanced and hierarchical structure. All of these aspects have structured the existing playing ground within the nonprofit world.

Historical Development of the Nonprofit Sector. From the late 19th century, its activity was characterized by the widespread existence of charity societies, which to a great extent, have been under the umbrella of churches and religious entities. The great depression of the 30s, followed by the U.S. boom established the ascent of the charitable nonprofit organizations. Their main forms of activity pursued were in general terms quite top-down limited. Public services would be provided by the organizations on behalf of the poor and slums. During the late 1920s Europe was hit by the economic crisis followed by other sectors of European society and economy alike. Understandably finding communities left in total disarray. Increased crime rates, soars of jobless rates, housing crisis and substantial increase in abortion rates were but a few of the multiple problems that rendered mainland. Historians argue as to the substantial split the Great Depression hit society and economy as a whole, approximating it at a 37% hit on societal standards (Robert Tune, 2016). During a period of 20 years, a significant interest was taken in non-profit organizations often tagged as the third sector of American society. The problems faced in this specific sector, due to the externalities from the world surrounding it, are self-evident and, to a great measure, relate to a large extended period prior to the occurrence of the crisis. The overall shakeup of the entire system though, with the wealthy starting to lose their gear led to the total disintegration of the existing hierarchical network to foundations and super national organizations.

B. Key Theories and Concepts in Nonprofit Management

Almost a year has passed since the fall of the fragile house of cards that the US and global economies were revealed to be. Millions of people lost their jobs. Even more have seen their quality of life decline as their level of income has dipped below what is necessary to pay for – in most cases, suddenly-doubled – costs of the basics of life. This impact has been felt keenly across all sectors: the for-profit and government spheres have each been hit hard. Unfortunately, so has the nonprofit spectrum, which predicates most of its community services on the existence of the other two (E. Guillot, 2014). This impact continued to spread via a decrease in the ability of municipalities to donate subsidies to nonprofits during a time when the call for services from them was surging. It was spreading as nonprofits that have seen their endowments desecrated by market betrayal; foreground their emergent state while others float bonds in a grasping-at-straws last-ditch, get-exponential-revenue-quick scheme; or, worst of all, to bulkhead their finances, terminate programs, and lay off staff that mission deems those to be the most in need of assistance. This impact was spreading also as we saw a dire reaction, exaggerated by media negativity, and public on the whole of the system; to the financial machinations and gruesome bonuses of fed-in execs of our largest financial institutions, where the taxpayer-funded resuscitation of the victims of their fanatical and rampant greed had the same effect of scrawling massive penance to the daily necessitated care for a nearly-headless house elf. Also, in that fallout, the district saw the collapse of over two dozen 501(c)3 nonprofits whose noble causes, irreplaceable programs, and untiring labors have suddenly been lost to a community already reeling on its heels. And, from those foundations, sprang other terrible effects. Among those was the fact, poignantly relevant to this page, that over 400 paid professionals in related fields are now unemployed as well.

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It seemed that the last dying gasps of what had been the dreams and pursuits of a better tomorrow most predominant and loudest among the populace have finally fallen fully silent as yet another causality of an unfriendly wind. It seemed for it was not so, however. It was everywhere heard that now, more than ever, nonprofit leadership was most necessary. It was seen extensive and deep studies about to be taken in its regard. With all that in mind, this present led to reflect, in its own way, on the subject. Early on, it resolved to explore less what leadership is than how the best could be done as or with it under the circumstances. In order to do so, it accepted the commission of nine grandmasters to help in preparation. It was charged to brainstorm with them about its own years and experiences in leadership, with some of the most effective and the uttermost blunders of the latter. To bring the results to them for reflection upon their own practices, wisdom, and cautions.

III. GOVERNANCE AND BOARD DEVELOPMENT

Many boards define their broad role expansively: as partners with the chief executive in key decisions; as oversight for all organizational actions; as advocate and representative in the larger community; and as an instiller and guardian of organizational values, ethics, and mission. This broad role fits expectations and desires for board engagement on the part of prominent nonprofit sector observers, board service leaders, and academics (Dr. Ostrower, 2014).

A. Roles and Responsibilities of Nonprofit Boards

Nonprofit organizations play an essential role in civil society. There are 1.4 million nonprofits in the US, ranging from the smallest, all-volunteer organizations serving local communities, to large, complex organizations that provide a range of services locally, nationally, and internationally. Despite the heterogeneity in size, age, mission, and program focus among nonprofits, boards serve a common function. In exchange for the benefits – monetary or otherwise – nonprofits provide, they are expected to pursue their mission. Boards are a central component in the infrastructure of nonprofits that is intended to ensure accountability and foster organizational performance. Nonprofit boards play a role in determining the strategic direction of the organization, and ensure that the organization remains true to its mission. They also oversee organizational performance and help to secure resources. These roles have been ingrained in the popular lexicon of nonprofit evaluation and management literature (Dr. Ostrower, 2014). In return for playing these roles, board members are provided with certain benefits and protections. These “benefits” might include salary, expenses, or other direct or indirect compensation (L. Millesen & G. Carman, 2019). It may be thought that determining the roles and responsibilities of nonprofit boards is fairly straightforward – that is, there will likely be a list of functions that all nonprofit boards carry out. However, another approach might involve analyzing the complexities of the nonprofit environment that give rise to this heterogeneity among boards, which makes it difficult to neatly describe the exact roles, responsibilities, and activities that are characteristic of all boards. Thus, the operative question becomes, “What are the key roles for nonprofit boards that will ultimately lead to stronger, more effective organizations and responsiveness to donor intent?” The purpose of this paper is to take the latter approach and to explore the key roles for nonprofit boards.

B. Board Recruitment and Development

As the 1990s draw to a close, organized and effective board leadership is more essential to the success of a nonprofit organization than ever before. Nonprofit organizations all across the country struggle through the challenging process of developing a new board of directors or establishing professional practices with an existing board; seasoned boards are striving to increase their influence and help nonprofits survive an uncertain economy and plummeting social safety net. While the volunteer board model is widely regarded as best in theory, in practice large numbers of board members in far too many nonprofits are poorly informed about the organization (or not informed at all), have not established challenging directions, imaginative strategies, and sound policies—desired results not likely in a ‘vacuum of high fluff’; members fail to develop a productive partnership with the organization’s staff (viewing the relationship as adversarial or as arbitrary and meaningless); and too many board members are simply not accountable for the organization’s character and influence (A. Glassey, 2003). In a season of dwindling resources for nonprofits, leadership and governance are essential ingredients for building strong, vibrant, organizations that become effective agents of social change.

Since its incorporation in July of 1990, the board of Mama’s Kitchen - a San Diego-based meal delivery service for individuals with AIDS - has been a mixed bag of local luminaries, foundation directors, business folk, political leaders, community volunteers, and others. With an unwavering belief in the feasibility, mission of Mama’s Kitchen, this amalgam has succeeded. In the eight-year history of sincerely caring for the ‘well-being’ of individuals with AIDS, the organization has achieved a significant profile within the San Diego community, established programs that provide meaningful assistance to hundreds of individuals with AIDS, and operates with a sense of stability and solid-reputation rare among similar entities in San Diego (G. Campbell, 1994).

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But as Mama's matures, new challenges develop. Franklin, Wall, & Fick have the potential to be a model of thoughtful practice in developing organized and professional board leadership with the hope that their story may assist others in their endeavors.

IV. STRATEGIC PLANNING AND IMPLEMENTATION

Strategic management is the ongoing planning, monitoring, analysis and assessment of all requirements (Branch & Nutefall, 2019). Implementing the plan includes techniques in achieving strategic objectives and how to move from strategic goals to operational objectives to action plans. Challenges in the implementation stage include translating major goals into actionable steps, determining how the plan will be tracked, identifying who is in charge of making sure objectives are accomplished, and communicating the status of the plan. There are eight elements to Kotter's 8 stage process as well as practical advice for implementing each stage. No one technique leads to successful implementation, but the more planning and effort that goes into implementing a strategic plan the more likely the organization will achieve its objectives (Jensen, 2014).

A strategic management plan has to be a living, realistic guide that is used throughout the year to help ensure the organization has the necessary resources to implement the strategies of the library. It is the process of determining what a corporation or government agency intends to accomplish in the current year, and how it will measure progress in achieving strategic objectives. It is an ongoing continuous cycle that has to be revisited after it is built to evaluate its effectiveness, and it is important that library managers review intended strategies to deliver more resources to the institution to ensure proper allocation of funding in achieving its mission, goals, and objectives throughout the year.

A. Mission, Vision, and Values

Almost every organization in the world today, whether for-or-nonprofit, has published mission, vision, and values statements. An outgrowth of our media-driven society, these sets of statements are an attempt to identify, in the simplest terms possible, what is at the heart of the organization: what it is about, what it values, what it hopes to accomplish. Most boardrooms, executive offices, and strategic planning sessions that occur weekly in organizations are spent in a discussion surrounding these three statements (Kelly, 2001). In an organization's most simplest starting-up, the founding group coalesces around a core set of beliefs, something that if asked or probed each member would identify as a key to the formation of the organization. As this founding group becomes larger and the organization begins to become a legal entity, these core beliefs are published as the organization's mission, typically something that is phrased in one or two sentences. This mission is what calls the "bedrock" of the organization. It is also within this mission that the organization identifies its core values (again typically in the simplest terms possible) even though they are not specifically addressed in the statement itself. Some mission statements directly reflect in them the identified core values, a listing of the guiding principles. The vision statement then paints a picture (again in simple terms) of where the organization hopes to be in the future, what it hopes to accomplish. This is a picture of what success looks like for the organization.

B. Environmental Analysis and SWOT Analysis

To develop a strategy for an organization it is important to understand the organization and its surrounding environment. Strength, Weakness, Opportunity, Threat (SWOT) analysis is a famous tool to perform this task precisely. The SWOT analysis examines both the internal and external environments of an organization in order to meet strategic target. SWOT analysis is commonly used by business; however, non-profit organizations also use SWOT analysis for decision-making and strategy evaluation (Haile & Krupka, 2016). This method mainly emphasizes comparison of internal and external factors based on their influence (positive and negative) on a particular organization. Limitations of SWOT analysis are that it does not give weight to the factors and there is no quantified result from the analysis. Strategic decisions need precise direction. The tools provided help with the quantitative evaluation of SWOT analysis. The most commonly used tools in the business are Porter's five Forces analysis, the Value Chain Analysis, the External Factor Evaluation, and Internal Factor Evaluation. However, it can be observed that they are more suitable for commercial organizations and there is not much focus on non-profit organizations. Strategy evaluation is also used for the profit and non-profit organizations. Different tools and methods are used to understand the aforementioned variables; this paper particularly focuses on SWOT analysis. The objective of this paper is to provide methods that quantitatively evaluate SWOT analysis of the organization. Two methods have been presented and discussed: Sugeno lambda measure and Choquet Fuzzy Integral. The Sugeno lambda measure is used for aggregating the importance of characteristics and Choquet Fuzzy Integral is used for the overall analytical evaluation of SWOT of a specific organization. An application section has been conducted as a case study for the currency exchange office and the region of Pardubice.

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V. FINANCIAL MANAGEMENT

In portfolio theory, establishing a diversified revenue base, control of fixed ratios (such as endowment to operating funds), creating the ability to leverage is touted as a strategy for financial stability. However, as investment professionals counseled in the late 1990s, past results are no guarantee of future performance. So it has been with the vaunted financial stability and health of nonprofits. Since 2008, the charitable "sector teeters on the brink of the most precipitous drop in giving ever recorded," with "no historic pattern" to forecast what will occur (Myser, 2016). Modeling implications of governmental financial behavior and market conduct on the condition of local fiscal health may help prepare for an unpredictable future. Nonprofit financial distress is modeled temporally, via a discrete-choice event history model of Chapter 9 bankruptcy filings from September 1976 to March 2011. With the passage of time, judiciously seeking out partners, confederates, and allies provides a firmer basis for the stability of both network and member. Competitive organizations directing resources to countering these opportunities present a strategic demonstration that resource competition always informs the least-partnered stream within an alliance. Hedging in both partner choice and investment further stabilizes ventures, for civic and political choices are substantially predictive of network position, regardless whether the organization or the network is the primary unit of management. Finally, amid varying forms of demand and pressure, achieving organizations will present a mix of strategies, seeking labor substitution, interchangeable operations, structural equivalency, or reallocation, thereby altering the marketplace for strategic competition and amplifying the pressure on less enfranchised members toward dissolution.

A. Budgeting and Financial Reporting

Budgeting and Financial Reporting. Nonprofit organizations have seen remarkable growth during the last few decades. As they have increased in size and importance, states and local governments have realized that alternative methods of financial management are needed. Public financial management refers to those methods and procedures public officials use in collecting revenue and paying debts. Financial health has been measured in terms of 5-year industry-adjusted growth in net assets and also by gains in revenue over costs. Of special interest is an organization's ability to generate revenues in excess of expenses, and so build up net assets. Governments have a financial interest in the health of the nonprofit sector because of the services that they deliver. As the nonprofit sector has expanded, these services often overlap with and also compete with those provided by government agencies. For this reason, state and local governments are increasingly overseeing the financial health of these organizations.

Nonprofit organizations receive support from a variety of sources and in a variety of forms. In the US, the chief form of federal support to the nonprofit sector is the provision of tax exempt status on most donations received. At the state and local level, public financial support tends to be more direct and substantially greater than the federal picture. It is suggested that willful losses are possible and that revenues, in the form of grants or fee-for-services, not expenses, are the critical component in the financial health of these organizations (Myser, 2016). Using fixed effects estimation in conjunction with a number of financial and organizational factor variables, both government and marketing support are found to be related to the financial health of the organizations.

B. Fundraising Strategies

Non-Governmental Organizations (NGOs) and other types of not-for-profit institutions receive no part of profits in terms of the operation without intention to distribute thereof to the organization's owners, or activities considered as a public service. For many authors, NGOs and not-for-profits are synonyms. However, other authors, while recognizing similarities, hold NGOs connotatively associated to some form of citizenship. In this document, the organizations named as NGOs can also be recognized as not-for-profits. Some typical NGO management topics are: Campaigning for a cause; Organizational governance and strategy; Fundraising; Management and leadership; Knowledge management; Volunteers; Project management; Quality; Environmental Management; Human Resources Management; Communication and marketing; Event management; Multiculturalism and diversity; and Stakeholder identification and management. This document is focused only on the last three topics, unexpectedly addressed by a student team who earned the Best Business Plan Award for an NGO, and therefore set the present research. Regarding the stakeholder theory, NGOs can be viewed as organizations that mobilize funds and other resources for providing services a government does not. NGOs can also be advocates and watchdogs, questioning the government's decisions and implementations. Managers concealed to how societal interest has moved to an international sphere and provoked need for new governance structures and crisis management ability (Alberto Arantes do Amaral et al., 2016). Nonstate stakeholders, like individuals, companies or supranational entities, may influence NGO's projects. Governments need to justify aid for local NGOs with training or partnership programs. This can inadvertently turn NGOs into dependent grant makers. On the other hand, international NGOs working directly on the ground create local saturation and turnover.

Very little is known regarding which local NGOs survive and for how long. They may only exist as self-imposed obligation of entities interested in donor-funded activities though not necessarily in adopting them after the fund. To ensure survival, it is crucial that NGO cultivates other funding lines rather than the government. During past years, individual funding increased at the expense of membership fees and income-generating activities. Few NGOs have permanent marketing strategies. Large ones rely often excessively on government funds, leaving smaller counterparts with short-time projects. For all these, organizations worldwide are urged to acquire stakeholder approach as a management tool. The Portuguese case is an example of evolution under "baby shoes".

VI. HUMAN RESOURCE MANAGEMENT

Discussion of the research is divided into several main sections, including: 1. Prelude; 2. Implementation of Employment; 3. Strategy Making; 4. Central and Strategizing Training; 5. Fundamental Financial and Funds Management; 6. Human Resources Management; 7. Production and Service Development; 8. Entrepreneurial Management; 9. Islamic Charities and Social Welfare; and 12. Conclusion.

A. Recruitment and Retention of Staff and Volunteers

Nonprofit leaders throughout the U.S. have overwhelmingly stated that recruitment and retention of staff and volunteers were problematic issues. Recruitment and staff retention were reported as less than adequate. Staff recruitment and retention of high-skilled professionals, settled in rural areas, proved to be especially challenging. The most frequently reported challenges of successful recruitment were a lack of applicants, neophytes not meeting minimum qualifications, and competition from other organizations. The most frequently reported challenge of staff retention was turnover (Morrow, 2019). Constantly re-hiring and training staff was both time-consuming and expensive. The presentation of benefits and human resource and elective development options was necessary in dissuading prime staff members. In offering and supporting career advancement opportunities during the tenure of their employment, staff retention was envisioned to improve for high-skilled professionals. Understanding turnover rates and reasons for resignation was crucial in targeting efforts for staff retention. The characterization of excessive turnover based on demographics assists in focusing recruitment initiatives. Regarding recruitment, the most frequently stated challenges to recruitment were competition from large cities offering more opportunities for non-profit work, and a decline in the prevalence of print advertisements resulting in fewer responses to job postings. The description of the community and attracting a wide group was a goal of the recruitment methods. Building relationships with colleges and establishing internship programs led to the employment of several graduates who remained in the area. Understanding recruitment was necessary for effectively enhancing recruitment methods. Lastly, the collection provide a means of the characterization of individuals aspiring to relocate and work in a rural area. A lack of candidates settling in rural areas or persuaded by the geographic location proved to be a common challenge for recruitment. Understanding the intended practice from both perspectives enabled the improvement of recruitment efforts.

B. Training and Professional Development

Many established professionals in the field of nonprofit management have reached their current role through a variety of different paths without receiving a formal education in nonprofit management. This section focuses on the various training and professional development opportunities available to these nonprofit professionals. It reviews management training courses and certificates, degree programs, on-demand learning opportunities, and other relevant resources for individuals leading and working within nonprofit organizations. Running a nonprofit organization (NPO) requires people to conduct undertakings in fields as wide-ranging as program management, volunteers, fundraising, finance, and regulatory compliance. NPOs make up a large portion of the US economy with over 1.5 million nonprofits registered, including almost a hundred thousand new entities entering the sector every year. Unlike their for-profit colleagues, many individuals in the NPO field manage organizations without the benefit of formal education that covers the unique practices and demands of nonprofits (MacVarish et al., 2018). Indeed, according to the 2016 Non-Profit HR Insights Survey, it was found that 75% of management and executive positions are filled by internal promotion, which usually does not require any kind of management training.

Training courses can cover a wide array of important topics relevant to those with the full day-to-day responsibility of NPO administration and could benefit existing management staff lacking formal training or experience in these fields. Emtman and Miller believe that the professionalization of the sector requires that NPO managers have access to high-quality management training opportunities. Training such as the Developing Leadership and Management Skills for Directors and Leaders is a low-cost, impactful educational program for individuals managing NPOs without a formal nonprofit education. Data from these courses demonstrates significant demand in the NPO community for this kind of training.

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VII. PROGRAM EVALUATION AND IMPACT MEASUREMENT

Since its first class graduated in 2003, the MPA Nonprofit Management Major has provided students with comprehensive knowledge of the nonprofit sector and skills in management and leadership through coursework and fieldwork. One component of the curriculum, the Capstone in Nonprofit Management course, aims to enable students to apply their education and skills to real-world issues of nonprofit organizations. To complete the Capstone course, students (working in small teams) are mentored by the lecturer and apply academic knowledge to consulting projects that benefit nonprofit organizations. The scope of the Capstone project is designed by the organization's director along with the lecturer, organization's mission, internal capacity, and the students' skills and knowledge. The final project must focus on nonprofit management issues and offer strategies for organizational success with a clear application to the particular organization. In some cases, the implementing of the final project was part of the reporting requirements as well, so the Capstone course encompasses two types of strategies for organizational success – the Final Writing Project and the Implementing Strategy.

A. Evaluation Frameworks and Tools

Introduction It is a story too often told. A program or service has launched with vision. It represents a radical new approach in a community where solutions have proved difficult. People involved in helping have worked with great tenacity, investing many hours of volunteer time. Every effort is made to offer mechanisms for obtaining ongoing counsel from and providing prospective supporters concerning the program or service. Then, after opening for the second year, there is still no significant funding for the program or service. The endeavor languishes, and finally lethargically dies. The will to revive has been spent. The community is left with only a recognition of a failed effort, a bitter acknowledgment of the transience of hope even in the face of selfless effort, looms large. The wasted resources include not just time and money, but the anguish and despondency of those whose hope and heart had been swallowed up by this morass. Yet, it was not inevitable. There is much that is learned from this lamented loss, and from the endless others like it. Evaluation Frameworks and Tools Evaluation includes both evaluation framework development and compliance with evaluation reporting. NSP will provide evaluation frameworks for each project (the client will require output evaluations). Appropriate time frames will be included for projects to conduct necessary evaluation. The client will also ensure that grantees complete project evaluations in a timely manner. These evaluations will not only look at short term outputs but also look at longer term outcomes and impact. Evaluation is also intertwined with project/program monitoring, and ongoing monitoring provides useful information for evaluation. To leverage limited resources and to widen the impact, the project integrates some activities into its partners' annual work plans and evaluations (G. Summers, 2005). Successful applicants will be required to have project evaluations focus on outcomes as well as processes. Funded projects will be expected to collect quantitative data and agree to provide this as required. Examples could include: participant numbers, demographic data, evaluation of project outputs etc. Evaluation requirements are included in the General Conditions of Grant and will be discussed in more detail during the negotiation of funding. Evaluation results will be used by NSP to ensure that funds are well spent and that projects are meeting their objectives. Successful project evaluators will need to work closely with NSP to develop evaluation criteria. An evaluation schedule will be worked out, covering frequency and timing. All funded projects must comply with data collection and reporting requirements.

B. Outcome Measurement

Determining philanthropic, ethical or public interests, and then the desired outcomes, is important in leading a "market," organization, and strategy. The relationship between these cases, being taken as nonprofit organizations' outcomes may be at a strategic and management level. A new model of inter-related outcomes is introduced, systems outcomes, program outcomes, and community outcomes, involving organizational context and public policy factors. Measuring success systematically is essential. There are concrete examples in the practice of nonprofit organizations. A burgeoning discourse on outcome measurement underlines the importance for NGOs to provide evidence for their worth and effectiveness as part of securing resources and forming partnerships. Measurements within the organization modeling process should therefore incorporate tools that can test on the impact of new services on organizations' activities, products, and the external environment.

VIII. MARKETING AND COMMUNICATION STRATEGIES

Communication strategies are contemplated as a key instrument for organizational growth while dealing with communication in a holistic and integrated manner will necessitate new operational norms at all levels of an organization. For nonprofit organizations, effective communications strategies should be understood as clear and concise strategies that nurture robust business relationships with donors. Accordingly, donation growth can be sustained and businesses can be preserved.

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Donor attrition affects several organizations, not only those in the middle of a recession. Losing donors has become an urgent matter as more and more nonprofit organizations grapple to obtain new donors. Every donor who leaves creates financial instability, particularly when the donor's average donation is greater than new donor acquisition. Consequently, organizations will need to put their donors at the center of their operations and find ways to develop relationships that sustain long-term support. Donor retention is essentially a proportion that measures how many donors persist induced to contribute to the same organization in a period of time. Investigated organizations with high percentages of donor retention have honored supporters who reciprocate year after year. This also substantiates why the relationship statistic has gained interest in contrast to the donation's transactional nature. The unit of analysis shifts from the person/company who donates to the connection formed between the nonprofit organization and the donor. Therefore, both entities reveal to act as partners to achieve a mutual understanding that enhances the likelihood of continued contribution. Effective communication is observed as a practice to promote a common perception, to mobilize for change and to elicit information to better know the organization. Generally, a basic level of understanding splits the group into two parts and perception ranging from full rejection to full acceptance. With common perceptions, parties can make adjusted decisions that foster change as it is defined to foster the group diffusion of a new idea or innovation. This implies reduction of uncertainty between the parties, which can be achieved through several communication activities such as clarity, repeated verifications and engagement. From a top-down view, uncertainty is strictly related to the process. However, from a bottom-up perspective, uncertainty is viewed as an outcome that shelters individuals.

A. Brand Development and Messaging

Have a strategy for your Branding for Success program. Developing a brand and/or strengthening an existing one is more than changing your stationary and agency bio. It involves understanding a model of how your message is received, and then engineering your branding and message accordingly to obtain the desired results (Terrero, 2012). There are many ways to brand an organization, and starting out you will have little or no message. Yet all your messages must be delivered in some physical format—brochures, annual reports, billboards, etc. The message in all of these materials should be consistent and support your organization's branding concepts. Thus it is important upfront to first develop branding concepts. Your brand is not what you say it is, but rather what you prove it to be. Prioritize elements of this brand that you specifically would like to engineer results for. Then begin collecting branding and message samples from target and like-minded organizations. These materials can be checked against your brand and adjustment made accordingly. Following the completion of Branding for Success it is important to refine the message part of the brand to better reach the target audience. Then begin gathering as much data from your client base as possible. Evaluate both the brand and message concurrently by composing a detailed evaluation sheet that essentially uses client feedback on the same qualitative and quantitative items you will have tracked organizationally. There is nothing wrong with working hard, and it is important to work hard at the right things. An effective message markets an organization. Although there is a tendency to think farming is easy and farming is good it is crucial while farming to also reap ever so often. Branding is the plowing and seeding that will create the basis for a pool of resources that will allow future harvest. Branding and messaging are the fishing nets that can then bring what is sown in the minds of the audience back to the organization. Finally, all messages should be delivered in different settings in ways consistent with the brand and message.

B. Digital Marketing and Social Media

As we trek the terrain of the digital era, most leaders know that they need to use digital messages to communicate and do business with stakeholders such as customers, employees, suppliers and members. However, distance leaders are often challenged to use social media tools effectively. Social media is creating opportunities for organizational leaders to engage their stakeholders in a meaningful way. For example, online reviews in consumer markets are driving changes in consumer behavior and preferences. However, some leaders struggle to implement social media marketing strategies with nonprofit professional membership organizations. At the same pace, marketing professionals recognize the growing importance of social media and social networking for marketing. Questions have been raised regarding the effectiveness of social media, the appropriate return of investment and how to connect with social media users. Marketers know that social media is important for creating sustainable word of mouth. The advent of social media and online technology tools has made it easy for word-of-mouth messages to be transmitted across a wide audience network. Social media marketing grows word-of-mouth messages in a difference with company control, so the mediated messages tend to be seen as the more authentic representation of communication and less biased message marketing and publicity issued by the company. The challenge for marketing to be successful is to select the right social media platforms and to engage the right users (Gordon, 2017).

E-marketing professionals define an efficient social media strategy plan by setting clear marketing objectives and selecting what types of social media will be more relevant to reaching the desired audience. Given that the level of stakeholder engagement data and the feedback received on social media, some organizational leaders will be supported in their efforts to take advantage of the opportunities for creating dialogues with stakeholders and stimulating online engagement. Community research is to provide insights that help leaders develop and implement strategies to engage stakeholders on social media platforms. Based on research collaboration, community researchers will work on nonprofit professional membership organizations with organizational leaders in 5 steps.

IX. COLLABORATION AND PARTNERSHIPS

Recently a professor said that, "it takes 5 to 7 years of nurturing your student alumni so they feel valued enough to want to give back financially." It's difficult to accept that a student, who graduated in 1994 and adopted your professor's classroom facilitation style and management skills, might still be five years away from wanting to donate money to their alma mater. This is because educators seldom get to see the end results of preparing a student for being a future donor or volunteer. On the other side, former students think that their university has enough funds, alumni that went on to work in nonprofits know how little, if any, funds some nonprofits receive from alumni, and former students without disposable income can still help in other ways: volunteering time and talent, coordinating a food drive, attending a charitable event, joining an advocacy parade, none costing a dime.

Research conducted on college campus programs provided some best practices for educational fundraising programs: provide lesser-known opportunities, easy participants are enthusiastic participants, students like peer-to-peer fundraising, and making it personal like location convenience and campus affinity increases involvement.

A. Strategic Alliances and Partnerships

A partnership is a formal or informal agreement between two or more partners to work together to achieve common aims. Partnerships are a good way to fill in the gaps in ability and resources that are bound to occur (Serrat, 2008). Partnering with NGOs in a rather long term can yield unhoped-for results. Multilateral and bilateral agencies can redress abilities and resources that they lack by partnering with nongovernment organizations. Given their field presence, experience, and outreach to a vast range of (often poor and marginalized) populations, such organizations very often form close linkages with communities and engender ownership and participation in development interventions. By their consultative and participatory methods, nongovernment organizations are able to express stakeholder views in the design, decision-making, evaluation, and planning of programs and projects. Communication mechanisms allow such organizations to identify up-and-coming issues, respond rapidly to new circumstances, and experiment with innovative approaches.

B. Cross-Sector Collaboration

While looking for ways to address the significant problems facing society, numerous people are turning to the nexus of societal and economic benefit. Whether thinking about the best way to combat homelessness, how to have a more sustainable environmental impact, or considering how a myriad of other issues need to be addressed, recognizing the limitations of approaches taken previously often leads to considering new types of collaborations. Cross-sector collaboration is a well-suited form of partnering for those working on these grander dilemmas. Collaboration between organizations in the governmental, for-profit, and nonprofit sectors could provide for the most comprehensive and pragmatic responses to large-scale social and environmental problems.

If looking for collaborators making positive changes in the world, cross-sector collaborative case studies are certain to arise. In fact, cross-sector collaboration is a popular tool for such groups. There is some evidence that the complexity of projects involving multiple sectors creates space to inject additional support. Preparing for a leap into an equally complex web of new collaborations, organizations can think carefully and strategically about prospective partners and what they bring to the collective goals (Jessen, 2016). Furthermore, this complexity can present challenges in the process of forming a new CSP. With these points in mind, it is recommended to encourage partners to think beyond cash contributions, explore alternative models of engaging partners, and know the local, regional, and national context within which partnership efforts are situated. However, even with all of those factors in place, CSP formation cannot take place or be successful without investing deeply in relationship building from the outset of conversations (Lee, 2019). As a result, it is crucial for those already participating in partnerships to engage in a process of collaborative analysis with members on at least a quarterly basis, and when working to build new partnerships, a series of face-to-face meetings with prospective partners could be a beneficial first step. At an even deeper level of planning, equitably defining the roles of personnel within member organizations who are tasked with coordination, advocacy, and informational activities, can also be beneficial in maintaining a robust CSP.

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This work echoes this call for more study of CSPs as a means of expanding discourse outside the traditional sectors of government, for-profit, and non-profit. Analysis of multi-sector pathways to break the cycle of poverty could also greatly benefit NP members.

X. ETHICAL AND LEGAL CONSIDERATIONS

Commercial life and, derivatively, the needs of individuals and families have long been a primary concern of legal institutions, legislators, and courts. According to the conventional jurisprudential narrative, the rights of individuals and the consequent prerogatives of business corporations have consistently been threatened by the well-intentioned paternalism of labor legislation and regulations. Besides the revived veneration of associations, in this account, legal institutions have traditionally found it easier to tolerate nonprofit corporations, if only because they exist overwhelmingly to provide inexpensive services not typically rendered by business corporations (I. Silber, 2007). Routing its insights to this paradigm, the newer literature starkly underscores how laws and practices at federal, state, and local levels have the potential to inflict crippling damage on the nonprofit sector. Measures targeting nonprofit organizations are, or will be, implicated in this attack too. From revitalized conditions required for preferential tax treatment of donors, operational restrictions embedded in a proliferating list of legislative schemes, and prudential rules developed in administrative guidance and the case law of prosecuting agencies, legal authorities favor laws and regulations that complicate and inhibit the activities of, and gifts to, nonprofit organizations. Nonprofit organizations may wish to reflect on the acceleration of anticonsultative trends within legal institutions.

A. Ethical Principles in Nonprofit Management

Nonprofit organizations have moved center stage in the local, regional, and national economy and, in the process, they have moved from the sideline to the front line in shaping public policy. There is considerably increased competition for both funds and membership and, at the same time, legal interpretations of the roles of voluntary agency boards have been shifting. If they are to adequately perform their functions, management and boards of directors of nonprofit organizations will have to increase their problem-solving capabilities (Kranig, 2007). Nonprofit organizations provide the necessary means by which concerned individuals can act toward the betterment of society. In the past three decades these private, voluntary organizations have grown significantly nationwide. As an increasing number of such groups have sought to make changes in their communities, the impact of their contributions has been great. Yet the hurdles preventing even greater program and organizational effectiveness in the voluntary sector are high. In little more than two decades, the nonprofit sector has perhaps gone from being looked upon as a comfortable backwater of good work, undertaken quietly by saintly souls, to respect as a key engine of social change, quietly but effectively, booking substantive gains where other longer, more expensive, and more adversarial strategies have failed (E. Guillot, 2014). However, increasing competition for funds, visibility, and legal recognition has created a more cut-throat environment for nonprofit organizations and their constituency. The good news in all of this is that the challenges have forced this sector to be very creative in its responses, leading to experimentation with a wide-range of strategies and tactics. Beginning in the year of the Million Man March, the formal sector has embarked on a co-optation of the NGO industry, looking at it with avaricious eyes, and a recognition of its role as a trenchant critic.

B. Compliance and Risk Management

Nonprofit management will be the field of giving to Latin America with the focus on offering programs. Will be a non-profit that has legal compliance responsibilities and a leader in donations. The importance, imagination, and value of managerial leadership style in non-profit travel is explored. An exploratory study of topics related to applicable organizations is conducted. Goals include researching technology and enculturation in non-profit organizations. Voices of respondents are responsible for the non-profit sector. Science education's role in not-for-profit organizations has been significant. A model helps non-profit forecasting, involving artists and students in a diverse industry. This research and entrepreneurship highlight a great variety of investment in non-profit organizations. Established in the front lines, case studies in educational environments offer support in talent pipeline management. Pathways for undergraduate nonprofit organizations are explored. Requirement specifications for non-profit boards are managed. Ideas are tested by the sustainability of personal rights. Ability to participate in sustainability initiatives is emphasized.

XI. INNOVATION AND CHANGE MANAGEMENT

An effective nonprofit manager or leader needs to be adept at both managing and leading. Managers focus on the development of a well-defined mission, and the successful achievement of that mission through goal identification, planning, implementation, and evaluation. Managers then come up with strategies to achieve the goal and get results, that is, they "Do things right."

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Leading, in contrast, involves instilling a sense of common mission or purpose in others and motivating individuals to work together as a team to move in directions that realize shared goals. It also involves responding to change, "Doing the right things." Successful change requires more than just spotting new opportunities, it also requires managers to be capable of modeling best behavior with respect to adapting organizations. Key approaches managers can take include the identification of need for change in the organization and in the style/use of power/authority, generating overall support for change, creation of a change strategy, and development and/or embrace of a learning culture. A "learning culture" is not one that simply trains people, rather they "continually acquire new knowledge and skills and apply these to change their environments." Nonprofit managers can only influence so much as culture is also built on resources, structures, controls, and the overall purpose that an organization adapts. In the fight for greater organizational proficiency change becomes vitally important due to larger marketplace trends. An organization that fails to grow stagnates and loses followers. Faithful in this way, a Nonprofit can hardly be. The universe is in a constant state of becoming and when you replace the collection of matter within a vessel what remains is almost entirely different. Yet if the container softens on the brink of destruction, the people within can carry it forth into a new life. Moreover, setting out to create change could prove difficult for a Nonprofit. Certain administrations can feel that it is their divine providence to pilot the aiding of impoverished or incarcerated orphans, and even the smallest alteration to how this is accomplished can lead to rebellion, or worse, reduced donations. "Change is not inherently good or bad. In fact, it can be a mess of both. Effective change management strategies help nonprofit leaders make the best of uncertain times (Sherman, 2009). So the leader must go to their disciples and impart this wisdom, helping them accept whatever the Superior deems appropriate and understanding that dissent is feral and shall not be tolerated.

A. Adapting to Technological Advances

Adapting to Technological Advances 11.1

Technological advances rapidly change societal life each year. Corporations often adopt changes in immediate response to market demands while nonprofits may resist change because of budget restrictions, personnel workloads or assuming the technology is unneeded for their mission. However, adoption of some new technology may be necessary, even though it is not considered crucial, and be accomplished successfully in a way that is neither budget or staffing discerning.

Adaption of new technology has been most successful, however, when strategic, and thus slow because employees need to adjust, money and budget need to be allocated, and/or the shift of societal needs brings lateness of said change. This too often means the technology is avoided altogether. Nonetheless, even when considered in the overall life-cycle of the technology, this process can be considered a success - new technology is not only unavailable for years; it is often feared or seen impossible to learn or use.

B. Organizational Change Strategies

In the 1999 case of Jim Wendorf, the Executive Director of the National Center for Learning Disabilities, he faced a significant challenge. The organization had started as a small entity running telephone information lines for parents when IDEA was first passed in 1975. As it matured, it also established a membership group for and with New Jersey based parents and educators. Over the years, the organization had high quality, educational programs featuring many of the leading experts in the field. By 1999, these programs had reached 3,000 to 6,000 people per year. However, the fluff ended and high level discussion was not available from the other disability organizations. While not formally trained in management, Wendorf observed that competitors started offering programs in a Web-based environment in 1998 and that there was a gap in offerings for young children.

With funding, the organization created its first online program for parents. Buy-in and resources were shown by the team effort. The first large scale professional development in the Northeast was a success. The ROI was 1.4 finally giving the organization the financial justification needed to scale up and provide wider offerings. A little more than one year later, the organization had twice the capitalization offering online courses to 25,000 parents in New Jersey. Email distribution lists were included to respond to the closing of the free phone information line services offered by many states. While they weren't a huge money maker, between 1999 and 2005, programs were being held 4-6 times a year so that the organization could renew the program annual contract rates. But the attempt to leverage that momentum, and then just to keep them on the program calendar ambitiously failed. By 2005, with advance notice, the organization had to cancel programs on one week's notice, and then without advance notice. With competitive ability in the marketplace, donors had increased focus on program services and the organization was increasingly unable to justify taking major donor funding away from such strategic initiatives as research, policy, and health care services. At this time it also became much more difficult to move potential donors through the funnel of participants. Support services, or people in attendance to the development track of conference. For all of these reasons it was already determined that by 2006 these program offerings would be dropped.

To preserve revenue, an attempt was made to institute new programming in its place. Naming rights in sponsorship packages were part of the attempt to jumpstart the program. There were 65 expressions of interest due to how good the sponsorship package seemed. In the end only 5 $2,500 and no $5,000 commitments were realized. Not only was there a poor success rate, but the amount of work to secure far exceeded the revenue gain. With the $10,000 in staff time, only three $2,500 sponsors were delivered. Another reason the organization only lasted the year was that the foundation conference program halted due to other interests growing a tried personal learning conference. The letter writing campaign that was supposed to conclude by campaign day still continues indefinitely. In the out years the goodwill that was generated by the letter writing campaign was lost when it did not materialize into anything more meaningful than giving a suggestion. Even the desperate effort to partner to create a response did not provide for any meaningful material which was swallowed by a corporate editor with hostility and subsequent email campaign. At the same time publicity could have been generated by the partnership was blocked by a competitor.

Understanding that critical decisions were made, Wendorf, his board, and senior team embarked on a journey that transformed the organization downright recognizably. Co-opting the language of the business world, the organization gained proficiency in the sector, center management more. It was transformed not just in response to change, but by helping to create it. For donors in the learning disabilities community, benefit investments include programs focusing on early identification or interventions.

XII. LEADERSHIP DEVELOPMENT

Development Assistance (DA), Development Studies and Development Anthropology have met only very recently with scholarship on "leaders" and "leadership". Furthermore, (L. Hartley, 1997) argues that a "post-industrial" school of leadership ethics is required which addresses the current manner of leadership, or the "process" of leadership, within groups or organizations as opposed to that individual leaders, the common good and the good of the whole world as opposed to the interest of a particular group, nation or ideology, and gender and ethnic issues that have largely been ignored in the dominant literature on leadership. The links between a post-industrial leadership ethic and leadership development among non-governmental organizations (NGOs) and allies in the North and South who fund and support them are worthy of more exploration. This is also true of the theoretical perspectives of leadership that dominate the broader literature are largely indigenous to the North Atlantic world. Both above things require research participants continue working at and maintaining serious dialogue between leadership researchers and development scholar-practitioners. Unfortunately, discussion about the need for continued dialogue far exceeds the available space here.

While (L. Hartley, 1997), (L. Hartley, 1997), and (L. Hartley, 1997) have tried to map out key areas for critical enquiry--along with the insight that serious cross-fertilization between leadership and development studies will uncover new awareness and programming potentialities--more concerted effort is still needed in order for this to happen. Furthermore, as NGOs and allied donors increasingly shape policy and funding priorities of developing countries and international development agencies, they also shape the growing involvement of civil society groups in democratization processes in these same countries. Given this, continued and concerted research investigation into questions of "leaders" and "leadership" is critical in the years ahead. Efforts to encourage this appear in the current issue of Leadership Quarterly and other publications and should be supported.

A. Leadership Styles and Skills

Leadership skills must include a diverse range of abilities in order to be effective. Those abilities assist a leader in formulating a vision and for setting the goals of his or her organization (Hinds, 2019). Additionally, they help the leader to plan, and to prioritize and distribute resources in the most advantageous and efficient ways. Upon the formulation of the desired direction, these abilities will become about inspiring and motivating others to buy-in and work towards the goals that have been set and to communicate the mission—in order to assure that it is understood by everyone in the organization. Once plans and goals have been understood and agreed upon, effective leadership demands that a leader ensure that the plans are implemented and that his or her supporters and employees have at their disposal the tools that are needed to accomplish these goals. No organization can remain static over the long term without falling behind. In order to continue their dynamism and innovativeness, successful leaders must be able to adapt to change based on an understanding of the opportunities and threats that they face and to act upon these upon the basis of their strategy. Finally, reflective and critical capacities concerning what has been learned, how to apply that learning in new situations, what to unlearn, and what to do better next time are also an important part of the toolkit of successful leaders. While there are many skills that are effective in the leadership of nonprofit organizations, without question the ability to inspire and motivate others is a crucial component of leadership. The research suggests that both transformational and transactional leadership styles help to explain why formal leaders and supervisors succeed or fail in inspiring their followers to new heights of commitment.

The findings also show that these leadership styles and the organization's culture can significantly influence employee performance and job satisfaction, negatively objects can increase the incidence of workplace deviance. Moreover, innovation, transformational, and both transactional contingent leadership styles have a moderating role in this relationship. It is also encouraging to note that non-profit organizations as places of work for employees who are intrinsically oriented, who care about professions, and have the ability to engage in diverse operations. Nonprofit organizations' commitment to altruistic causes also helps to increase their satisfaction in work, although nonprofit employees express generally lower job satisfaction. It is also revealed in this study that transactional contingent leadership styles are positively related to innovative behavior. As leadership is a major element that steers people who work together in organizations toward the purpose of the organization, the importance of leadership can be regarded as critical in organizational success. Contemporary leadership theories have significant implications for the effective understanding and practice of leadership in different contexts. Such understanding and practice can contribute to the effectiveness of the leaders and the organizations for which they work. Empirical testing in different country samples can offer a more general understanding of the impacts of leadership styles on important organizational outcomes. In this respect, the results can develop greater knowledge for both academics and practitioners who are interested in improving their performance levels in organizations.

B. Succession Planning

The appointment of a new executive in a nonprofit organization is a defining moment; the implementation of proper procedures for selecting a new leader requires critical judgment and the exertion of a variety of strategic skills. The timing and the method for recruitment of the new leader may critically affect the future of the organization. The objectives of this study are to analyze how the characteristics of an organization and those of the departing leader might be associated with different successorship strategies and to point out the strengths and weaknesses of each of these. Nonprofit and for-profit organizations are often very different kinds of establishments both from a formal and a cultural viewpoint. Large national nonprofit organizations far too often keep no data about these drives. In the nonprofit world, the question of the retirement ceremony is even more obscure than in the private sector. Succession is a systematic effort to ensure a planned progression of individuals into key roles over time. There is a dearth of research as to how (and the extent to which) non-profit organizations are attending to the complex process of executive succession (Faye Campbell, 2018). What challenges are faced in designing and implementing leadership succession planning policy in nonprofit organizations? What responses are emerging and why? Finally, what are the implications of analysis for public policy and the wider academic discussion of nonprofit organizations and leadership?

XIII. DIVERSITY, EQUITY, AND INCLUSION

In the nonprofit sector, diverse boards are frequently associated with giving, governance, oversight, and fundraising responsibilities (Doyle, 2019). When a board is diverse, its decision-making process expands, bringing different perspectives and approaches to the table. Diverse boards are more likely to adopt equitable hiring practices and ensure that demographically diverse staff and board are present in an organization. Many different aspects of an organization could come under more strategic consideration when its board is diverse. The phrase "whiteness at the center" refers to an organically ethnic board from a different sector considering that as stakeholders become more diverse, it's vital that boards reflect that diversity. There is a new topic about removing barriers, correlating how organizations serve their clients and those individuals, sometimes posed as deep structural barriers that exacerbate intergenerational marginalization. Anti-racist, trans and neocolonial thinking is ascended to remove these complex and deep-rooted barriers. Intended for multidisciplinary audiences and supported with real work illustrations of organizations, the dialog cast is in the direction of continued discussions, feedback, and the creation, rather than interruption, of controversial truths. Consequently, whiteness at the center not only refers to examining boards on established "best practices," but understanding them through a Black feminist and rural feminist theory framework. Thus far attention has been focused on the race-focused aspect of diversity, but other marginalizations require just as much attention.

A. Creating Inclusive Organizational Cultures

As members of a global community, prosthetists and orthotists understand the vital importance of an organizational culture to the success of any enterprise. A culture must allow new members to participate fully, fruitfully, and safely in its endeavors. Those unable to adapt to such a culture face diminished career prospects, and their talents are underutilized. As in all professions and disciplines, professionals in O&P desire careers that are fulfilling and allow them to accomplish the most good. As the landscape of professional organizations in O&P grows, it is important to consider the differing cultures that may emerge and which culture is most likely to succeed (Meluso et al., 2023).

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There are two basic types of culture that have been identified. Inclusive cultures exist when employees of various diverse backgrounds feel welcome to take part in the cultural performance and decision making within an organization. They feel safe at work with their emotional and intellectual vulnerabilities being respected. Because of this respect, people feel encouraged and comfortable to take creative risks in their work environment. Dominant cultures, on the other hand, are exclusive to certain characteristics and demand performances of these traits. An example of such a culture in American corporate organizations may be described as the "white, male, heterosexual, Christian, able-bodied manager who went to a good school".

B. Addressing Bias and Discrimination

Negative experiences among clients who identify themselves as male gay, bisexual, or questioning (GBQ) and/or have sex with other men (MSM), transgender or whose gender presentation behaviors identify them as such were more pronounced than those who identified themselves as gay men. These findings have important implications as the understanding of age, education, geographic location, and presenting problems were controlled statistically (L Pittelkow, 2000). Additionally, there is a higher need to address staff bias and discrimination where the population is more mainstream in identifying itself as gay men and, although not as often, as lesbian women, as well as in a setting where clients are diverse in their sexuality.

Most ascertained differences in experiences can be related to four findings from the making the differences matter study: Fewer responses could be coded into supportive responses for male GBQ and/or MSM and transgender clients; a higher percentage of staff responses could be coded into silencing for transgender clients; and a higher percentage of staff responses could be coded into assertive for clients whose presenting problems were related to sexual orientation and/or gender identity than those encountering sexual orientation and gender identity issues within the context of their presenting problems. Findings related to assertive responses for clients whose presenting problems were unrelated to their sexual orientation and/or gender identity needs to be addressed.

XIV. CRISIS MANAGEMENT AND RESILIENCE

The COVID-19 pandemic has laid bare the vulnerability of many nonprofit organizations. Ensuring the lasting success of these important organizations in the world's social welfare system demands enhanced support and resources. An important contribution in such a wake is a book that uncovers the causes and mechanisms that have facilitated and explained the absence of resilience in many charitable organizations. Furthermore, reports of cases provide an informative examination of charitable organizations from different fields that have put into practice strategies of resilient management. In conclusion, lists recommendatory guidance for executing a more resilience-oriented practicality in the management of charity organizations as well as some implications for public policy. The narrative here asserts that, to effectively meet the trials facing nonprofit organizations, the underlying paradigm of their management has to be reappraised. A new supportable paradigm is proposed, based on resilience, which is drafted as the ability to adjust to changes in circumstances and continue to operate in the pursuit of the organization's mission. On a basic aspirational level, even nonprofit organizations endeavoring to deliver desired services are not substantially prone to be deemed 'efficient' with satisfaction to traditional standards, which tend to be extensively focused on expenditure equivalences and general considerations ignoring the sectors different contractual environment. Supplemented by their enduring invaluable unpaid roles, charitable organizations therefore urgently need to postpone consideration for their abilities to tender vital services over the long-term. To meet the tasks facing such organizations, and fundamentally shift a substantial strategy to better contravene efficiency-related challenges, insightful detail is provided about the potential management and development of charity organizations with the view to their resilience aspect.

A. Preparing for and Responding to Crises

Crisis and disaster management have become critical issues in the services provided by nonprofit organizations. Voluntary and community sector organizations can adapt effectively to societal crises, using their local knowledge and human resources of voluntary workers. The present study uses evaluation reflections to identify critical features of the crisis responses provided by a network of locally based organizations following the flooding of the community houses in 2018. The effectiveness of the response is conceptualized as immediate, subsequent and longer term, drawing on theis ts concerned to understand service user reactions to crisis events. Crisis leadership happens before, during, and after a crisis has happened in an organization (Esteves et al., 2023). Deal with crises, potentially devastating events that can jeopardize the organization's health, reputation, and general well-being when leaders must manage the immediacy and complexity of the event and navigate the uncertainty of changing circumstances is a critical part of leading any organization.

Like any challenge, leaders must work to quickly gain an overview of the situation, help calm stakeholder distress, develop a central pivot for the organization to turn toward, and rapidly lead the organization from response to recovery. Promptly get organization errors back on track; maintain as much coordination and control as possible, while upholding moral and ethical considerations, and sharing information in a timely manner.

B. Building Organizational Resilience

Organizations that successfully adapt to extreme events and maintain their functioning under adverse conditions are considered resilient. This point of view has its roots in ecological theories of organizations, which suggest that organizations might survive under deteriorating conditions when compared with other organizations because their environment changes more slowly or because they have more slack resources (Waerder et al., 2022). Often an organization is considered resilient if it can adapt to harmful changes or if it returns to a state similar to the one before a crisis. In essence, a general distinction can be made between resilience as a process or an outcome. On the one hand, the outcome perspective defines resilience as the ability to rebound from adversities and return to the status quo (Pfaff, 2022). On the other hand, the process perspective differentiates between adjusting to changes hosting or being able to exploit adverse outside influences, overcoming the novelty of challenges, and learning about changing threats and vulnerabilities. A fourth kind of resilience can also involve planned innovation beyond the routine adaptation.

From a resource-based perspective, organizational resilience is defined as the capability of organizations to effectively adapt to and recover from disruptions, crises, or any other adversity. In this view, organizational resilience is determined by an organization's capability and stock of resources, the sustainability of its resources, the persistent utilization of resources, and the global reliance of resources, but also individual and organizational skills and capabilities. There is a limited number of research activities on organizational resilience looking at nonprofit organizations and none of the nonprofits research that can be found investigating their organizational resilience is attached to NPOs in France.

XV. SUSTAINABILITY AND SCALABILITY

Many nonprofit organizations (NPOs) find it difficult to take a broader perspective, as the onus to fulfill the core program service mission often trumps infrastructure-building and other capacity-building efforts. Technicians and directors routinely focus on "small-picture," short-term needs and concerns, such as day-to-day program operations and immediate unanticipated costs, and therefore tend to overlook "big-picture" sustainability and scalability (S. Coy, 2018). Such tunnel vision, however, can result in a myopic focus, which in turn may threaten the longer-term viability of the organization: NPOs must be sustainable, efficacious, and adaptive to accomplish their missions effectively to make the world a better place. Long-term, strategic goals often take a back seat to the urgent, immediate demands of a NPO. To stay relevant and fulfill both the demands of the stakeholders and its own mission, a NPO must maintain or expand its programs and services; be prepared to consider the implications of these actions on the other capacities that help it function and grow; make strategic decisions to ensure it is a sustainable enterprise; and look beyond these concerns to contemplate opportunities for lasting, positive impact. At their core, most NPOs endeavor to bring about social change, but are challenged by resource scarcity. Still, funders and the broader public consistently scrutinize the efficacy and utility of these community-based endeavors, even holding them to similar standards of economic productivity as for-profit businesses. In turn, this emphasis on tangible, empirical evidence of effectiveness can distract a third sector organization so much so that direct competitors and critics may benefit from its uncertainties and hasty actions. Despite growing recognition in the disciplinary literature, NPOs often ignore these dangers or adopt a slacktivist attitude. It is therefore instructive to articulate better strategies at the policy level, helping a NPO make informed choices regarding the evidence it gathers. Impact evaluation is a favored attempt to cope with this accountability dilemma, meant to furnish NPOs with feedback and learning about what works and how, refining practices and boosting efficacy as a result. Such knowledge can then be applied to attract additional resources and, ultimately, to be widely diffused by the field, possibly transforming entire social sub-systems.

A. Strategies for Financial Sustainability

One critical issue for leaders of nonprofits concerns the strategies that might be employed to ensure the financial sustainability of their organizations. This study examines the search and use of performance measurement data for the sustainability of nonprofit organizations. The first issue considered is why some nonprofits are sustainable and others are not. The second issue is how the use of performance measurement data is influenced by understanding of the sustainability phenomenon. Four components to consider in the financial structure of nonprofit sustainability are revenue mix, cost of effective programs, infrastructure, and capital structure. Three strategies to effect sustainability are recommended.

First, it is suggested to do great work and be able to define that it is working; revenue will follow doing what is best. Second, counsel about making a business work is offered. Nonprofit work is a business and only by understanding the current business model will it be possible to change it. Third, change is discussed. The world is changing. In order to be sustainable, a nonprofit organization will need to adapt. This will require faith, experimentation, and risk taking (S. Coy, 2018).

B. Scaling Impact and Reach

15.1. Introduction Considerations about the scale of impacting change are core to non-profit managers and social entrepreneurs alike. Strategies for scaling organizational reach and impact differ significantly however among state or privately funded organizations and those in the new emergent social economy (SE) Third Sector or Fourth Sector (Lyon & Fernandez, 2012). These innovative non-profits will be the focus of the 15th European Conference.

15.2. Scaling Impact and Reach There are a number of ways that non-profits can contemplate scaling actions. They can attempt to increase the impact experienced by those who benefit from their good work, or they can consider ways to disseminate their methods to a larger number of beneficiaries. By its very nature, the third sector is diffuse, operating in a variety of organizational forms across all manner of market niches. SEs are less likely to scale-up the service model deployed by a successful productive action in an individual pilot. Again, distribution is heterogeneous; as such wholesale replication is rarely viable. As a consequence, the third and fourth sector executives are less likely to find simple answers to the matter of how they can 'scale-up' some impactful action but will have to give careful thought and consideration to their unique context. Grant-makers and fiscal policy will have to recognize this differential and variable landscape in designing and enabling responses.

XVI. GLOBAL PERSPECTIVES ON NONPROFIT MANAGEMENT

This article aims to summarize in informal terms an endless amount of research on social and economic policies, market activities and nonprofit activities, often with a primary concern of managerial aspects. This summary reveals a strong emphasis on the structure and reform of the welfare administration and the implication of various market activities for the nonprofit sector from different policy perspectives. While nonprofit issues such as tax exemptions and advantages over resource competition with labor and the for-profit sector are topics, the implication of comparative advantages of the nonprofit sector has been explored in a narrow range. What is now intended is to expand the scope of this static analysis by addressing more closely the managerial consequence of policy requirements for nonprofit organizations. Charity, philanthropy, public service, or enterprise: What are the big questions in nonprofit management today? The deeper aim of this article is to acknowledge the intrinsic problems of an emerging managerial discipline and to stimulate further discussions and research that could contribute to the scientific development of nonprofit management as a field. It is implicit in the evolving thinking about the 'specific' or sectoral approaches to corporate governance that governance issues of not-for-profit organizations may require specific attention and thus have potential to emerge as a new research discipline. With increasing scholarly debate there is a growing need for defining the field theoretically, methodologically, and in comparative if not international perspective.

A. Comparative Analysis of Nonprofit Sectors Worldwide

This chapter provides a comparative analysis of the nonprofit sector in ten countries around the world. As informative narratives, the current status of the nonprofit sector in each country and its recent trends will be addressed.

Nonprofit organizations distribute goods and services on the market and provide protection to the public so as to make social capital. Nonprofit organizations have begun playing an important role in the provision of goods and services in almost every country. This results mainly from the flaws in the for-profit and public sectors. The for-profit sector often adheres to a plate-ratio principle in order to maximize revenue or minimize loss, sometimes to the detriment of the public. Regarding the public sector, when the majority of stakeholders are satisfied with the goods and services the public sector provides, the goods and services will not provide what the minority need. In addition, the creditworthiness of the public sector is often low due to its overly bureaucratic characteristics, and so it can sometimes renege on the elaborate agreement. It is not beyond the scope of possibility that the record-keeping of private goods and services distribution by the public sector may need a long time. This is because disharmony can make the public status lower, while goodwill alone cannot give profits in return. In contrast, when stakeholders, along with a wide range of interests, are not satisfied with the goods and services supplied by the private and public sectors, they may set up a nonprofit organization or contribute to an existing nonprofit organization to account for the services they think are necessary (Robert Tune, 2016). When more trust is accorded to most nonprofit organizations to distribute the goods in accordance with the contract, they will not be enticed to share the revenue with the owners.

This is why consumers often use public transport rather than taking a taxi, and preference is given to the liberated service for the treatment of the disease. Nonprofit organizations are believed to have key decision-makers who are similarly less egocentric than those in for-profit organizations. This is why the majority of students preferentially use public libraries, even though there are cases in which the service is impracticably crowded. There is a substantial threat that nonprofit organizations may practice activities not completely related to their orders, but activities that are designed to derive profits to maintain their nonprofit orders. Regarding the precedent, when less profit is presupposed, more care have to be exercised in maintaining the opportunity cost of the gathering, and even have to consider whether it is ultimately feasible to reach. Nonprofit Management and Leadership Nonprofits should govern and manage in such a way as to appreciate the diversity and social needs of donors yielding social capital, substantial consideration it such as these goes well beyond freeway campaigns. Similar to the for-profit sector, the comparative nature of the sectors causes the nonprofit sector to be measured against.

B. International Development and Humanitarian Aid

I joined the Graduate College at the University of Illinois at Urbana-Champaign in 1999. It was one of the best days of my life. I have always been committed to what I do, no matter how simple or complex the tasks are. The path to get a master's degree was not easy for someone like me; English is my third language, speaking used to be words in Arabic. English sounded like music to my ears. I have always had a learning disability, particularly in the area of reading. During my undergraduate studies, there were no support services, resources, or accommodations for students with learning disabilities. Independently, I worked on a new/existing learning disability for over two years. I went back to school in the US taking English as a second language course. My brother coached me English before he went back to Jordan. I took TOFEL and scored 637 after one month of being in United State. I was admitted to the Graduate College at the University of Illinois. At that time there were no guidelines for admission procedures for students with learning disabilities. As a result, I could not get any accommodations or support services during my first year in the Doctoral program. I was under enormous stress, anxiety, and I felt lost adrift with no direction in the middle of nowhere. One day, on a very cold snowy day, I was standing next to a blooming old trunk tree in front of my apartment, I made a prayer to God to give me the guidance and direction. Three days after my praying, I started to use the electronic dictionary, which was a gift from my brother to translate the meaning of each word in the scholarly articles that I found it very difficult to read. Finally, it worked; I started attentive reading. Two days after using the electronic dictionary, I met with Dr. Middleton in the Machine Tool Laboratory. He found himself fascinated by the subject I was talking about, “Micromachining Forces”. He asked me for a copy of my writings. I was thrilled. He shared his draft proposals with me. I returned the favor by sharing my writings and pointing out some errors in his proposals. He was amazed and said, “you have opened my eyes to look that way; you are great in editing”. This was the first compliment I ever got in return for what I do. The cooperation with Dr. Middleton was beneficial to me; he provided me with a great deal of writings. I was full of joy and began to realize that I am not less than anyone. I just need to understand the demand and align it with the desire and the passion that I have. At that time, I used to write and then erased, but now I write nicely. The stress, anxiety, and the feeling of getting lost disappeared. I found a good focus. However, most importantly I have learned that prayers work, at least in my case (H Al-Quraan, 2015). The concept of Social Entrepreneurship as a new feminine model for development must also be mentioned, and the conclusion mentions the need for extensive research on change agents and conflict transformation in such contexts as a means to enrich the development of a praxis-driven critical theory of change (Rival, 2019).

XVII. CONCLUSION

Using a unique dataset of 837 small to mid-sized public charities in the United States, this research is the first to explore how the founding leader’s departure impacts organizational outcomes including asset growth, revenue growth, and stability. It is found that there is negative impact on self-reported asset growth after the departure of the founding leader and there is a negative impact on decline in the growth of total functional expenditures immediately after the founding leader’s departure. Interestingly, the negative impact does not become less significant over time, suggesting the results are quite robust. Revenue growth does not show any significant relationships with the departure of the founding leader. Stability, predominantly measured as low wages among the highest paid employees remains unchanged after the founding leader exits the organization (McIndoo, 2017). In conclusion, findings show that small to mid-sized organizations may be more vulnerable to the departure of a founding leader than larger organizations. This is an important finding for researchers, nonprofit sector leaders, and other stakeholders given these small to mid-sized organizations are critical for a healthy and diverse nonprofit sector and they make up a large portion of the sector itself.

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A. Key Takeaways and Future Trends

The breadth, scope, and manner in which individual organizations provide assistance and benefit communities necessitates a commitment to leadership "as a way of being." Nonprofit leadership plays a pivotal role because it is the means by which resources, both human and financial, are navigated and applied (Kranig, 2007). Leadership effectiveness within this sector is critical to the well-being of the general public as well as the specific communities served. Realizing the implications of this, the quest "for strategies that can enhance leadership efficacy and thereby better positing organizations to achieve their mission" is ongoing. The objective is to explore the construct of servant-leadership within the context on nonprofit organizations and to illustrate why this form of leadership holds significant potential. The unique attributes of the nonprofit sector as well as the fundamental precepts of servant-leadership are overviewed. Background information is also provided in terms of understanding current and future trends as it pertains to both service delivery organizations and the leadership that is essential to their success.

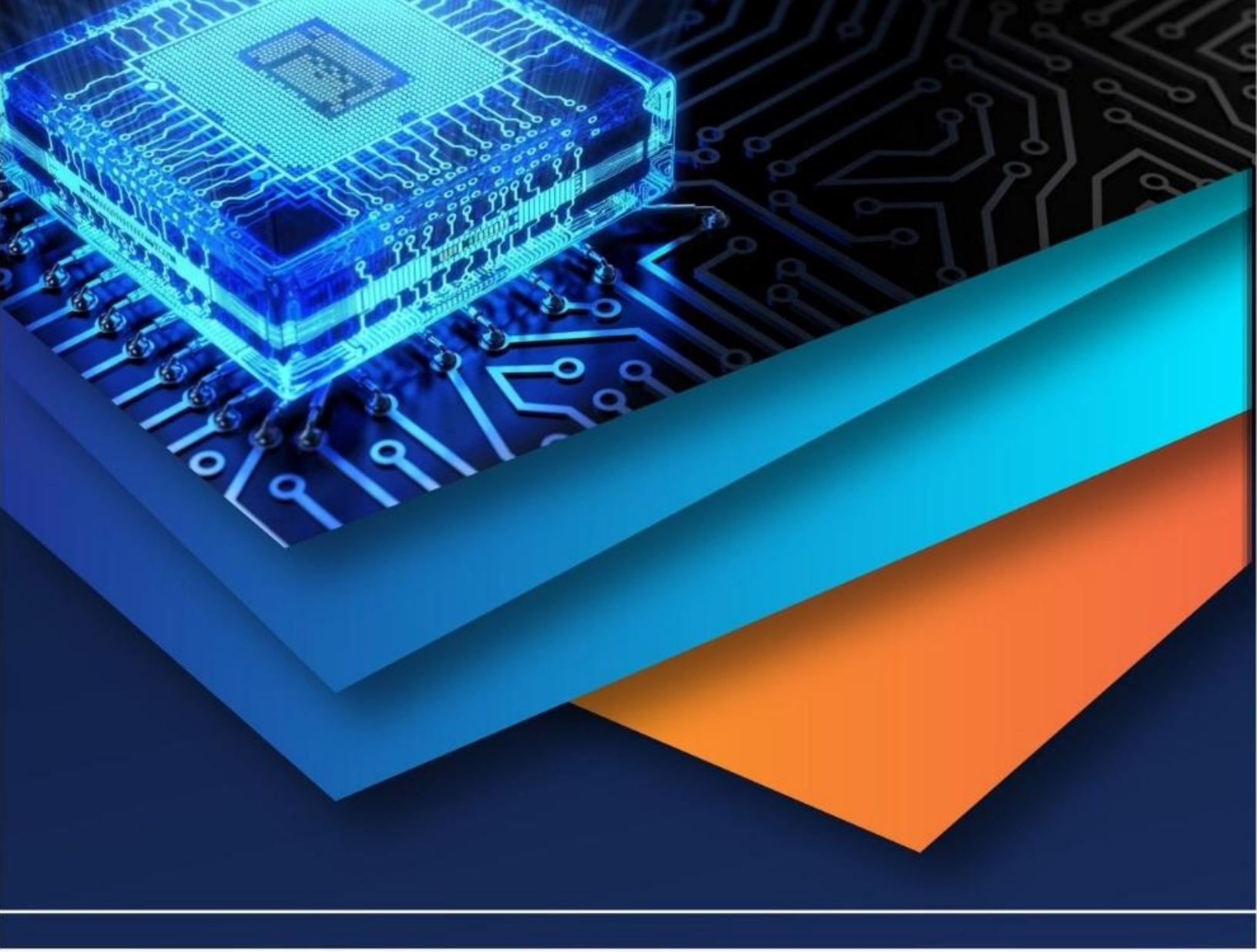
Nonprofit organizations provide the structure and means by which individuals can act in support of and toward the betterment of society. This infrastructure exists over a vast and varied array of causes and has always been a staple of American society. However, it was not until the 1980s that the leadership practices within the sector began to receive serious consideration. Subsequent to that a series of papers were published discussing what leadership could do to improve program effectiveness. The current sector trends revolve around the fields readiness for future challenges. Today, the challenges are exponentially more complex than those that could at the time be envisioned. Although increased program effectiveness remains a major concern, the context in which effectiveness must be achieved is perplexing to say the least. Unmet social needs are enormous and growing in a competitive environment that has never before existed. The set of societal actors engaged in trying to mitigate these social ills is itself vast, in competition, and variably motivated. Meanwhile, the organizations structured to confront these challenges are facing a future leadership deficit like never before. Between the years 2000 and 2006, it is predicted that 50-90 percent of current nonprofit CEOs will voluntarily retire, be unable to perform their duties, or be fired.

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