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A DESCRIPTIVE STUDY OF MANAGEMENT IN SELECTED NONPROFIT
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SELECTED NONPROFIT ORGANIZATIONS

A DISSERTATION

SUBMITTED TO THE GRADUATE FACULTY

In Partial Fulfillment

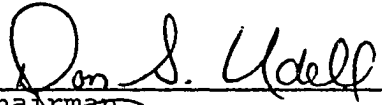of the Requirements for the Degree

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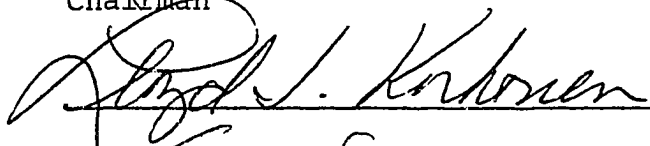DEBORAH FLEISCHAKER-SUAREZ

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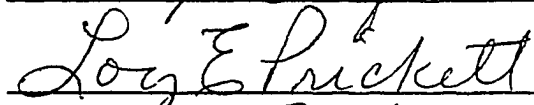
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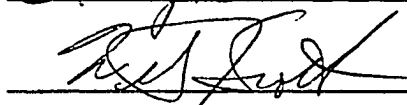
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"Of those to whom much is given

much is required."

John F. Kennedy

This work is dedicated to my parents, Richard Henry Fleischaker and Adeline Singer Fleischaker, who have provided me, both by their example and their generosity, the desire, direction, and means with which to accomplish my goals.

ACKNOWLEDGEMENTS

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CHAPTER I

INTRODUCTION

Introductory Statement

A very important segment of our society has been plagued by
neglect. In recent years a few selected publics have become, per
force, aware of this endangered species. They have made it the
subject of economic analysis, social and professional journalism, a
government commission, and academic concern.[1] They have made it the
victim of harsh, primarily subjective, criticism.[2]

The Third Sector, a giant conglomeration of over 800,000
(Bakal, 1981:207)[3] nonprofit organizations, is presently a beleaguered
mammoth. It is haunted by its heterogeneous nature. Nonprofit
organizations vary in size, structure, philosophy, and purpose. While
identifying characteristics have been proferred which distinguish it from
profit organizations (Ginzberg, Hiestand, and Reubens, 1965; Anthony
and Herzlinger, 1975; Copeland and Smith, 1978) or government
(Hansmann, 1978; Orlans, 1980), attempts to research the sector are
often thwarted by the diversity of the individual enterprises (Ginzberg

et al., 1965; Simon, 1979:180). Nonetheless, it is imperative that knowledge about this sector be generated.

This project will attempt to accomplish this through a descriptive study of management in selected nonprofit organizations in Oklahoma County. The author proposes to draw a sample of nonprofit service organizations (Blau and Scott, 1962) and through the use of an in-depth structured interview, generate a data base of managerial profiles. It should be understood that the term "Third Sector" refers to the collective, nonprofit organizations, and is semantically interchangeable with it.

The Third Sector in Perspective:
Significance and Contributions

America's institutions are sheltered within one of three sectors. There is the private sector, the for-profit enterprises which are traditionally viewed as the mainstay of free enterprise and the backbone of the American economic system. There is government, and there is the Third Sector. The three of these constitute the pluralistic and interdependent nature of America (Ginzberg et al., 1965).

The Third Sector, the topic of this study, is in itself pluralistic. As John Simon points out, "Here, we importantly, if not exclusively, rely on the third sector to cure us, to entertain us, to teach us, to study us, to preserve our culture, to defend our rights, and the balance of nature, and ultimately to bury us" (1979: 178). This sector embodies a multiplicity of ideals and services. Likewise it is referred to as a whole and in part in a variety of ways including: the independent sector, the voluntary sector, nonprofit charitable sector,

nonprofit organizations, voluntary nonprofit sector, and not-for-profit organizations.

Commingling of missions and services between the public, the Third Sector, and the private sector is legendary. Nielson states, "From our present perspective, the most striking feature about Colonial America was its thorough integration and intermingling of church, state, the economy, and the private voluntary sector" (1979:26). While history attests to the simultaneous and sometimes integrated evolution of these and other forces, thematic development emerged as a dominant characteristic of nonprofit organizations.

Organized religion, education, and philanthropy were, in that order, the first institutions to promote notions of charity and humanism (Bremner, 1977:89-94).

At the time of the American Revolution the operationalization of these "American values" was ubiquitous. Assistance groups of all kinds abounded. By the midnineteenth century Alexis de Tocqueville (1966) was prompted to observe:

> Americans of all ages, all stations in life, and all types of disposition are forever forming associations. There are not only commercial and industrial associations in which all take part, but others of a thousand different types -- religious, moral, serious, futile, very general and very limited, immensely large and very minute. Americans combine to give fetes, found seminaries, build churches, distribute books, and send missionaries to antipodes. Finally if they want to proclaim truth or propagate some feeling by the encouragement of a great example, they form an association. In every case, at the head of any new undertaking, where in France you would find the government or in England some territorial magnate, in the United States you are sure to find an association. (:485)

In modern times the benevolent umbrella dubbed "nonprofit organizations" has provided the fertile domain for the conception of every major social-action movement (Rockefellar 1978). This includes care for the mentally ill, women's suffrage, civil rights, care of the elderly, consumer protection, and more. In addition to providing society with an instrument of social conscience, the Third Sector contributes quite naturally to America's constitutional system of checks and balances; to wit, technocrats from the private sector confronted by environmentalists from the Third Sector.

The Third Sector also exercises its prominence in the critical sphere of economics. The intimate relationship of the three sectors to which reference was earlier made, applies to their resources as well. While the prevailing view of the American economy is that it grows and prospers in response to the dynamism of the private sector (Ginzberg et al., 1965:12), statistics exist as evidence of the economic impact of the Third Sector.

Education and health care account for two of the nation's largest industries, and are both exemplary of the collaboration, coordination, and integration existing between the three sectors. Higher education alone fulfills multiple roles as employer, developer, contractor, and teacher. Nielson (1979:60) reports that by 1977 more than one of two high school graduates went on to college. Out of a national population of 217 million, 11.4 million (or more than 5%) were enrolled in higher education. Money sifts into the college and university system by means of tuition, government loans and contracts, or private philanthropy. The composite figure for federal grants and

loans to students in 1979-80 was in the area of $4.5 billion[4] (:58).

Data can be reviewed in a number of ways, any of which reveals something about the magnitude and growth of the Third Sector. Money flow and employment are two indicators which economists utilize. A brief summary of some authorities elucidates the growing significance of nonprofit organizations.

The "nonprofit charitable sector" as analyzed by Tideman (1974:325) looks like this:

> -wage and salary employment in the nonprofit charitable sector in 1974 was 4.6 million workers
>
> -these workers accounted for 5.2 percent of all workers employed
>
> -nonprofit charitable institutions employ 16 percent of all professionals, 10 percent of service workers and 5 percent of clerical workers
>
> -charitable sector employment has been growing faster than total employment
>
> -earnings in the charitable sector totaled $25 billion in 1972, or 4 percent of the total U.S. wage bill.[5]

Hiestand (1975:332-335) reports his figures from a sli htly different perspective.[6] The data are equally impressive. Expenditures of nonprofit institutions in the form of payments for goods and services reached $63.7 billion in 1973, 4.9 percent of the gross national product. If one views the Sector in terms of employment rather than money flow, nonprofit institutions accounted for nearly 6 percent of all employees in 1973.

Weisbrod and Long (1975) present some alternative measures. Acknowledging the limitations of measuring only money flow or compensated work, Weisbrod and Long summarized four studies of

quantity and value of volunteer labor. In 1964-65 total contributions in labor services to the voluntary sector amounted to between 20 and 40 percent of the estimated $59.9 billion cash contributions to all nonprofit organizations (:343). Their more recent investigation of money flow revealed an estimate of total revenue of nonprofit organizations in 1973 to be $530.9 billion, or 18% of the nearly $3 billion of total revenue for all corporations, partnerships, and proprietorships (:344-357).[7]

This multifarious review of the Third Sector's economic report cards would be incomplete without the input of philanthropy. "Every year $11,000,000,000 goes to charity; 52 million volunteers collecting from 187 million Americans for 230,000 philanthropic causes" (Oleck, 1980:7). According to an article by Bakal (1981), Americans gave to charitable organizations at the rate of $133 million a day or $47.7 billion for the year of 1980. "The total given was about 7 percent of our national budget and exceeded the national budgets of all but 9 of the 165 nations of the world" (:207).

It is evident that the Third Sector accounts for an increasing share of this country's economic activity. Its significance is secure. Why then is not its future?

Needs for Study

Traditional management theory tells us that management is responsible for the planning, organizing, and control of an organization. In short, management bears the burden of organizational efficiency and effectiveness. There is currently an assault being waged against the management practices of the Third Sector. Nonprofit

organizations are depicted as inefficient and ineffective. Hasenfeld et al., (1974) attacks these organizations, labeling them ill-managed, wasteful, and inefficient. Herzlinger (1979) addresses the deficiencies in fiscal management of the nonprofit sector. Bad press abounds as the assailants of nonprofits demand greater accountability. "Effective management in the nonprofit sector is a growing concern" (Newman et al., 1978:24). Ironically, with few exceptions,[8] very little empirical evidence exists as to the substance and character of management in the Third Sector. John Simon (1979:79) articulated the reality:

> . . .This important set of institutions -- central in our economy and in our daily lives -- has been largely ignored by the world of academic research...
>
> Take the economists. With a few recent exceptions, their theory of the firm is almost exclusively the theory of the business firm. Their quantitative studies of wealth and income tend to lump the nonprofit sector in with the general category called "households". And if you look through standard texts on economics that are assigned to college and high school students, you will find almost no reference to this voluntary part of our economy. Political scientists, quite properly preoccupied with government bodies, have paid little systematic attention to the role that nonprofit organizations (other than political parties) play in the political process. Turning to American historians, we find that they have written no accounts of the voluntary sector as comprehensive and ambitious as the histories that American scholars have produced about British charities. A look through college and high school history texts will tell you not very much about the role of the third sector. Psychology scholars have produced a literature that contains a good deal of work on person-to- person altruism and helping behavior but says very little about what makes me or you give to charitable organizations in our lifetimes or when we write our wills, or what causes corporate managers to make corporate funds available to charity -- as much -- or as little as they do. The sociologists tend to study particular movements, on the one hand, or to develop general theories about

organizational life, on the other hand, without focusing on the special qualities that characterize the world of voluntary institutions. Nor can I spare my own discipline, for it is a fact that legal scholarship, again with few exceptions, has paid very little attention to the Third Sector.

To a large extent, therefore, the voluntary sector has been a non-subject for American scholars.

Paul Gordon (1975:99-100) pinpoints the issue:

Further, not just as an academic question, but given the mounting issues of legitimacy and responsiveness in our society, what are managers to do now and for the future -- that is, without any well-accepted theoretical framework, with little but the most recent research on such issues, and that widely scattered?

Being that there are no established criteria for measuring nonprofit performance (which is only one aspect of the management process), is it reasonable to transfer or adapt criteria from the profit sector? Is it possible to do so in the absence of the profit measure? According to Tomeski's (1975:135) assertion that "there is a lack of empirical evidence that permits us to generalize and conclude that profit organizations are more effective or better managed than nonprofit organizations," the aforementioned questions are moot.

This author proposes that neglect of the Third Sector has been benign by intent. The nobility of its conception and its fiducial nature[9] institutionalized sanctity; the consequences hereunder acknowledged. Apparently the Third Sector has been blasted from its time capsule and hurled into the twenty-first century, missing out on some important evolutionary processes. It is expected and demanded that nonprofit organizations respond to present-day environmental challenges with all of the structural and procedural maturity of the

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other sectors. But the Third Sector, as a whole, has not traditionally been exposed to the full impact of the natural selection process. This hybrid therefore possesses the apparatus and characteristics appropriate to a plane on which it no longer operates.

Exclusive of the rites of passage, the Third Sector now is as vital an organ to this nation's existence as government or business (Ginzberg et al., 1965), and must survive as an equal not as an appendage. To achieve this it deserves and demands academic investigation and pragmatic application. Seemingly the "experts" are experiencing a consensus as to the absence of such research efforts in this area. With this in mind the author has construed the following needs for such efforts:

1. The need to generate information which refutes or supports notions about the nature of management in the Third Sector.

2. The need for primary accounts of management experience in terms of social, political, and economic notions about the Third Sector.

3. The need to generate information for use in the development of more efficient and effective approaches to management of nonprofit organizations.

4. The need to compare management tasks, concerns, and approaches for consistency and novelty among organizations and between the profit/nonprofit sectors.

5. The need to generate evidence for or against the development of a generic theory of management of nonprofit organizations.

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Statement of the Problem

The problem simply stated is this. "What is management like in nonprofit organizations?" The purpose of this study is to compile a data base of selected nonprofit organizations, focusing on organizational character, administrative profiles, management functions, and management concerns as they relate to the operation of the organization.

Research Questions

The problem is operationalized through attention to the following research questions:

1. What are the identifying characteristics of the organization?

2. What are the identifying characteristics of the administrator of the organization?

3. What are the managerial functions performed by the administrator of the organization?

4. What are the managerial concerns of the administrator of the organization?

5. Do any particular management concerns surface as dominant among administrators of nonprofit organizations?

Definition of Terms

For purposes of the study to be executed the terms listed below shall be defined accordingly:

Nonprofit(s), nonprofit organization(s), the Third Sector: These terms shall be used interchangeably and will refer explicitly to

those organizations which maintain a nonprofit structure in compliance with Section 501 (c) (3) of the Federal Tax Code (see Appendix A) (but shall exclude hospitals, political organizations, educational, religious, and penal institutions), maintain paid personnel, and are service organizations (Blau and Scott, 1962).

Administration, management: These terms shall be used interchangeably and refer to the operationalization of theories and processes which direct the activities of a given enterprise.

Administrator, manager: This term refers to the person within an organization responsible for the process of administration. They may also bear the title of coordinator, director, or executive.

Effectiveness: This term shall refer to the degree to which an organization meets its goals and objectives (Barnard, 1938:56-60).

Environment: The term "environment" refers to the society or suprasystem in which the organization is found. It might be described in political, social, cultural, economic, and/or physical terms (Katz and Kahn, 1974).

Limitations of the Study

Due to the legalistic complexities of defining nonprofit organizations, the writer acknowledges population as one of the limitations of the study. The population of administrators of nonprofit organizations shall exclude administrators of hospitals, religious, educational, political, and penal institutions. Each of these entities is acknowledged as having received considerable investigative attention in their respective disciplines. In consideration of the breadth of the

nonprofit classification, it is assumed that referrals to and comparisons with the aforementioned institutions can be made on the basis of existing knowledge.

It is also understood that the generalizability of the study may be limited in two ways:

(1) to the specific sampling frame which constitutes the survey population for this study. (Babbie, 1973:91)

(2) to the specific environmental region in which it takes place.

Organization of the Study

This study is contained in five chapters. Chapter I is an introduction to the project. Within this chapter the author presents background information, including the significance of the proposed subject matter, the need for the study, the statement of the problem, the research questions, the definition of terms, and the limitations and assumptions of the study. Chapter II contains a review of the related literature including: (1) a brief overview of pertinent notions from organizational and management theory, (2) and an overview of nonprofit-specific literature. Chapter III delineates the methodology of the study, the population, the sample, the instrumentation, the pretest findings, and the collection and the treatment of the data. Chapter IV presents the findings of the study which are contained in capsule summaries of each organization along with a sample summary. Chapter V consists of a final review of the study, conclusions, and recommendations.

Footnotes

[1]Relevant material to economic analysis includes: Ginzberg, Hiestand, and Reubens (1965), Weisbrod (1977, 1977, 1975), Hansmann (1978), Nielson (1979). Examples of diversity in journalism include: Etzioni (1973), Rockefellar (1978), Perham (1979), Bakar (1981). John G. Simon elucidates areas of current academic interest in the Third Sector in "Research on Philanthropy," a talk presented at the 25th Anniversary Conference of the National Council of Philanthropy, Denver, Colorado, November 8, 1979 (see Simon, 1979).

[2]Most of the authors who were included in the reviews made for this project acknowledge the existence of a "general feeling of dissatisfaction" toward the operation of nonprofit organizations. A sampling of readings which address commonly criticized topics includes: Anthony (1971), Hasenfeld and English (1974), Mittenthal and Mahoney (1977), Newman and Wallender (1978), Selby (1978), Herzlinger (1979).

[3]Bakal presents a cogent and thorough state of the art synopsis on American charity. His figures are compatible with numerous sources reviewed. A recurring theme among scholars has been the need to extrapolate when dealing with statistics on the Third Sector (Weisbrod and Long, 1975; and Oleck, 1980). Specifically, Weisbrod et al, (1975) estimates 650,000 nonprofit agencies. As of December 31, 1976, there were 252,161 501 (c) (3) nonprofit charitable organizations in the Internal Revenue Service masterfile (Abernathy and Saasta, 1977). Publication 78, Cumulative List of Organizations, identified 700,000 501 (c) (3) nonprofit tax exempt organizations in 1978. Smith, Baldwin, and White's (1980:1-4) estimates include nonprofit organizations which are not incorporated, i.e., local affiliates of national organizations. Their figure represents between 6 and 7 million.

[4]Taken from Nielson (1979), this figure was arrived at by combining the following: Basic Educational Opportunity Grants distributed $2 billion in 1978; the Supplemental Educational Opportunity Grant expended $340 million in 1979-80; the National Direct Student Loan Program loaned $330 million in 1979-80; the College-Work-Study spent $600 million; the Guaranteed Student Loan insures $800 million; the State Student Incentive Grant spent $77 million. Not included in those but equally important is the program administered by the Veterans Administration, which paid $780 million in 1979, and the student benefit program of the Social Security Administration, which in 1979 distributed $2 billion to 900,000 beneficiaries.

[5]Tideman (1974) defines his sector according to Section 170 (c) (2) of the Internal Revenue Code, which is also the definition used in Section 501 (c) (3) to describe one class of organizations exempt from the corporate income tax.

[6]Hiestand's analysis is an update of original material obtained from the U.S. Department of Commerce and contained in The Pluralistic Economy. For an explanation of his procedure refer to Hiestand (1974:333). The term "nonprofit institution" refers to private, voluntary, or religious universities, colleges, schools, hospitals, social and athletic clubs, charitable welfare, labor, and religious organizations.

[7]Weisbrod and Long's research was executed using the Form 990 return of a sample of 432 organizations. The figure obtained as an estimate of total revenue includes contributions, gifts, grants, sales of goods and services, dues, and assessments. Their operational definition of "nonprofit voluntary sector" is defined in Appendix B, Table B-2. The $530.9 million estimate includes double counting, since part of the income of some of the organizations is distributed to other organizations in the same sector.

[8]This statement is not intended to reflect research efforts which have dealt with the penal, educational, health, or religious institutions. The notable exceptions referred to include: Newman and Wallender, 1978; Chamberlain, 1975, Albertson, 1976; and Young, 1978.

[9]Weisbrod (1978) speaks to the notion of the economics of trust, asserting that many of the institutions which have been invented in recent history reflect a need for institutions that can be trusted. This is particularly true in the case of commodities which are difficult for the average consumer to evaluate. In these cases they seek mechanisms for providing trust. The question is posited as to whether nonprofit organizations have a special role as institutions of trust due to the fact that many provide complex commodities the quality of which is difficult to judge.

CHAPTER II

REVIEW OF LITERATURE

<u>Introduction</u>

In this chapter an effort will be made to present a creative
synthesis of philosophy, theory, and empirical evidence from the fields
of organizational theory and management. The intent is to provide the
reader with a conceptual framework upon which he/she can structure
thoughts and ideas emanating from the data to be generated. The
approach will be positive, not normative, in nature. Statements are not
intended to be judgements of worth, but rather notions of what is or of
what is thought to be.

The organization of the Chapter is as follows:

Related Literature

      Organizational Dialectics

      Management Fundamentals

      Profits and Nonprofits Compared

Propositions

      Universality of Management Principles

      Legitimacy of the Profit/Nonprofit Dichotomy

      Dominance of Financial Constraints

This chapter should be reviewed as part of the total goal of the project -- to learn more about the characteristics of management in nonprofit organizations as one step in the development of theories, and the construction of models for use in the field.

Related Literature

"The study of executive functions properly starts
with understanding the context of the organization"
(Barnard, 1938)

Organizational Dialectics

Organizations have proved themselves a popular subject for query and inquiry. The output is voluminous. This section will therefore focus only on those topics which the author deems necessary for the conceptual scheme of the Chapter. The reader is advised to perceive each (individual) topic as an overlay such that the cumulative effect reflects the multidimensional nature of organizations, and conversely each layer in isolation effects autonomous analysis. Topics include: (a) Organizations: Definitions and Classifications, and (b) Organizational Environment, Design, and Adaptation.

Organizations: Definitions and Classifications. Perhaps the most fundamental of all definitions was written in 1938 by Chester Barnard: "a system of consciously coordinated activities or forces of two or more persons" (:73). Subsequent definitions included Weber's systematic delineation of the organization as bureaucracy. He provided the guidelines of the "efficient administrative organization":

- organization tasks are distributed among the various positions as official duties

- the positions or offices are organized into a hierarchial authority structure

- a formally established system of rules and regulations governs official decisions and actions

- officials are expected to assume an impersonal orientation in their contacts with clients and with other officials

- employment by the organization constitutes a career for officials. (Weber, 1947:329-336)

Some authors have sought specificity. Etzioni writes:

> Organizations are social units (or human groupings) deliberately constructed and reconstructed to seek specific goals. Corporations, armies, schools, hospitals, churches, and prisons are included; tribes, classes, ethnic groups, friendship groups, and families are excluded. Organizations are characterized by: (1) divisions of labor, power, and communication responsibilities, divisions which are not random or traditionally patterned, but deliberately planned to enhance the realization of specific goals; (2) the presence of one or more power centers which control the concerted efforts of the organization and direct them toward its goals; these power centers also must review continuously in the organization's performance and repattern its structure, where necessary, to increase its efficiency; (3) substitution of personnel, i.e., unsatisfactory can be removed and others assigned their tasks. The organization can also recombine its personnel through transfer and promotion. (1964:3)

Organizations, according to Etzioni, are much more in control of their nature and destiny than other social groupings. The goals which they seek to realize "constitute their source of legitimacy" (:5) as well as provide a criterion for performance.

Richard W. Scott's (1964) definition contains some additional elements:

> . . .organizations are defined as collectives . . .that
> have been established for the pursuit of relatively
> specific objectives on a more or less continuous basis.
> It should be clear, . . . however, that organizations
> have distinctive features other than goal specificity
> and continuity. These include relatively fixed
> boundaries, a normative order, authority ranks, a
> communication system, and an incentive system which
> enables various types of participants to work together
> in the pursuit of common goals. (:488)

In reality, organizations are such complex entities that any attempts to define them is subject to elaboration. Hence we proceed with another feature or organizations, namely, organizational typologies, the function of which is to "allow us to combine a number of variables into a single construct, and thus allow us to deal with extremely complex phenomena in a relatively simple fashion" (Mechanic, 1963:58)

The terms "taxonomy", "typology", and "classification" are used synonymously to refer to the act of grouping organizations according to distinct characteristics. Organizational analysts have developed a number of classification schemes the utilization of which varies according to the purpose of the analysis. The precedent seems particular germane to the present effort to investigate the Third Sector. It has already been acknowledged that one research inhibitor has been the heterogenous nature of the Sector; accordingly, understanding and review of existing schemes provide material for adaptation.

One criterion used for the formulation of typologies is that of goal or function. Talcott Parsons (1960:45-46) distinguishes four types of organizations based on contributions to society:

1. production organization -- which makes things that are consumed by society

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2. political -- which seeks to ensure that society attains its valued goals; and it generates and allocates power within society

3. integrative organization -- which has the purpose of settling conflicts, directing motivations toward fulfillment of institutionalized expectations, and ensuring that the parts of society work together

4. pattern maintenance organization -- which attempts to provide societal continuity through educational, cultural, and expressive activities

With some elaboration Katz and Kahn (1978) developed a similar typology. In their scheme the organization is viewed as a subsystem of society. They include four broad categories:

1. Productive or economic organizations are concerned with the creation of wealth, the manufacture of goods, and the provision of services for the general public or specific segments of it.

2. Maintenance organizations are devoted to the socialization of people for their roles in other organizations and in the larger society.

3. Adaptive structures create knowledge, develop and test theories, and to some extent apply information to existing problems.

4. Managerial or political organizational activities which are concerned with the adjudication, coordination, and control of resources, people, and sub-systems. (:145)

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Further Katz and Kahn achieved differentiation through the identification of "second order" characteristics, a few of which are as follows:

1. The nature of through-put. The differentiation is between organizations that transform objects and those that transform people.

2. Expressive and instrumental orientations of membership. Expressive orientations are characteristic of organizations in which members participate for intrinsic satisfaction gained through participation. Instrumental orientation is one in which participation is for the purpose of receiving some reward that will then allow intrinsic satisfaction to be gained outside the organization.

3. Organizational structure. Organizations vary according to the degree to which their boundaries are open and permeable; the degree to which the structure is elaborated, both horizontally and vertically, into subunits and hierarchical levels, and the nature of the allocation system within the organization. (Hall, 1977:31-33)

In combination, those typologies render a higher degree of discrimination; however, they do not by themselves adequately address the peculiarities of nonprofit organizations.

Smith, Baldwin, and White (1980:1-3/1-5) developed a nonprofit-specific typology using purpose as its criterion for formulation. The typology can be used in two ways: (1) Central purpose -- the typology is used to classify nonprofits according to

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their single most central purpose; (2) Primary purpose -- the typology can be used to classify nonprofit according to their primary purposes, or even in terms of all their basic purposes (allowing a nonprofit to fall into any number of categories). Table 1 defines the various typologies as suggested by Smith et al.

Henry Hansmann (1978) developed subcategories of nonprofits based on the manner in which they are financed and controlled. There are two types of financial schemes for nonprofit organizations: (1) "donative" or those that receive the majority of their income from grants or donations, and (2) "communal", those that receive the majority of the income from the direct sale of services. Hansmann's control scheme identifies (1) "cooperative nonprofits" as those with a board of authority elected by a membership and (2) "entrepreneurial nonprofits" as those which are relatively free from formal control by their patrons. The consequent categories include: (1) donative cooperative; (2) donative entrepreneurial; (3) commercial cooperative; (4) commercial entrepreneurial. (:11)

Figure 1 illustrates his scheme. It would seem that this classification scheme, while admittedly innovative and nonprofit-specific, lends itself most appropriately to the development of an economic theory of the Third Sector.

Table 1

Taxonomy of Nonprofits

Class	Purpose	Example
1. Community Service and Action	1. To improve or sustain general characteristics of a community	1. Neighborhood improvement, crime prevention
2. Other–Helping Health	2. To preserve or enhance nonmembers' physical or mental health	2. Rehab center, mental health, American Heart Association
3. Other--Helping Educational	3. Education or increased knowledge of nonmembers	3. School-related tutoring programs, religious education programs, PTA
4. Personal--Growth, Self-Development, Self-Improvement	4. Character, personality and skill development of members through self-help	4. Preschools, Boy Scouts, 4-H, Toastmaster
5. Communication and Information Dissemination	5. Transmitting information to nonmembers via mass media, documents, consultation	5. Libraries, information-referral groups

Table 1 (cont'd)

Class	Purpose	Example
6. Scientific, Technical, Engineering, and Learned	6. Accumulating or re-organizing existing knowledge or creating new knowledge	6. Honorary scientific societies, research centers
7. Other--Helping Social Welfare	7. Providing for general welfare of nonmembers facing serious social problems	7. Survival problem groups, Traveler's Aid, Alcoholics Anonymous, Big Brother
8. Self-Help Disadvantaged and Minority	8. Improving the common welfare and quality of life for members	8. Urban League, Lulac
9. Political Action	9. Influence the legislature, executive, judicialaspects of the political process	9. Women's Campaign Fund, Common Cause
10. Environmental and Ecological Welfare	10. Restoring, protecting, or improving "natural" state of affairs	10. Mothers of the Earth, Sunbelt Alliance
11. Consumer Welfare	11. Aiding consumers in various ways to redress the balance of power in industrial society	11. Consumer protection groups, credit unions, consumer cooperatives

Table 1 (cont'd)

Class	Purpose	Example
12. International and Transnational Affairs	12. Concerned with people in countries other than their own	12. World Neighbors, conflict groups, exile-political action groups
13. Occupation--Related	13. Restoration, preservation, or enhancement of socio-economic conditions	13. Unions, professional associations
14. Expressive--Leisure	14. To have fun	14. Spectator groups, sports groups, theater groups
15. Religious--Related	15. Understanding, affirmation, and ritualized practice of an ideological belief system	15. Churches
16. Deviant and/or Fund Allocation	16. Engage in illegal or deviant activities	16. Terrorist, resistance groups, gangs
17. Fundraising and/or Fund Allocation	17. Obtain charitable contributions and/or distribute to organizations/individuals	17. United Way

Table 1 (cont'd)

Class	Purpose	Example
18. Multipurpose, General, Other	18. Category used when the nonprofit organization has more than three main goals	18.

Source: Smith et al., in Connor, 1980:1-6/1-15

Figure 1

Hansmann's Taxonomy of Nonprofits*

	cooperative	enterpreneurial
donative	Common Cause Sierra Club National Lawyer's Build	CARE American Red Cross March of Dimes American Heart Association
commercial	American Economic Association Union League Club country clubs	National Geographic Magazine American Automobile Association Educational Testing Service hospitals day care nursing homes

*H. Hansmann, "Three Essays on the Role of the Nonprofit Enterprise" (Ph.D. dissertation, 1978, Yale University):10.

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Two other schemes deserve brief attention, those of Blau and Scott (1962) and Anthony and Herzlinger (1975). The Blau and Scott typology is based on the notion of prime beneficiary and includes four types:

1. Mutual-benefit association -- One in which the members themselves are the prime beneficiaries of the organization's action.

2. Business concern -- One in which the owners are the prime beneficiaries.

3. Service organization -- One in which the clients served are the prime beneficiaries.

4. Commonwealth organization -- One in which the public at large is the prime beneficiary. (:45-58)

This particular scheme is conducive to some types of Third Sector analysis and is a forerunner of the Anthony and Herzlinger formulation. Their typology includes three categories and is nonprofit-specific:

1. Client-oriented organization

2. Member-oriented organization

3. Public-oriented organization

Organizational Environment, Design, and Adaptation. The interaction of organizations and their environments has assumed a significant role in the management process. Underpinning the relationship of these two entities are the concepts of design and adaptation. In The Managerial Process in Human Service Agencies (1979), David Young defines organizational design:

Here, organizational design refers to the continuing process whereby managers assess the environment in which their organizations operate, determine strategies for operating in that environment, and develop and maintain administrative systems which are appropriate to the organization, its strategy, and its environment. In this context, the term "administrative systems" includes the organizations hierarchical structure, plus its information and control systems, conflict-resolution systems, reward-punishment systems, resource-allocation systems, hiring-firing systems, and other similar systems. (:11)

He continues to explain that the field of "administrative systems" refers to

. ... . the concept of looking at an organization in a holistic way rather than in terms of the various functional entities (marketing, finance, control, and so forth). The field takes the point of the general manager or chief officer who is concerned with the design and ongoing management of an organization which must interact with a complex and dynamic environment. Its concern is with the way various organizational subsystems or processes "fit" the organization and its environment, and it sees the organization more as a collection of these processes than as a collection of people and things. (:11)

Young considers adaptation as part of the organizational design and utilizes Lorsch and Lawrence's (1964) Contingency Theory[1] as the conceptual vehicle for his research efforts. The author is in consensus with Young's choices not only as to their appropriateness to human service agencies but in addition reinforces their legitimacy in the broader spectrum, i.e., the Third Sector.

In the case of nonprofit organizations, further analysis of organizational/environmental interfaces is aided by a developing paradigm known as the resource dependence model. Management and its accompanying strategies are viewed as adaptive mechanisms through which the organization can choose its means of survival. Its relevance

to nonprofits (re: Anthony et al., typology) is evidenced in some of its basic propositions:

> The resource dependence model proceeds from the indisputable position that organizations are not able to internally generate either all the resources or functions to maintain themselves, and therefore organizations must enter into transactions and relations with elements in the environment that can supply the required resources and services. Since organizations are constructed or enacted systems that must satisfy the demands of members, owners, or constituents (White, 1974) and are subject to evaluation (Thompson, 1967), administrators face the task of ensuring a continued supply of resources and performances and ensuring the satisfaction of powerful groups in their environment. (Aldrich and Pfeffer, 1976:3)

Since the resource dependence model allows for variation in internal structure and actions, with no specific prescription for survival, the decision-making process acquires more importance. The model addresses itself to organizational survival and adaptation via deliberate change strategies, assuming management in proactive and reactive roles. Notably it argues for "the necessity of a fit between organization and environment" (:24), positing that "organizations can shape their environments to fit their capabilities, and that environmental constraints leave the possibility of a variety of activities and structures consistent with environmental requirements" (:24).

Management Fundamentals

This section will consist of a brief overview of three areas: (1) historical development of management theory, (2) management functions, and (3) management's skill areas. Sources utilized in this discussion emanate primarily from investigation and analysis of the

private sector or "the firm". Of necessity, they form the frame of reference and serve as the starting point for the current study.

Historical Developments in Management Theory. Frederick Taylor, the father of scientific management, and Henri Fayol, the father of the principles of management, provided the principles for what has been called the Classical Theory of Administration. Taylor (1911), in search of worker efficiency, and working with large numbers of production processes, developed a scientific analysis of work. His application of basic economic principles of specialization and division of labor came to be regarded as the Theory of Scientific Management. Later, Fayol (1949) delineated the universal principles of management as the functions of planning, organization, command, coordination, and control. He maintained that these principles applied to business and nonbusiness organizations.

The next era of theoretical development witnessed the evolution of the principles of human relations. It called into focus the dynamics of social as well as mechanistic processes. Important contributors included: Mary Parker Follett (1940), who regarded the human element as the critical orientation for managerial relationships; Elton Mayo (1933) and his experiment in the Hawthorne plant; Chester Barnard (1938), who acknowledged organizations as social systems; and Lewin Lippett, and White (1939), whose research initiated concern with leadership style.

The subsequent era is generally regarded as having begun in the '50s (Chamberlaine, 1975; Albertson, 1976, and Greenwood, 1965).

It reflects the importance of viewing organizations as social systems and understanding organizational structure. Management theory and organizational theory commingled as scholars sought to identify critical variables affecting efficiency and effectiveness. Decision-making, problem-solving and leadership issues came into focus.

Current students of management are embroiled in systems theory, the tenets of which are outlined in Kenneth Boulding's classification model.[2] Systems theory stresses the organic nature (the interrelatedness and interdependency of organisms) of organizational life with its attendant implications. The goal of the model is to develop "an objective understandable environment for decision-making" (Johnson, Kast, and Rosenweig, 1964:367-384).

In Greenwood (1965), Meij approaches traditional management theory, that which is based on microeconomics, vis-a-vis an inter-disciplinary alternative. In addition to the input of technology, sociology, psychology, economics, and mathematics, management should be served by ethics, philosophy, law and politics, he considers the following approaches:

1. Engineering approach -- which emphasizes productivity increases through organizational efficiency

2. Human relations approaches -- which re-establishes effective managerial leadership through a reconsideration of human dignity and the provision for more democratic concepts within the firm

3. Economics approach -- which emphasizes the development of resource allocation and cost control

4. Systems approach -- with emphasis on models and the use of mathematical techniques

5. The possibility of developing an approach that will synthesize all these theories

Meij contends that since we do not have an effective common denominator which will enable us to bring all of these theories together into a single integrated model, we should try to integrate these disciplines with traditional management process theory (Greenwood, 1965:17).

Management Functions. There is considerable compatibility and complementarity in what constitutes management functions. In 1937, Gulick formulated his ideas in the form of a now-famous acronym, POSDCORB: (a) planning, (b) organizing, (c) staffing, (d) directing, (e) coordinating, (f) reporting, and (g) budgeting.

Koontz and O'Donnell (1972) defined the functions as follows:

1. Planning -- Planning involves selecting objectives -- and the strategies policies, programs, and procedures for achieving them -- either for the entire enterprise or for any organized part thereof. Planning is, of course, decision making, since it involves selecting among many choices.

. . . .

2. Organizing -- Organizing involves the establishment of an international structure of roles through any enumeration of the activities required to achieve the goals of an enterprise and each part of it, the grouping of these activities, the assignment of such groups of activities to a manager, the delegation of authority and informational relationships horizontally and vertically in the organization structure.

. . . .

3. Staffing -- Staffing involves manning, and keeping manned, the positions provided for by the organization structure. It thus necessitates defining manpower requirements for the job to be done, and includes inventorying, appraising, and

selecting candidates for positions; compensating; and training or otherwise developing both candidates and incumbents to accomplish their tasks effectively.

. . . .

4. Direction -- Direction involves guiding and supervising subordinates. Although this concept is very simple, the methods of direction may be of extraordinary complexity. The superior manager inculcates in his subordinates a keen appreciation of enterprise traditions, history, objectives, and policies. Subordinates learn the organization structure and the interdepartmental relationships of activities and personalities, their duties and authority.

. . . .

5. Control -- Controlling is the measuring and correcting of activities of subordinates to assure that events conform to plans. Thus it measures performance against goals and plans, shows where negative deviations exist, and, by putting in motion actions to correct deviations, helps assure accomplishment of plans. (47-49)

. . . .

According to Drucker (1974), a manager has two tasks: (1) ". . .the first is creation of a true/whole that is larger than the sum of its parts . . . enterprise in a community and society . . . and (2) . . . to harmonize in every decision and action the requirements of immediate and long-range future objectives" (:389-399). In accordance with these, a manager performs the following:

1. Setting objectives -- determining what the goals in each area of objectives should be, deciding what has to be done to reach objectives, and communicating objectives to the appropriate people

2. Organizing -- analyzing activities, decisions and relations needed, classifying work, dividing work into manageable activities and activities into manageable jobs, grouping units and jobs into an organization structure, and selecting people for the units and jobs

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3. Motivating and communicating -- making a team out of the people responsible for various jobs, relating with co-workers, making decisions on pay, placement and promotion, communicating with subordinates, colleagues, and superiors

4. Measuring -- establishing performance criteria, analyzing, appraising, and interpreting performance, and communicating meaning of findings

5. Developing people -- developing himself and others (:400)

Management's Skill Areas. In 1974 Robert Katz delineated the skills of an effective administrator. His definitions are included here as they are thought to contribute an important dimension to the management perspective -- namely, generally accepted expectations related to the manager's skills:

> Technical skills -- implies an understanding of, and proficiency in, a specific kind of activity, particularly one involving methods, processes, procedures, or techniques.
> . . . .
>
> Human skills -- the executive's ability to work effectively as a group member and to build cooperative effort within the team he leads . . . aware of his own attitudes, assumptions, and beliefs about other individuals and himself . . . he is sufficiently sensitive to the needs and motivations of others in his organization so that he can judge the possible reactions to, and outcomes of, various courses of action he may undertake.
> . . . .
>
> Conceptual skills -- the ability to see the enterprise as a whole; it includes recognizing how the various functions of the organization depend on one another, and how changes in any one part affect all others; and extends to visualizing the relationships of the individual business to the industry, the community, and the political, social, and economic forces of the nation as a whole (:24-26).

Profits and Nonprofits Compared

The purpose of this section is to identify the idiosyncracies of nonprofit organizations, or those characteristics which distinguish them from profit organizations, thereby requiring manipulation of existing principles or creation of new ones. The amount of material available on this subject can be described as "scanty" at best. However, if the amount of information which has already been generated from the profit sector were to be combined with the peculiar characteristics of nonprofits, the number of combinations and permutations would be staggering. Such is the challenge of new research. The primary topics are: (a) nonprofits according to Anthony and Herzlinger; and (b) other analyses across the sectors.

Nonprofits According to
Anthony and Herzlinger

Anthony and Herzlinger (1975) identify seven characteristics which distinguish nonprofit organizations from profit-oriented enterprises. They are careful to acknowledge that some of these characteristics apply to profit organizations, but on an exceptional basis. The author proposes to summarize their analysis of six[3] of the characteristics, including any additional observations which can be found in the literature.

Absence of the Profit Measure. Anthony et al., (1975) assert that "the absence of a satisfactory, single overall measure of performance that is comparable to the profit measure is the most serious management control problem in nonprofit organizations" (:35). The profit measure bears certain advantages which the authors enumerate:

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It provides a single criterion that can be used in
evaluating proposed courses of action.

It permits a quantitative analysis of those proposals
in which benefits can be directly compared to costs.

It provides a single, broad measure of performance.

It permits comparison of performance to be made
among responsibility centers that are performing
dissimilar functions. (:35)

These features facilitate the decision-making processes by supplying
concrete and objective evidence to the organizational membership.
Conversely, the absence of the profit measure as a single criterion
complicates analysis of various courses of action by requiring multiple
considerations. Likewise, in the absence of a relationship between cost
and benefit, the analysis of the "benefit" will be subjective.
Comparison among units in the nonprofit sector can only occur among
units of similar functions due to a lack of a common denominator.
Specifically, performance becomes a very difficult thing to measure.
This fact is attested to by numerous authors (Drucker, 1977; Selby,
1978; Young, 1979; and Cyert, 1977).

Tendency to Be Service Organizations. The output of service
organizations is intrinsically intangible, and therefore creates a concern
of quality control. As Anthony et al. (1975) points out, "goods can be
stored in inventory, services cannot . . . " (:42) The quality of
goods can be inspected; the quality of services can be inspected only
at the time of delivery. The question then arises as to who is
responsible for the development of the criteria for measuring the
service. It is possible to measure units of service delivered, but what

does this measurement reveal about the quality of the service? Is the quality to be judged by the consumer (re Chapter I, fn. 11), by the professionals from the discipline most appropriately related to the particular service, by the "sponsors", or by the staff? Clearly measuring the output of a service, in addition to evaluating that output, requires many considerations.

The Lesser Role of the Marketplace. "The market dictates the limits within which the management of a profit-oriented company can operate" (Anthony et al., 1975:44). Businesses compete for consumers and necessarily cater to them; such is not usually the case with nonprofit organizations. Some nonprofits do not have consumers per se, while others feel the burden of too many consumers and too few resources.

Recently, however, marketing has assumed a role in the Third Sector (Cyert, 1977). As competition for resources increases, there is increased effort to understand and utilize marketing principles. Kotler (1975) defines marketing in a manner which demonstrates its relevancy to nonprofit organizations:

> All organizations depend upon exchange relations to attract resources that they need, to convert them into useful products and services, and to distribute them efficiently to target markets. Marketing is a systematic approach to planning and achieving desired exchange relations with other groups.
>
> Marketing is concerned with developing, maintaining, and/or regulating exchange relations involving products, services, organizations, persons, places, or causes. (:13)

The Dominance of Professionals. "In many nonprofit organizations, the important people are professionals (physicians, scientists, combat commanders, teachers, pilots, ministers)" (Anthony et al., 1975:46). In many nonprofits the administrators are professionals. This dual status, no doubt, affects the management role.

> (1) Professionals are motivated by dual standards: (a) those of their organizations, and (b) those of their professional colleagues.
> . . . .

> (2) Professionals who are departmental managers tend to work only part time on management activities.
> . . . .

> (3) Many professionals, by nature, prefer to work independently . . . The essence of management is getting things done through people.
> . . . .

> (4) In a professional organization, the professional quality of the people is of primary importance and other considerations are secondary. Therefore, the managers of professionals spend much of their time recruiting good people and keeping them happy. . . The manager has correspondingly less time available for the aspects of the job that relate to efficiency.
> . . . .

> (5) In a professional organization, promotion is geared to the criteria established by the profession and tends to be a function of time. These criteria may not place much emphasis on efficiency and effectiveness.
> . . . .

> (6) Professional education does not usually include education in management and quite naturally stresses the importance of the profession rather than of management. For this and other reasons professionals tend to look down on managers.
> . . . .

> (7) Financial incentives tend to be less effective with professional people either because they consider their current compensation to be adequate or because their primary satisfaction comes from their work.
> . . . .

(8)   Although the leadership job is an organization unit in a nonprofit organization may require more management skills than professional skills, tradition often requires that the manager of such a unit be a professional.

. . . .

(9)   Professionals tend to give inadequate weight to the financial implication of their decisions. (:46-48)

An interesting set of tenets, these observations tend to be supported by authorities in the field (Selby, 1978; Newman et al., 1978:28).

Differences in Ownership. Who "owns" a nonprofit organization very often translates to who controls a nonprofit organization. Ambiguity in ownership is a result of the legal structure of nonprofits. Contributors, board members, and personnel all claim equity in these organizations. While control conflicts are common to profit-oriented enterprises, their legal structure is such that "ownership" will usually be distinct, and at the very least, this provides guidelines for operationalizing control. In nonprofit organizations management must negotiate the delicate issues of power/ control with the various constituencies of the organization. In addition, Selby (1978) points out that without clear knowledge of ownership there is little opportunity for direct-line accountability. In some nonprofits there can be as many as three management hierarchies: administrative and/or professional and/or voluntary (:93).

A Tradition of Inadequate Management Controls. Anthony et al., (1975) engage in a rather technical review of the fiscal management practices available for use in both sectors. Their primary allegation is that nonprofit organizations are guilty of employing antiquated fiscal

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procedures and therefore compound their control problems. They advocate the adoption and adaptation of more current procedures such as are being used through the private sector.

Other Analyses Across the Sectors

Newman and Wallender (1978) researched the question: "Do not-for-profit enterprises have a particular characteristic which makes inappropriate some managerial concepts that are beneficial in profit-seeking enterprises?" (:25) What they discovered was that (1) not-for-profit was too broad a category to be useful for management analysis, and (2) a variety of influences may be present in any combination, the presence of which "present difficulties in utilizing widely accepted management techniques" (:26). Following is the list of constraints they identified:

> (1) Service is intangible and hard to measure. This difficulty is often compounded by the existence of multiple service objectives.
>
> (2) Customer influence may be weak. Often the enterprise has a local monopoly, and payments by customers may be a secondary source of funds.
>
> (3) Strong employee commitment to professions or to a cause may undermine their allegiance in the enterprise.
>
> (4) Resource contributors may intrude into internal management -- notably fund contributors and government.
>
> (5) Restraints on the use of rewards and punishments result from 1, 3, and 4 above.
>
> (6) Charismatic leaders and/or mystique of the enterprise may be important means of resolving conflict in objectives and overcoming restraints. (:26)

40

While they don't advocate the use of the profit/nonprofit dichotomy for investigative purposes, they do acknowledge that these constraints are more likely to be present in nonprofit organizations.

In examining other constraints, one finds that they stem mainly from regulatory matters. For example, Simon (1977) characterizes this issue as the "power dilemma":

> To what extent can a nonprofit organization exercise -- or be permitted to exercise -- power over decision-making in governmental and for-profit sectors? That is to say: can and should nonprofits influence public policy formation through lobbying, litigation, public education, governmental monitoring, research and other means, and can and should nonprofits influence business decisions through corporate ownership, consumer action, litigation and other avenues? (:187)

To a great extent the resolution of this dilemma rests with legislative action (some of which has already been taken).

The reality of the nonprofit's tax exempt status incurs what Hansmann (1978) refers to as "liabilities to the nonprofit form." Limitations on raising capital due to an inability to sell equity shares is one such liability. This is only one example of the limitations. Nonprofits are, by law, forbidden to engage in any number of activities which could provide operating capital.

The nonprofit "tradition" is another constraint which has indirectly precluded the involvement in certain activities. The Third Sector's avoidance of employing marketing techniques is reinforced more by the tradition of a "collective conscience" than by any actual barriers. Hansmann calls these "normative constraints". He points to be the nursing home industry as one of the only widespread examples

of "nonprofit subversion". His illustration, while basically economic in nature, attests to the power of social norms in the Third Sector. Hansmann's contention in this instance is that there is minimal policing of the nondistribution constraint. In spite of this there has been a considerable degree of general compliance, such that is parallels legal constraints. He asserts, "Such normative behavior is probably considerably more important in general than legal constraints, causing managers of nonprofits to adhere to their fiduciary responsibility" (:42). In fact, Weisbrod (1975) is attempting to construct a theory for nonprofits based on this normative assumption.

Hansmann speculates that the link between adherence to norms against profiteering may be institutional tradition -- that is, the history and the age of the institution. This would explain why education and hospitals are relatively free of charges of profiteering, whereas the newer industries, i.e., nursing homes, are facing allegations constantly.

The existing paradox is this: Tradition in the Third Sector, which has fostered the development of current social norms critical to the fiducial functions of so many of these organizations, also appears to be responsible for the preservation of the managerial status quo. Specifically, it seems to foster archaic or antiquated notions of propriety, impede attitudinal change, and obstruct the creation of progressive strategies and the employment of competent alternatives. To the extent that managers break out of this mold they must do so in a rather circumspect manner and/or risk accusation of otherwise "taboo" behaviors.

A final look at the profit motive highlights its role as an incentive for managerial efficiency. Several authorities (Cyert, 1975; Clarkson, 1972; and Hansmann, 1978) suggest that "profit provides a useful stimulus to efficient production" (Hansmann, 1978:66). This assumes that profit-seeking is a motivational factor in managerial behavior. Wiesbrod (1975) counters with the findings that there are, in some cases, "trade-offs" of pecuniary rewards for other types of personal satisfaction (:22-24).

In another recent research effort, George Jacobs (1977) found that profits and nonprofits, represented by banks and libraries, are perhaps more alike than different at the present time in their views on their publics and in their approaches to the management of environmental relations.

In like manner, Lewis Benton (1975) focuses on the similarities of nonprofit organizations and profit organizations as they relate to management functions. He emphasis the universality of the functions of management and the skills required to execute these functions. He does admit to the difficulties nonprofits experience in their efforts to measure results.

Propositions

In this section the author will submit her propositions for consideration. It is hoped that the investigation to be undertaken will disclose material related to the validation of these impressions.

Universality of Management Principles

The author suggests that the classical management functions (i.e., planning, organizing, controlling) and subsequent elaborations are fundamentally the same across the profit/nonprofit sectors. The nature of these processes varies, not according to whether the organization exists to make a profit or not, but according to the relationship and interaction of three factors: the organizational design, the managerial posture, and the organization's mission. Here organizational design refers to: (a) size, as measured by personnel and revenues; (b) technology (Hickson, Pugh, Pheysey, 1969); (c) environment, and (d) administrative systems (Young, 1979). The managerial posture refers to the manager's source(s) of authority (Weber, 1947:328), and his/her style of leadership (Greenwood, 1965:687-707). The organization's mission refers to the stated purpose for which it exists.

Legitimacy of the Profit/
Nonprofit Dichotomy

At present, and until such time as there exists a generally accepted, coherent body of knowledge directed at, specific to, and emanating from the Third Sector -- which can be utilized, in Lombard's words, ". . . to help organize a practitioner's observations in ways that help him recognize the persisting patterns in the situations he encounters . . ." (1976:13) -- the use of the profit/nonprofit dichotomy is advocated for investigative purposes. This proposition is made in recognition of the significance of the profit factor as a facilitator in management processes due to its reliability as a performance measure,

and its exceptional role in the decision-making process. In the absence of this factor or equally potent criteria, continued analysis within and between sectors will be supported.

Dominance of Financial Constraints

The third proposition concerns the dominance of financial constraints in the nonprofit sector. The basic tenet is this: The primary constraining force in the environment is scarcity of financial resources, the effects of which prevail throughout the sector, permeating organizations systemwide and impacting management processes and procedures at every level of organizational functioning. The author offers a brief examination of the implications of this proposal.

Externally Directed. Financial security translates to organizational survival. In an effort to attain this security, an organization might become more aware of the market-place. Management could stress the need for greater understanding and practice of (the once forbidden) marketing principles. Or management might "instinctively" seek its place in the market, acknowledging increased competition through any of the following strategies: (a) identifying desirable commodities and programming accordingly; (b) increasing visibility; or (c) seeking interorganizational ventures.

Internally Directed. Internal dynamics can be affected in numerous ways. Huse and Bowditch (1973) developed an open systems model to organizational process. Their model includes the following perspectives:

Structural-design perspective -- This perspective deals with the way in which the organization design is established. This approach is concerned with not only the formal subsystems for the organization, but also the way in which the formal subsystems are linked and interact. This approach emphasizes a contingency theory of design.

. . . .

Work-flow perspective -- This "camera shot" of the organization as an open system focuses on the flow of information, material, orders, etc., through the organization. . . The nature and technology of the organization heavily influence the various flows.

. . . .

Human perspective -- This perspective deals with individual behavior, including individual wants, needs, and beliefs; the interaction of the individual with the group, including intergroup relationships, and the development or change of groups norms and standards; and the interaction of the individual with the total organization. (:43-45)

Fiscal vulnerability preys on the very foundations of the organization's structure. Reduction in liquid assets could mean a reduction in the size of the organization and the necessity of restructuring. Perhaps a change in the type and number of employees would be needed, a redistribution of responsibility, authority, and accountability. Planning zeroes in on short-term alternatives within the limitations of the resources available. Budgets, not goals, dictate programs. Work flow is reorganized according to new structural dictates. Former efficiency projections become obsolete. Technology stagnates. Management stress indicators rise as incentive systems are re-examined and incentives renegotiated. Executive authority is undermined; employees search for security. The human perspective is afflicted. Finally, resource procurement usurps all of management's energies -- leaving the abandoned organization to experience life at the bottom of the "pyramid".[4]

The trend then follows that the more financially secure an organization is (indicators might be budget size, guaranteed income projections, dominance in the community) the less impact financial procurement has on the management process. Consequently, in this case, management would evidence a higher degree of concern for effectiveness* by greater attention to management functions.

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*The definition of effectiveness could be construed as relative to the organization's placement with respect to Maslow's hierarchy of needs. According to Seashore and Yuchtman's (1967) system-resources approach to organizational effectiveness, effectiveness is represented by the "ability of the organization, in either relative or absolute terms, to exploit its environment in the acquisition of scarce and valued resources" (:898). An organization in dire financial straits would measure high on this effectiveness index if it were capable of garnering a reasonable level of resources for operations, whereas for a financially secure organization, effectiveness would be measured by the degree to which an organization meets its goals and objectives (Barnard, 1938:56-60) -- a sort of organizational self-actualization.

<u>Footnotes</u>

[1]Discussion of contingency theory (the notion that there is no one way to achieve "best fit" between an organization and its environment) can be found in the following: Huse, 1975:120-136; Young, 1979:109-112; Lawrence and Lorsch, 1967.

[2]Boulding's classification system is as follows: (1) Static structure -- a level of framework, the anatomy of a system; (2) simply dynamic system -- the level of clockworks, predetermined necessary motions; (3) cybernetic system -- the level of the thermostat, similar control systems; (4) open system -- level of self-maintaining systems, i.e., single cells; (5) genetic-social system -- level of cell society, division of labor; (6) animal systems -- level of mobility, evidence of goal-directed behavior, (7) human systems -- level of symbol interpretation, use of language; (8) social system -- level of human organization; (9) trancendental system -- unknowables (Boulding, 1956:197- 208).

[3]Anthony et al include the characteristic of political organizations in their discussion. This author has chosen not to include this group as part of her study and therefore does not include a discussion of them.

[4]Reference is made to the configuration of Maslow's hierarchy of needs when the physiological and safety needs are high in strength. For a thorough discussion, see Hersey and Blanchard, 1977-30:45.

CHAPTER III

METHODOLOGY

Introduction

The purpose of this chapter is to outline the techniques which the author utilized in the execution of this study. It was proposed that descriptive research procedures be utilized. Specifically, the author utilized an in-depth structured face-to-face interview with the organization's administrator. Having perused the advantages and disadvantages of both mail-out questionnaires and personal interviews, the author is in consensus with Young's (1979) observations:

> Much of the research currently carried out the social sciences is based on the use of large samples and sophisticated statistical analysis. While the use of statistical and econometric techniques such as multiple regression and factor analysis is perhaps the best way to describe, discuss, and predict changes in large or moderately large populations, these techniques generally say little about individual members of the population under study. In fact, even if we had a very comprehensive set of statistical data on a population of human service agencies we would be able to say almost nothing about a particular agency chosen at random from that population.
>
> To take the problem one step further, it occasionally is necessary to think about managing one particular human service agency chosen from the population, and statistical information would be of almost no use to someone faced with that task. . . (:22)

Young himself utilizes the case study approach. In doing so however it was necessary to restrict his sample to only two agencies. The present author concluded that a face-to-face interview provided opportunities for observation, probing, spontaneity, and acquisition of supplemental information, while at the same time allowing for a somewhat larger sample.

Population

The population of the study was identified as the nonprofit service organizations (Blau and Scott, 1962) in Oklahoma County which could be classified within category #7 (Other-Helping Social Welfare Nonprofit Organizations) and category #8 (Self-Help Disadvantaged and Minority Nonprofit Organizations) of the Smith, Baldwin, and White typology (Re: Appendix B for full definitions).

According to Babbie (1973:81), "in a single-stage sample design, the sampling frame is a list of elements comprising the survey population. In practice, the existing sampling frames often define the survey population rather than the other way around". In this case the sampling frame was constructed from the Directory of Community Services, Cleveland, Canadian, and Oklahoma Counties (1981).

In an effort to ascertain the criteria for inclusion in the Directory an interview was conducted with Project Director, John Fleming.[1] According to Mr. Fleming the Directory is compiled by the Community Council of Central Oklahoma on an application basis. To be included an organization must maintain an "institutional structure," classify as a nonprofit tax-exempt organization, and render a

"social-service" to the community. Inclusion does not indicate an endorsement by the Community Council, nor does exclusion contraindicate the same. Rather it is compiled as objectively as possible for the purpose of assisting helping-professionals identify appropriate resources. The Directory is edited on a biannual basis. The current edition was published in September, 1981. It contains 220 entries. It does not include religious, political, or arts organizations. Those organizations whose titles might suggest a religious orientation are porportedly independent tax-exempt organizations whose purpose is to render "a lay service to the public".[2] Finally, it is possible that some organizations which may otherwise meet the criteria for inclusion as part of the population established by the author may not have been included in the Directory of Community Services.

Sample

As was earlier stated the sampling frame was constructed from the contents of the Directory of Community Services[3] (Table 2). Each entry profiles itself according to the following: purpose and services, description of services, area served, eligibility requirements, fees and source of support (see Figure 2 and 3). The criteria for the sampling frame were:

1. The organization must be a tax-exempt nonprofit organization.

2. The organization must be a service organization.

3. The organization must fall within the 7th or 8th category of the Smith, Baldwin, and White typology according to its primary purpose.

TABLE 2

Sampling Frame

ORGANIZATIONS

Areawide Aging Agency

Adoptable Children

Alcoholics Anonymous

Big Brothers/Big Sisters

Birthright of Oklahoma City, Inc.

Catholic Charities

Celebrations Educational Services

Central Oklahoma Association for
Deaf and Hearing Impaired

Cerebral Palsy of Greater Oklahoma
City, Inc.

Christian Counseling Center

City Rescue Mission

Community Counseling Center

Consumer Credit Counseling

Council of Resocialization for
Ex-Offenders

Drug Recover

Edmond Youth Council

Goodwill Industries

The Harbingers, Inc.

Help Our Prisoners Exist

Hospital Hospitality House

Jewish Community Council

Lawyer Referral Service

Legal Aid of Western Oklahoma, Inc.

Lutheran Social Service

Metropolitan Fair Housing Council

Mid-Del Youth and Family Center

Midwest City Senior Center

Native American Center

Neighbor for Neighbor of Oklahoma
City, Inc.

Oklahoma Association for the
Mentally Retarded Citizens

Oklahoma Foundation for the
Disabled

Oklahoma Foundation for Epilepsey

Oklahoma League for the Blind

Oklahoma Hispanic Cultural Center

Oklahoma Volunteers in Corrections

Opportunities Industrialization
Center, Inc.

Oro Development Corporation

Own Recognizance Program

Parents Assistance Center

Pathways Child Development Center

Public Inebriate Alternative

Red Cross

Reno Club

Retired Volunteer Program of
Oklahoma County

Salvation Army

Senior Community Service Employment
Program

Skyline Urban Ministry

Speck Home for Boys

Sunbeam Family Services

Travelers Aid

Tri City Youth and Family Center

Urban League of Greater Oklahoma City

Youth Services

FIGURE 2

Agency Profile Example
(Not Included)

Displaced Homemaker Program
Oklahoma City District 22 Vo-Tech Training Center

201 Northeast 48th   Phone: 524-2319
Oklahoma City, Oklahoma 73105   ext. 40

PURPOSES AND SERVICES: This program is designed to serve
displaced homemakers in becoming independent and economically secure.

A displaced homemaker is defined as one who, because of
divorce, the death or disability of a spouse, or for some other reason,
has lost primary source of income, has worked without pay as a
homemaker for a family and, with a recent history of paid employment,
has difficulty in finding employment; has depended upon government
supported income maintenance as the parent of dependent children and
is no longer eligible for such assistance.

The program offers assessment of needs, interests, abilities, and
skills; provides job readiness classes, and seminars in related areas,
and job placement services; and make referrals to social service
agencies and educational institutions.

AREA SERVED: District 22, and County area.

ELIGIBILITY REQUIREMENTS: See above definition.

APPLICATION PROCEDURE: Telephone or walk-in initiation.

HOURS: 8:00 a.m. - 4:00 p.m., Monday - Friday.

FEES: None

SOURCE OF SUPPORT: Oklahoma City Public Schools and Legislative
appropriations.

FIGURE 3

Agency Profile Example
(Included)

Native American Center

2830 S. Robinson   Phone: 232-2512
Oklahoma City, Oklahoma 73109

PURPOSE AND SERVICES:

(1)   Education: Preschool, Youth Councils, Cultural Classes,
       Tutoring.
       Located 1385 W. Sheridan. Phone: 235-5563

(2)   Social Service Referrals, Emergency Assistance (food,
       clothes, shelter, etc.)

(3)   Community Development: Speakers Bureau, Media
       Involvement.

(4)   Legal Services.

(5)   Youth Services - 90 day drug treatment program for
       young people. Youth Counselors provide individual
       counseling group counseling, group recreational activities
       and educational and psychological testing. (For
       appointment contact office at 2445 W. Sheridan -
       235-5564.)

(6)   Adult Education: GED, ABE, Consumer Education Located
       at 2830 S. Robinson. 235-3297

AREA SERVED: Metropolitan area of Oklahoma City.

ELIGIBILITY REQUIREMENTS: Target population is Indian people

HOURS: 8:30 a.m. - 10:00 p.m., Monday through Friday.

FEES: None.

SOURCE OF SUPPORT: HEW, Office of Native American Programs, Title
IV - Indian Education, Oklahoma City Private Foundations, Donations.
National Institute on Drug Abuse.

4. The organization must not be a hospital, a religious institution (i.e. a church or institution whose primary service is of a clerical nature), a penal institution, an educational institution considered to be part of the public or state school system, or a part of government.

Each profile was reviewed for inclusion in the sampling frame and selected according to its compatibility with definitions set forth for categories #7 and #8 in the Smith, Baldwin, and White typology. In like manner all other categories were reviewed in reference to each organization. This comparison helped to insure that the organization more appropriately fit category #7 or #8 rather than elsewhere. After the sampling frame was established a random numbers table was used to draw a sample. Seventeen numbers were drawn; twelve were assigned to create the sample (Re: Table 3), two were used for pretest purposes, and three were reserved in case a need should arise for substitutions.

A final word is in order about the choice of a community directory for use in the construction of a sampling frame. Organizational profiles may not be current. In recent years nonprofit organizations seem to be in a state of flux; that is to say that services, programs, and organizational design often change. This information is not usually reflected in a directory. Profiles written and submitted by the organization may reflect the organization's "self-image", but may also be less objectively reported than would be the case if criteria were established and a third party contracted to compile the directory. The knowledge of these possibilities indicates a "buyer beware" approach.

TABLE 3

Elements

ORGANIZATIONS

01	Areawide Aging Agency
02	Adoptable Children
07	Celebrations Educational Services, Inc.
11	City Rescue Mission
17	Goodwill Industries
20	Hospital Hospitality House
24	Lutheran Social Service
26	Mid-Del Youth Family Center
27	Midwest City Senior Center
28	Native American Center
37	Opportunities Industrialization Center, Inc.
38	ORO Development Corporation

In addition while these factors may be operating with regard to the Directory at hand, it is generally acknowledged that the Directory of Community Services is the most comprehensive and accurate reflection of services available in the Oklahoma County area.

Instrumentation

In an effort to address the particular research questions stated in Chapter I, the author developed a set of objectives for each question which can be reviewed in Appendix C. The questionnaire was constructed according to these objectives (Re: Appendix D). Consequently the questionnaire format emerged as follows:

Organizational Characteristics - Section I, Q.101 - 127

Management Functions - Section II, Q.201 - 228

Management Concerns - Section III, part 1., Q.301 - 349, part 2., Q.350 - 389

Administrative Profile - Section IV, Q.401 - 412

The questionnaire included open-ended as well as scheduled items. Respondents were aided by the use of a notebook which contained possible responses for some of the questions. Consistency was sought in two ways; (1) by utilizing conventional management terms, notions, and principles; and (2) by defining in the notebook any terms which might have been ambiguous. For example, Section II, Management Functions, is divided into sets of questions which denote the processes of planning, organizing, staffing, directing, budgeting, monitoring, and communicating. Similarly, Section III, part 1, was created by identifying six areas which were acknowledged in the literature (Anthony et al., 1975, Newman and Wallender, 1978, and Selby, 1978) as factors affecting the management of nonprofit

organizations. The areas are governance, staff, environment, performance measurement, finance, and professionalism. Several statements were written for each area and measured on a Likert-type scale in terms of degree of agreement. Statements 301 - 325 dealt with the perceived importance of certain notions while statements 326 - 349 dealt with the degree of concern about the same notions. Part 2 of the section was designed to measure several aspects of the respondent's involvement in management responsibilities according to roles that he/she adopts. Minzberg (1975) is referenced as the author of the 10 roles identified.

The questionnaire was contained in an interview package. Also contained in that package were the following items:

1. Interviewer Cover Sheet - Appendix F

2. Questionnaire - Appendix D

3. Interviewer checklist - Appendix G

4. Memo to Contributors - Appendix H

5. Pretest Evaluation - Appendix I

6. Respondent's Notebook - Appendix E

After initial construction was completed the questionnaire was pretested. Results from the 2 pretests indicated that the questionnaire was meeting the established objectives. Modifications included adding Q.228, writing Q.326 - 349 to read "concern" in every question, and some minor format adjustments. Evaluations by the pretest respondents indicated that they found the questionnaire to be "clear, concise and consistent", the concepts to be thought provoking and the experience to be "interesting" in terms of self-evaluation. Oppenheim (1966) and Babbie (1973) were studied as guidelines for the administration of the

pretest. The final questionnaire took between 1½ and 4 hours to administrate with an average interview duration of 2 hours.

Data Collection

The study was conducted in two phases, Phase one constituted the contact. Initially a letter was sent to every administrator in the sample. The purpose of the letter was to inform the administrator of the study and of its purpose. Guidelines for the construction of such a letter can also be found in the aforementioned literature. A copy of the letter can be seen in Attachment II. A follow-up phone call was made to acquire the administrator's consent to participate as well as to set up an appointment for the interview.

Phase two consisted of the site visitation during which time the interview took place. Two interviewers, the author and an assistant, executed the study. The interviewers were trained in accordance with the procedures of Grasmick and Scott's (1981) "Interview Manual".[3] All of the interviews were taped recorded. Role play and instrument pretesting also provided occasion for the interviewer's training.

Data Treatment

A questionnaire tally form was designed to facilitate collation of the raw data (Re: Attachment 4). Measures of frequency, central tendency, and dispersion were computed by hand and with the aid of the computer for some sections. The primary purpose of this project was to generate a data base; this is created and available for independent consideration and manipulation. The analysis of the organizations, the administrators, management functions and concerns, and the

environment is related through the capsule summaries, the sample summary, and the environmental summary in Chapter 4.

Finally the author reviewed the pertinent issues as they were addressed in the first two chapters of the text and further collapsed the data to form charts, tables, and figures which would most cogently illustrate pertinent findings.

Footnotes

[1]Mr. Fleming is the Assistant Director of the Community Council of Central Oklahoma. He serves as Project Director for the compilation of the Directory of Community Services. The interview took place on February 18, 1982, and was conducted by the author.

[2]Mr. Fleming noted that these particular organizations may target members of a particular religious faith for their services (in much the same way that organizations in category #8 target special interest groups), however the primary services are not exclusive to members of any given faith and they are not religious in nature.

[3]Efforts were made to augment the Directory by contacting the State Office of Volunteerism, the Post Office, the State Department, Publication 78, and the Encyclopedia of Organizations (Gale Research Corp.), however none of these sources could be appropriately utilized.

[4]Following is a list of sources which are being reviewed as part of the interviewers' training: Babbie (1973), Nachmias and Nachmias (1981), and Miller (1977), Hyman with Cobb, Feldman, Hart, and Stember (1970).

CHAPTER IV

FINDINGS

Introduction

The information contained in this Chapter is presented in three parts. The first section, Environment, is a presentation of data collected about Oklahoma County. As the author has already acknowledged support of the notion that the environment exercises influence on organizations, the purpose of this Section is to provide the reader with an external context. The presentation of environmental factors is guided by the definition set forth in Chapter I.

The second section, Organizational Summaries, provides the reader with a "clinical" description of each of the twelve organizations from the sample. As was proposed, interviews were chosen as the means of data collection to provide occasion for observation of and interaction with the organizations' administrators. The author has endeavored to utilize all sources of input (the organization's physical environment, administrator's responses, both affective and cognitive) to construct an organizational analysis. In this way one can witness ways in which otherwise common variables combine to create unique organizations.

The final section is a statistical summary of the entire sample. The purpose of this section is to collapse large amounts of data into a manageable and meaningful format for subsequent interpretation.

Environment

Oklahoma County is located in the central area of the State of Oklahoma, containing just under half a million acres and a population of 568,933. It ranks as the most populated county in the state, with a population density of 812.8 persons per square mile. The county's birth rate is 18.6, with 10,325 births recorded in 1979, and a death rate of 8.7, with 4,810 deaths recorded in 1979. The median age of the residents of Oklahoma County is 29.6, with median female age at 30.7, and male at 28.5. The total number of males residing in the county is 272,864, the number of females, 296,069.

Whites number 469,295 (82%), Blacks 70,274 (12%), Indian 14,247 (3%), and other races total 15,117 (3%), with a total household count of 220,580, and family count of 154,983.

The county's per capita income level for 1979 was $10,018 with less than 13.7% of the State's population living below the poverty line.[1] The 1980 annual average per capita income level was $11,422. The total labor force numbered 284,000, with 271,425 employed. The number of unemployed totaled 12, 575, establishing an unemployment rate of 4.43.[2]

The Charities Solicitations Commission reports issuing approximately 42.5 licenses per year to organizations in the county area for fundraising drives.[3] The Oklahoma City Auditor's office reports that in 1979, Charity fundraisers netted $6,303,184.22. Of that figure, The United Way of Greater Oklahoma City raised (of the above figure) $4,572,823, or 72% of the total funds accounted for.[4] Although no more recent Auditor's reports are available for Oklahoma City, United Way of Greater Oklahoma City reports its total fundraising drive in 1980 to have netted $5,424,748 and in 1981, $5,911,075, with recommended 1981

FIGURE 4

1980 CENSUS DATA
POPULATION AND HOUSEHOLD CHARACTERISTICS

SUMMARY LEVEL: COUNTY
COUNTY: 109 AREANAME: OKLAHOMA COUNTY

1 POPULATION		4 HOUSING UNITS		8 COUNT OF		14 GROUP QUARTERS		16 PERSONS BY
		TOTAL	241813	HOUSEHOLDS 220580		INMATE OF		HOUSEHOLD TYPE/RELATION
TOTAL	568933	OCCUPIED	220580			INSTITUTION	4595	
URBAN	555481	VACANT	21042	9 COUNT OF		OTHER	4652	IN FAMILY HOUSEHOLD:
RURAL	13452	SEASONAL	191	FAMILIES 154983		TOTAL	9247	HOUSEHOLDER 154983

									SPOUSE 127067
2 POPULATION BY		5 MEDIAN AGE	10 PERSONS OF SPANISH		15 PERSONS OF SPANISH		OTHER RELATION 196625
AGE AND SEX			ORIGIN BY ETHNICITY		ORIGIN BY RACE		NONRELATIVE 4983
		TOTAL 29.6				
	TOTAL FEMALE	FEMALE 30.7	MEXICAN 10143	WHITE 6710	IN NONFAMILY HOUSEHOLD:
UNDER 1	9994 5005	MALE 28.5	PUERTO RICAN 548	BLACK 428	MALE HHOLDER 27886
1-2	17644 8516		CUBAN 209	INDIAN 715	FEM. HHOLDER 37711
3-4	17189 8353	6 POPULATION	OTHER SPANISH 3108	OTHER 6155	NONRELATIVE 10431
5	8682 4206	BY RACE		
6	8135 3982		TOTAL SPANISH 14008	TOTAL 14008
7-9	25993 12782	WHITE 469295		
10-13	32250 15913	BLACK 70274	11 PERSONS 15 YEARS AND OVER		17 RELATED CHILDREN
14	8007 3936	INDIAN 14247	SEX BY MARITAL STATUS		BY AGE
15	9184 4563	OTHER 15117	TOTAL MALE FEMALE	
16	9377 4612		SINGLE 95245 51938 43307	UNDER 5 YEARS 44145
17	9860 4892	7 HOUSEHOLDS	NOW MARRIED 261893 131269 130624	5 TO 17 YEARS 108983
18	9694 5007		SEPARATED 7613 3228 4385	
19	10668 5546	ONE PERSON:	WIDOWED 32281 4390 27891	18 HOUSEHOLDS WITH
20	11161 5875	MALE 22691	DIVORCED 44007 16838 27169	NONRELATIVES
21	11127 5785	FEMALE 34429	TOTALS 441039 207663 233376	PRESENT 12435
22-24	35681 18364			
25-29	54604 27370	TWO PERSONS +:	12 PERSONS UNDER 18 YEARS		19 OCCUPIED HOUSING UNITS
30-34	44646 22605	MARRIED	HOUSEHOLD TYPE BY RELATIONSHIP		TENURE BY RACE OF HOUSEHOLDER
35-44	63280 32624	COUPLE 127067		
45-54	59160 30997	MALE HEAD:	IN HOUSEHOLD:		OWNER RENTER
55-59	29723 15718	-NO WIFE 4874	HOUSEHOLDER OR SPOUSE 818	OCCUPIED OCCUPIED
60-61	10115 5348	-NONFAMILY 5195	IN MARRIED-COUPLE FAMILY 11622	
62-64	13227 7190	FEMALE HEAD:	IN OTHER FAMILY (1 SPOUSE) 30785	WHITE 128186 60088
65-74	36368 21370	-NO HUSBAND 23042	OTHER RELATIVES 10721	BLACK 12166 11199
75-84	18229 11921	-NONFAMILY 3282	NONRELATIVE 1970	INDIAN 2346 2262
OVER 84	4935 3589		IN GROUP QUARTERS:	OTHER 1712 2621
		TOTAL	INMATE OF INSTITUTION 321	
TOTALS	568933 296069	HOUSEHOLDS 220580	OTHER 78	TOTAL 144410 76170

3 POPULATION BY					13 PERSONS 65 YEARS AND OLDER		20 MEDIAN VALUE OF SPECIFIED
AGE AND RACE					HOUSEHOLD TYPE BY RELATIONSHIP		OWNER-OCCUPIED NON-CONDO
	UNDER 5	5 TO 17	18 TO 64	OVER 64	IN FAMILY HOUSEHOLD:		HOUSING UNITS 40300
					HOUSEHOLDER/SPOUSE 32603	
WHITE	33985	85396	296706	53208	RELATIVES/NONRELATIVES 4036	21 NUMBER OF PERSONS PER
BLACK	7522	18900	38734	5118	IN NONFAMILY HOUSEHOLD:	OCCUPIED HOUSING UNIT
INDIAN	1488	3652	8324	821	MALE HOUSEHOLDER 3518	
ASIAN/PI	551	1330	3598	152	FEMALE HOUSEHOLDER 16057	MEAN 2.54
OTHER	1281	2210	5724	233	NONRELATIVES 374	MEDIAN 2.22
					INMATE OF INSTITUTION 2860	
TOTALS	44827	111488	353086	59532	OTHER GROUP QUARTERS 84	

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SUMMARY LEVEL: COUNTY
COUNTY: 109 AREANAME: OKLAHOMA COUNTY

22 PERSONS OF SPANISH ORIGIN RACE BY AGE

	TOTAL SPANISH	WHITE	BLACK
UNDER 5	1969	913	62
5 TO 17	3748	1820	121
18 TO 64	7740	3635	218
OVER 64	551	342	27

23 HOUSEHOLDS WITH ONE OR MORE PERSONS UNDER 18 YEARS OF AGE

MARRIED-COUPLE FAMILY	63446
OTHER FAMILY:	
-MALE HEAD, NO WIFE	2566
-FEM. HEAD, NO HUSBAND	16736
NONFAMILY HOUSEHOLD	767

24 HOUSEHOLDS WITH ONE OR MORE PERSONS 65 AND OVER

ONE PERSON	19016
TWO OR MORE PERSONS:	
-FAMILY HOUSEHOLD	24048
-NONFAMILY HOUSEHOLD	673

25 OCCUPIED HOUSING UNITS WITH PERSONS 65 AND OVER TENURE BY AGE OF HOUSEHOLDER

	RENTER OCCUPIED	OWNER OCCUPIED
HOUSEHOLDER UNDER 65	697	3576
HOUSEHOLDER 65 OR OVER	9504	29960

26 VACANT HOUSING UNITS

FOR SALE ONLY	3713
FOR RENT	11008
HELD FOR OCCASIONAL USE	600
OTHER VACANT	5721

27 CONDOMINIUM HOUSING UNITS

OWNER OCCUPIED	1693
RENTER OCCUPIED	752
VACANT FOR SALE	248
OTHER VACANT	160

28 SPANISH ORIGIN HOUSEHOLDS TENURE BY RACE OF HOUSEHOLDER

	RENTER OCCUPIED	OWNER OCCUPIED
TOTAL	2086	1950
WHITE	897	1062
BLACK	71	53

29 YEAR-ROUND HOUSING UNITS BY NUMBER OF ROOMS

1 ROOM	2714
2 ROOMS	6533
3 ROOMS	25237
4 ROOMS	48539
5 ROOMS	73559
6 ROOMS OR MORE	85040
MEDIAN ROOMS	5.0

30 MEDIAN CONTRACT RENT FOR OCCUPIED HOUSING 198

31 VALUE OF SPECIFIED OWNER-OCCUPIED NON-CONDOMINIUM HOUSING UNITS

LESS THAN $10,000	3418
$10,000 TO $14,999	5127
$15,000 TO $19,999	7665
$20,000 TO $24,999	10570
$25,000 TO $29,999	11423
$30,000 TO $34,999	12678
$35,000 TO $39,999	11684
$40,000 TO $49,999	19376
$50,000 TO $79,999	29748
$80,000 TO $99,999	7238
$100,000 TO $149,899	4959
$150,000 TO $199,999	1212
$200,000 OR MORE	1040

32 OCCUPIED HOUSING UNITS TENURE BY PERSONS PER ROOM

PERSONS/ROOM	RENTER OCCUPIED	OWNER OCCUPIED
0-1.00	72029	141082
1.01-1.50	2851	2739
1.50 +	1290	589

33 OCCUPIED HOUSING UNITS TENURE BY PERSONS IN UNIT

	RENTER OCCUPIED	OWNER OCCUPIED
1 PERSON	30263	26857
2 PERSONS	21472	52263
3 PERSONS	11126	26564
4 PERSONS	7305	23608
5 PERSONS	3425	9741
6 PERSONS +	2579	5377

34 YEAR-ROUND HOUSING UNITS TENURE AND OCCUPANCY STATUS BY PLUMBING FACILITIES

	TOTAL UNITS	TOTAL OCCUPIED	RENTER OCCUPIED
COMPLETE PLUMBING	239567	219090	75120
LACKING COMPLETE PLUMBING	2055	1490	1050

35 CONTRACT RENT FOR RENTER-OCCUPIED UNITS

LESS THAN $50	2228
$50 TO $99	8237
$100 TO $139	8519
$140 TO $159	5546
$160 TO $199	11736
$200 TO $249	18053
$250 TO $299	9318
$300 TO $399	6056
$400 TO $499	1268
$500 OR MORE	511
NO CASH RENT	2324

36 OCCUPIED UNITS WITH 1+ PERSONS/ROOM LACKING COMPLETE PLUMBING

TOTAL	158
RENTER OCCUPIED	112

37 PERSONS IN OCCUPIED UNITS WITH 1.01 OR MORE PERSONS/ROOM

TOTAL	42730
RENTER OCCUPIED	21709

38 PERSONS IN OCCUPIED HOUSING UNITS

TOTAL	559686
RENTER OCCUPIED	170083
OWNER OCCUPIED	389603

39 PERSONS IN OCCUPIED UNITS LACKING COMPLETE PLUMBING 3149

40 PERSONS IN OCCUPIED UNITS WITH 1.01 OR MORE PERSONS PER ROOM

COMPLETE PLUMBING	41979
LACKING COMPLETE PLUMBING	751

41 SELECTED VACANT HOUSING UNIT CHARACTERISTICS

-BOARDED UP	1119
-FOR RENT UNITS VACANT 2 OR MORE MONTHS	3805
-FOR SALE UNITS VACANT 6 OR MORE MONTHS	668

42 UNITS AT ADDRESS FOR YEAR-ROUND HOUSING UNITS

1	188944
2 TO 9	29513
10 OR MORE	16830
MOBILE HOME	6335

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allocations to 47 agencies.[5]   The Oklahoma City Community Foundation

reports income distributed in 1979 to have totalled $569,111; in 1980,

$771,068; and in 1981, $1,309,629.   Dr. Robert Woolsey, Director of the

Oklahoma City Community Foundation commented that the Kerr

Foundation is the only major charitable giving institution in the

City/County area.   In 1981, the Kerr Foundation dispersed $1,836,880.

Dr. Woolsey estimated that total charitable giving in Oklahoma

City/County to be between $15 and $20 million per year.

In the 322 precincts of Oklahoma County[6] 175,912 persons are

registered Democrats; 87,218 registered as Republicans; 9,704

registered Independent; with a total of registered voters numbering

272,834.   The State legislature is currently composed of 74 Democrats

and 27 Republicans in the Lower House, and 37 Democrats and 11

Republicans in the Upper House.[7]   Oklahoma County votes cast in the

1980 Presidential election ran as follows: for the Republican Candidate:

139,538 (66%); for the Democratic Candidate, 58,765 (28%); and for

Independent Candidates, 12,970 (6%).[8]

<div align="center">Organizational Summaries</div>

#01 Areawide Aging Agency
Charlotte Heard, Director

The Areawide Aging Agency was founded in July, 1972, as a

component of the Community Council of Central Oklahoma.   Initially only

one staff member, Ms. Charlotte Heard, was employed in the project.

It became a corporation in 1974 as a result of amendments to the Older

Americans Act which created Area Agencies on Aging throughout the

Country.   Since 1974 it has been a freestanding corporation with its

own Director and Board, and has significantly increased in staff and resources.

Charlotte Heard stated that, "The basic purpose of the agency is to develop, fund, and coordinate services for older people, to act as an advocate in their behalf, to work with the community, with elected officials, and interested groups, to find and develop resources to meet the needs of older people."

The agency has recently subcontracted its direct client services, these being information and referral, and the publication of a newspaper, Sage Age. Other services it contracts include home health care, legal services, and nutrition programs.

The only direct services the Agency previously provided were information and referral to approximately 3,000 clients per year. The newspaper, now also subcontracted, is sent to approximately 15,000 persons per year. The subcontracts, still controlled by the agency, are made to other autonomous, incorporated agencies and public officials.

The dominant target age group of the organization was described as "elderly. . . 65 and over. All [socio-economic] groups [are served] . . .it might perhaps serve low income elderly a little bit more . . . but it does serve all socio-economic groups. There's no eligibility requirement for services." The presenting needs of the client population were described as "basic needs, dealing with sufficient income, health care, transportation, and security from isolation . . . neglect."

The agency perceives itself as still young and growing: relatively new, still originating and developing. Ms. Heard rates high its current overall performance.

The organization employs two persons in administration, four full and one part time professional staff, and one full and one part-time support staff. One virtually full-time volunteer is utilized, with an additional three to four periodic volunteers. The organization invites informal consultation but does not pay consultants.

The Board of Directors numbers 13, including area businessmen, a banker, a City representative, older citizens representing the four counties served, (Oklahoma, Cleveland, Canadian, and Logan Counties) and other public officials. It meets quarterly and is responsible for addressing questions of administration and setting policy. As well as receiving direction from its Board of Directors, the organization is governed by an auxiliary 46 member advisory committee.

Federal, State and local monies are the three basic sources of the agency's revenues. It also receives a small amount through donations and contributions. Some foundation funds have been set aside for emergency client needs, such as purchasing hearing aids for low income clients, a service not available through any other funding source.

The organization's revenues are equal to its operating budget. For this fiscal year, the revenues are approximately 1.9 million dollars, while the coming fiscal year's revenues are projected to total 1.1 million. The higher figure for this fiscal year is explained in part by a change in the fiscal year calendar and a six month budget carry over from the previous year.

Ms. Heard stated that the corporate structure of the organization did not totally preclude lobbying in that one of the federally mandated purposes of the agency is advocacy. Educating the public, including those involved in the legislative process was considered of primary importance. The Director did feel the organization was restricted in some fundraising techniques it could utilize, but noted that they were allowed to request funds from all available resources. As a result of its nonprofit status, she stated that the organization could not make a profit or be involved in profit making enterprises. Legal restraints are imposed upon the organization as a result of mandates within the Older Americans Act, i.e., ways they fund programs, priority services that need to be funded, and ways in which it organizes itself. They must also follow State policies and guidelines, as their Federal funds come to them through a State unit on Aging within the Department of Human Services.

In her position as the agency's administrator Ms. Heard is involved with all phases of management. Her posture is primarily that of designer (mode), although she did choose the role of supervisor 8 times.

Although the methods utilized for communication with the staff are conventional techniques (monthly staff meetings, informal conversation, small group discussion, one to one planning, etc.) her methods for motivating her staff are significantly more "people oriented" than "goal oriented." Determining the staff's own leanings and interests, trying to assign tasks based on those interests, utilizing a positive approach, and rewarding were all cited as necessary for the motivation of staff.

Ms. Heard noted four characteristics which she felt a good leader of a nonprofit organization should possess: clarity of expectation, ability to see all levels of the operation at once, consistency, and awareness of the maintenance needs of the staff.

The role of negotiator was foremost in the activities related to resource acquisition in that 50% of her time spent in this activity (assuming 100%) is devoted to lobbying and negotiating. Identifying needs for material and monetary resources requires more than half the time (assuming 100%) the Director devotes to resource allocation. Purchasing and writing budgets and budget forecasts are delegated activities.

The Director describes her role in program evaluation as being a monitor. Evaluation is conducted jointly with her staff. The purpose of staff evaluation is to determine if the staff is meeting its goals, to stimulate thinking, air dissatisfactions, and determine how the staff can develop internal resources to meet the goals they set. The Director is personally involved in the evaluation of middle management. Middle management, in turn, reports on those staff members working under its supervision.

The organization utilizes management appraisal, comparison with past history and the progress of other organizations, measures of service delivery, and a standard effectiveness measurement instrument from the Administration on Aging to measure the organization's effectiveness in meeting its goals and objectives. Ms. Heard believes that it is possible to have quality control in nonprofit service organizations, in that quality can be measured by criteria set up to measure, by survey, the impact of the service on the individual -- to determine quality as perceived by the participant.

In closing, she listed important responsibilities she performs in the course of her work to be improving the image of the older American, exploding stereotypes, attempting to replace them with positive illustration in the media, and linking individuals and groups with other groups and resources. The aspect of her work she most enjoys is seeking broad results, "I like to see a thing in the long term -- and see that we're on the road upward. . .that in the future we will gradually get a broad base of support, so that little by little we will accomplish the long range goals -- and of course, all the little sub-goals along the way are nice to see happen."

The least enjoyable aspect? "Dealing with petty squabbles and trivia which don't take you anywhere -- but use up psychic energy."

Ms. Heard found all of the roles described as common to managers to be either important or very important, and her performance to be either good or very good. She performs all of these roles frequently with the exception of negotiator, which she reports to be involved in only "sometimes." She reports that there is a chance (in varying degrees) that she will seek training in all of these roles, even though she admits some dissatisfaction with training in general. Specifically, she states that she has no time to take from her work to attend training sessions and that new ideas are "few and hard to find". She said she is lucky if she finds one new thought in any given training event. "The best thing that comes out of them is I get to talk to my colleagues, gaining and sharing information, and getting new ideas that way, but as far as the training events themselves, it's just the same thing over and over -- usually -- sometimes it's better."

"The training that I think every nonprofit needs and there is very little of, really relates to some of the questions that you have asked, which is really training in developing indicators to prove the value of services. Nobody, as you are implying, really knows how to do this. What has to come eventually is operational definitions for everything. But until social service agencies are willing to get to that, there probably won't be much training in it. Why is it [academia] has not made an effort in their theoretical approaches to provide some operational definitions? The reason is that they're always dealing with theory and not with the actual circumstances with which the person on the bottom line, the hands-on person, deals -- the actual impact of the service. If [the practitioner] were able to think about it on the theoretical level, he could probably come up with some operational definitions. We never do wed the theory and the hands-on individual, so that each can benefit from the knowledge of the other."

#02 Oklahoma Council on Adoptable Children
Eva Carter, President

In 1978 the Oklahoma Council on Adoptable Children was initiated as a support group for Caucasian families who had adopted Black or biracial children. Beginning with 3 families the group shortly grew into a coalition of 20 families. Shortly after the council incorporated, Neighborhood Services Organization housed the program which was "staffed" by a then Neighborhood Service Organization student/intern of who would become the first director of the Council. Eva Carter, Director, recalls that money was raised to pay for necessities such as a telephone, while Neighborhood Services Organization donated an office, a six month salary for her, and some management direction as needed.

Today the Oklahoma Council on Adoptable Children is a tax-exempt nonprofit organization, with a 13 member Board of Directors, comprised primarily of "middle class adoptive parents", some professionals, some business people, and a clergyman. It still exists for the purpose of providing support to adoptive families and does so in the form of a telephone referral and counseling, information dissemination, preadopt classes, legislative advocacy, conferences and seminars, social events and organizational liaison work.

Ms. Carter acknowledges that while this young organization is constantly changing, it is operationally quite successful in most respects. Guidance in organizational development is still provided by Neighborhood Services Organization as well as from the National Organization. Emerging from an exclusively volunteer system, transition is reflected in a number of the organization's subsystems. Despite the fact that the Director is the only paid staff member, personnel matters are a concern of hers to the extent that volunteers serve as organizational resources.

The transition also includes a growing budget with attendant responsibilities. The organization's revenues for the past fiscal year were $17,000 as compared to a projected budget for this year of $65,000. Present sources of revenues include a local foundation grant, membership dues, fundraising projects, and a federal grant. It is possible that the present budget projections exceed anticipated revenues, indicating a need for the development of fundraising activities. This particular responsibility seems to have a seasonal emphasis. During this past quarter for example, (i.e. January through April, 1982) Ms. Carter reports spending as much as 40% of her time on

fundraising; however, this percentage slackens over an entire year, and furthermore, she projects that the Board will someday be assuming more of this responsibility.

Adoptable Children's client population is composed principally of middle class couples between 25 - 40 years of age. They seek out the Council (usually by telephone) for information on adoption. The organization represents the various alternatives to the traditional adoption process (i.e. adopting an older child, a handicapped child, biracial adoption and so on). It provides information, education, and direction to the person or couple seeking a child. To the more than 600 (yearly) callers who contact the agency, Ms. Carter serves to fill the "gap" created by agencies with closed applications or excessive work loads. In her words these agencies "don't really have time to talk to people."

As an infant organization Adoptable Children presents Ms. Carter with unique management needs and challenges. For example, planning and organizing are executed single-handedly whereas staffing and directing are focussed on the recruitment and maintenance of volunteers. While there is an absence of the day to day contact one would have with a full-time paid staff member, building a relationship with volunteers, communicating with them, and motivating them are processes which are described by her in much the same way that other administrators describe their relationships with organizational employees. She says "I have learned that to keep it running smoothly I do have to delegate . . . and establish a rapport; building their self-esteem and pulling out their talents."

Ms. Carter's preferred administrative activities have an external focus and were consistently revealed throughout the interview. Environmental issues received the highest mean score (4.75) on statements of importance to her organization as well as a mean score of equal strength on statements of her concern as administrator over the same issues. She stated that legislative advocacy and reform were the activities which she enjoyed most and she highlighted the importance and necessity of her interorganizational work. There are few "formal" constraints on her organization at present so that Ms. Carter can execute her job in the roles which dominated, these being liaison and entrepreneur. Her acknowledgement of these roles received the highest mean scores (3.75 each) of any of the administrators who were interviewed. In addition she indicated having attended training in the area of advocacy skill development as well as in fundraising and volunteerism, and notes that she is likely to attend more.

Evidence of her involvement in service-specific skills development is the fact that in the last 3 months her reading has been dominated by adoption service journals, circulars, newsletters and legislative alert materials.

When queried about the program and staff evaluations Ms. Carter initially responded with a simple "no." However upon further questioning it was revealed that indeed Adoptable Children published a newsletter, in which accounts of new membership and results of events were reported. The organization also reviews programs when preparing new grants. Furthermore it was later noted that the organization does have measures of service delivery, it does make operational comparisons based on past history and knowledge of other organization's operations,

and records are kept. It was then concluded that perhaps Adoptable Children has the information for evaluation but that it has not been "compiled in a formal report." Once again this approach to evaluation could be a development or age-related phenomenon. Ms. Carter admits that as her organization evolves, management [conventional forms of, training in] gains importance. She quipped that more extensive management experience might have been a liability when it came to making the kind of commitment a new organization needs. In point of fact, Eva Carter's mean score for importance of management issues (4.75) is higher than the grand mean (4.05) and the same is true for her concern score.

Adoptable Children and Eva Carter are in transition together. In the course of two hours Ms. Carter was viewed as moving from manager, to clinician, back to manager, and on to manager-as-advocate. As for her choice of the three most important characteristics for a nonprofit leader, she identifies authority, the ability to delegate authority, and empathy.

The phone rings, Ms. Carter answers, a melding of nurturance and objectivity takes place.

#07 Celebrations
Christine Vertein, Director

In 1976 the Riverside Neighborhood performed a needs assessment and discovered that what the community needed was a nursery and day-care. The community however was a special blend of diverse cultures and languages. In response to this need Celebrations was formed to provide a bilingual nursery with a stimulating and nurturing environment. The organization now sponsors both preschool

and day-care. In addition it has a volunteer program, an adult education program for parents and referral services. The organization is described as young, growing and changing. It serves approximately 72 family units with a staff of eleven.

Celebration's budget is 86,000 for this fiscal year. Its sources of revenue include Title XX reimbursements (State), fees, donations, and the lunch program. It is not without its financial woes as at least one of its programs is expected to run a deficit.

For this organization constraints present themselves in the form of numerous child welfare regulations. By and large however no other constraints are identified.

The Director of Celebrations, Chris Vertein, has only been with the organization for 6 months. At 27 she is the youngest administrator interviewed. She brings with her a Masters degree in art education and 1½ years of administrative experience.

In regards to management functions Ms. Vertein acknowledges an involvement with all of them except designing work flow and developing incentive systems. She identifies executor (9 times) as the role she assumes with regard to the stated activities.

Ms. Vertein likes children. It's important to her that they be cared for and taught in productive and sensitive ways. The organization's staff are important influences in the children's experience at Celebrations and Ms. Vertein fosters their growth as well. She says "I enjoy watching staff respond in a positive way and grow." When communicating with her staff, Ms. Vertein relies on both cognitive and affective modes, the means is often situational. When problem solving is called for the Director employs analytical and constructive

approaches. She believes in approaching things "systematically." According to Ms. Vertein the staff at Celebrations needs very little motivating, "they don't do this for the money, it's the clients." Pensively she responds that nonprofit organizations need leaders with determination, who are active and creative.

According to Chris Vertein there is some descrepency as to who is responsible for the organization's fundraising. Her perception is that the Board should be responsible for developing fundraising activities. As it stands she spends (assuming 100%) 40% identifying sources of revenue, and 30% of her time each contacting funding sources and developing fundraising activities. She spends (assuming 100%) 40% of her time identifying needs for human resources and 30% writing budgets.

The Board of Celebrations is currently in transition and Ms. Vertein is consumed with "executive" as well as program direction. She seems to perceive that program director is a more appropriate posture for her with Celebrations. She sees herself as an informer, catalyst and liaison with the Board and defers to them in regards to fiscal responsibility and initiation of organizational change. She says "I manage under them, they are the corporation."

With 2 facilities Ms. Vertein has her hands full with on-site directing. She staunchly agrees with the assertion that "the only way to judge the quality of a service is to be present at its delivery," and states that she feels compelled to be at the sites, to be checking and communicating. In line with this, the role as disturbance handler was perceived as very important; and even though she is rarely in this role she states that when she is needed timing is essential and not being

"on the spot" is a problem with 2 sites. Furthermore she says that as a resource allocater, particularly with her time as the resource, she's always in that role, especially with 2 sites, its all like a chess game.

When questioned about what it is that she enjoys least about being an administrator Chris Vertein responded, "organizational instability." In an effort to combat that she began evaluating her organization's performance 3 months after her arrival. With very little in the way of records at her disposal, she has begun the process of developing a performance history. She has conducted an employee survey and compared recent operations with past history and other organizations. She also utilizes budgetary indicators as well as measures of service delivery.

Mr. Vertein brings to her position as Director of Celebrations strong feelings about the importance of the manager as decision maker. With numerous responsibilities and an organization in (management) transition someone must take the bull by the horns.

#11 City Rescue Mission
Mickey Kahlman, Director

The City Rescue Mission profiles its primary service as "temporary care for those in need of food, clothing and lodging." Sharing God's love, and 90 day alcohol and drug rehabilitation are the subsequent entries. That the organization provides a much needed service is attested to by the measures of service delivery. The Mission shelters anywhere from 40 - 150 night transients and feeds or counsels as many as 200 a day. Economic trends or seasonal changes can affect this figure drastically. Likewise the type of client the Mission serves is often a result of these factors. Current migrants to Oklahoma,

recently unemployed Northern blue collar workers, might make a "pit stop" at the Missions while seeking work. But historically these are the exceptions, the average client as he presents himself is between 20 - 35 years of age (usually around 27 as compared to 32 of a few years ago), is a polyaddict, is from the lower socio-economic class and is hungry. As of November, 1981, females are also helped at the Mission. They too are usually substance abusers between the age of 22-24. The women's new facility is not really a shelter for battered women, however it sometimes happens that indigent women also have a history of being abused.

Service and programs include food, clothing, shelter, education and regeneration. The methodology is love their instrument is the Bible. "It's a question of switchin' dependencies," Mr. Kahlman pronounces starkly.

Mr. Kahlman "Mickey" spent almost 5 hours talking to me about the Mission, something he is intimately committed to. About its performance he responds, "Well (pause) high performance in some respects, good in others, -- we're doing what nobody else wants to do an doin' it better than most people like to admit. . . ." The rest of the staff numbers 4. When asked about the breakdown between administrative, support and professional staff he retorted "a degreed person can be a disadvantage in our organization. . . they gotta have more street savy than anything else. . .we are all things, sometimes we mop the floor. . .that's what I'm saying, we're not very professional I suppose." The Board of Directors numbers 13. When asked about its composition Mr. Kahlman replied, "businessmen, professionals, a housewife and retirees."

Constraint, restrictions and regulations are regarded with a mixture of resentment and disdain. Common sense and Judeo-Christian ethics guide the Director's activities. "You don't have a beer bust to raise money for alcoholics." Mr. Kahlman reminds me that there are only ten perfect laws written anyway and while the explanation rings somewhat of the missionary spirit the rationale is common sense. Once something is in writing it is much more difficult to change. Mickey Kahlman is an advocate of change, in fact, he regards flexibility as paramount for a good nonprofit leader.

Mr. Kahlman had quite a bit to say about lobbying, an activity which he can engage in but which he prefers not to engage in. The basic premise is that legislation won't change the reality of addiction, services will still be needed, so why waste time engaged in an activity which is really only a bunch of people fighting over what needs to be done and how to do it instead of doing it. "Mickey" much prefers rendering a direct service and seeing the resulting effort.

Mickey Kahlman derives more than alot of enjoyment from his work as an administrator, but he doesn't enjoy the frustration of money problems and paperwork. Much like some of his colleagues its the people-work that he likes. He does perform administrative duties though, and most often in the role of supervisor. Two activities that he is not involved in are staff compensation determination, which a Board subcommittee does and rewarding, which the Lord does. In regards to the processes of organizing Mr. Kahlman notes that although he's involved with the activities, the staff is taught to think and do things for themselves.

In dealing with his staff "Mickey" tries to get close to them. He communicates one-on-one, motivates by "getting them in their highest interest area" and endeavors to expand their knowledge. When intervention is called for the Director evaluates the situation and tries to relate to the person from the person's vantage point. A good leader for a nonprofit organization should possess understanding, be flexible, and be emotionally capable in dealing with people's feelings. Mr. Kahlman is a great admirer and student of Japanesse management philosophy. In fact he reacted as if saddened by the description of the figurehead which included "requires very little in the way of serious communication." He replied, "I gotta lot of conflict in this, I really do. . . . I run a family organization. . .they're very important to me. . . to me that is the serious communication in the situation."

The City Rescue Mission's budget for this year is 57,000. While Mr. Kahlman disagrees with the statement on the importance of fiscal tools or the availability of money issues; you can't give what you don't get. "Mickey" therefore spends (assuming 100%) 50% of his time identifying sources of revenue and 50% of his time contacting funding sources. In regards to resource allocation he spends (assuming 100%) 50% of his time identifying needs for human resources and 50% of his time assigning material resources. The Mission's Board is responsible for resource reporting. The organization receives no government money and is funded through donations from churches and individuals.

Director Kahlman doesn't like "stats", he thinks they're a "crock." His organization's performance is measured by "whether or not they are doing the job society needs them to do." Agreeing that the environment plays a significant role in the operations of the

organization, he says "evaluation must be environmentally based as to what that group needs done." His score for the importance of performance measures was $\bar{x}=2.3$ (grand mean 3.71), and his score for his concern over the same issues was $\bar{x}=4$ (grand mean 3.66). Whatever Mr. Kahlman's evaluative system may be, he exercised it with regard to his own performance as follows: performance in the role of figurehead (very important), as good, in the role of disturbance handler (very important), as very good, as spokesperson (somewhat important) enterpreneur (important), liaison (somewhat important), monitor (unimportant) and leader (some what important) as adequate, and as resource allocator (somewhat important), negotiator (unimportant), and dessiminator (unimportant) as poor.

Despite Mickey Kahlman's anti-social-service establishment posture his pursuit of knowledge and skills (particularly in reference to substance abuse) is endless. His current resume lists 42 training experiences, he reports attending well over 10 courses in the last 3 years, and his office walls are filled with certificates and documents which recognize his efforts.

#17 Goodwill Industries
Deva Spinney, President

Goodwill Industries was founded in 1900 by a Methodist Minister. The purpose -- to rehabilitate and provide job placement for the handicapped. The fact that Goodwill is a nonprofit organization does not stop it from being an "industry". Through subcontracts with industries for manual labor, selling salvage, and restoring second-hand items for sale at the Thrift Stores, the organization provides training, work adjustment, and job readiness to its employees (client-workers).

The client-workers are primarily lower middle class handicapped individuals who come to Goodwill for basic survival assistance. Some are referred from the State Department of Vocational Rehabilitation. The organization processes between 250-350 clients per year.

The organization has a rather unique personnel structure. Six staff are employed, 2 each as administration professional and support areas. Eighty client/workers (i.e. employees) are retained for contract employee or industrial work. There are 10 supervisors who "direct" the client-workers. The supervisors are permanent employees of Goodwill. The organization's management pyramid resembles that of a for profit organization in that Ms. Spinneys direct authority is over 6 staff members only. Goodwill also has 6 volunteers. Last year the organization utilized 1 consultant and projects utilizing 1 again this year.

Goodwill has the largest Board of Directors of any organization visited. The 30 member Board is composed of businessmen and professionals. Their purpose is to administer the policy making. The Board and the Executive Committee both meet once a month.

This years operating budget is between 400,000 - 700,000. Goodwill has 6 sources of revenue including United Way, donations, vo-tech fees, contracts, Thrift Stores and salvage. The organization's revenues have stayed the same for the past 2 years and exceed the operating budget.

Ms. Deva Spinney has been with Goodwill for 15 years. For 3 years she was in the Human Services Department, for 10 years she was the Department Director, and she has been President for 2 years. She describes the organization as currently changing with high performance.

Not without pride she showed the organization's Voc-Rehab evaluation which merited them fee increases.

Ms. Spinney is involved in all of the management activities except developing job descriptions. She most frequently takes the role of supervisor (9 times) followed by designer (8 times). Ms. Spinney believes that an open door policy, weekly staff meetings and one-to-one dialogues are her most effective means for communicating with staff. She appreciates her staff and tries to give them performance feedback. In these ways she motivates the personnel at Goodwill. Compassion is a word which Ms. Spinney utilized several times in reference to working with the organization. She utilizes it as a problem solver and identifies it as a good characteristic for a nonprofit organization leader. Motivation and dedication are the other words which were offered as qualities which she thought described a good nonprofit leader. She agreed with every statement (both importance and concern) relating to personnel except the achievement of positive relationships. She pointed out that it was not a concern because they have positive relationships.

Ms. Spinney bemoans her "lack" of financial expertise but reports that she has an uncanny ability to predict revenue amounts. Much of the resource monitoring is computed at the national level. Resource acquisition is important (4) and she is concerned about it (4). Of the time she spends (given 100%) in resource acquisition 80% was spent identifying sources of revenue. With reference to resource allocation she spends (given 100%) 35 % of her time identifying needs for monetary resources and 25% of her time identifying needs for material resources.

Goodwill Industries is subjected to a rather vigorous review each year for State accreditation for Voc-rehab. In addition to this evaluation Ms. Spinney cites subjective appraisal and measures of service delivery as other means employed for program evaluation.

Goodwill's Director disagrees with the statement about the lack of quality control in a nonprofit organization. She said, "Why would people use your workshop if you didn't deliver a quality service?'

Ms. Spinney's self evaluation identified all of the decisional roles (i.e. enterpreneur, disturbance handler, resource allocater and negotiator) and disseminator, spokesman, and liaison as very important (mode). She rated her performance as good (mode). Figurehead was considered unimportant in her work.

Deva Spinney has been with Goodwill Industries a long time by today's standards. She enjoys administration -- "oh, [crooning] a lot." What does she enjoy the most and the least? She answers, "People and finances" and smiles as if to say, what else?

#20 Hospital Hospitality House
Joan Ritchie, Director

Before 1978, Mary Katherine Luton, current President of the Board of the Hospital Hospitality House, had recognized that although area hospitals were caring for the needs of the critically ill, provisions were not being made for their families who had traveled from outside the county area to be near the hospitalized family member. She realized that these families needed a homelike atmosphere as a respite from hospital corridors and waiting rooms, a place to rest between bedside vigils. Many families accompanying critically ill relatives to area hospitals had no local contacts and could not afford a prolonged

stay in a hotel or motel. No service was available at that time in Oklahoma City to assist these families. It was when Ms. Luton discovered such a family assistance program in Nashville, Tennessee, that she decided to establish the Hospital Hospitality House. She proceeded to create a Board of Directors, and in 1978 the House was incorporated as a nonprofit organization.

The facility, located across the street from Presbyterian Hospital, has indeed achieved a warm, homelike, and very welcoming atmosphere. It can accommodate twenty overnight guests and an almost unlimited number of day guests. Its primary service is the house itself: a place to eat, "freshen up," rest, stay the night, offering these services to families of critically ill patients in all Oklahoma County hospitals. One of the important needs that the Hospitality House fills is to provide a common meeting ground for people with similar problems. Although the House provides no formal counseling service, this exchange of emotional support among guests is considered one of the most important aspects of the character of the House itself. As conceived, it is not just a "bed and bath," soup kitchen, or free coffee service, but must possess a personality of warmth, understanding, and compassion for families in this singular and very stressful situation. The needs of these relatives are described by Joan Ritchie, the Hospitality House Director, as "financial, emotional, and physical." The nature of the service provided could be described as "basic survival."

With a staff of two full-time and five part-time personnel, and an operating budget of approximately 50 thousand dollars per year, the House is able to offer its services to more than 800 persons, or "between 5,000 and 6,000 bed uses" every year. Although the

organization is still young and growing, Ms. Ritchie describes its performance as "better than average."

The organization employs one staff member in administration, no professional staff, and six persons in support positions. It utilizes no volunteers, and although the House had one consultant in the last fiscal year, Ms. Ritchie does not project utilizing any consultants in the coming fiscal year. The organization's Board of Directors numbers 15 and includes professionals, doctors, lawyers, bankers, public relations professionals, and church officials. Although the frequency of meetings varies, the Board's primary function is decision-making. Ms. Ritchie describes her posture with the Board as being that of an informer, designer, and executor. The Director emphasizes that the Board makes "the final decision."

At present, the organization's sources of support emanate from the private sector. It receives no government funding. Its sources of revenue include foundations, churches, clubs, and unsolicited donations from clients. It also important to note that the Hospitality House is not affiliated with nor does it receive any financial support from Oklahoma City area hospitals.

The Hospitality House's revenues for the past and present fiscal year each totalled $110,000, exceeding, somewhat, the organization's yearly operating budgets.

The Director stated that the organization's corporate structure precludes lobbying. It is restricted in fundraising in that it must only solicit funds in given time periods designated by the Charities Solicitation Commission of Oklahoma City. Further, unlike most other states where nonprofits are sales tax exempt, Oklahoma legally requires nonprofit organizations to pay sales tax on purchases.

The Director perceives herself as being involved in all conventional management activities with the exception of designing information flow. The primary roles she described herself taking in these activities were not dominated particularly by any given role, however, supervisor, executor, and designer were frequent choices. Referring to the role of executor, the Director commented that she doubted if many executive directors were required to fix laundry and kitchen appliances from time to time. As the Hospitality House functions much like a hotel or motel, the Director's time is primarily spent supervising the support staff in the preparation of food, housekeeping, and basic maintenance of the facility. She feels the type of supervision she is required to do necessitates flexibility, patience, and sensitivity on her part. The Director and her staff work closely together in problem solving -- sharing thoughts and ideas. Staff evaluation is not a formal management function, but is performed on a personal, conversational level between the Director and each staff member.

Fifty percent of the time devoted to resource acquisition (given 100%) is spent in assigning material resources. She is personally involved, to a degree, in proposal writing. The organization is not involved in program evaluation. However, in measuring the organization's effectiveness, subjective appraisal by management, comparison with past history and the progress of other similar organizations, comparison with budgetary indicators and measures of service delivery are all utilized. The Director believes that quality control does exist in nonprofit service organizations and that the quality of services can be measured.

The Director is also currently involved in the development of a National Network of like programs, and is working with former clients to both develop support for this organization, and also in some cases, to develop support for similar projects in communities across the state.

The Director indicated she was little concerned with issues of governance or interorganizational ventures. Actual governance of the organization rests with the Board. In that the Director's position appears more internally than externally focussed, interorganizational ventures and politics do not play an important role in the management of the organization. The issue of professionalism is not a factor in the management of the Hospitality House in that no professional staff is now employed. The availability of money, although sometimes an issue, is not considered a concern by the Director.

The Director perceives all conventional management roles to be important in her work. She stated she was involved in most roles frequently. She perceives her performance to be good in each role with the exception of the role of disseminator, in which she perceived her performance to be poor. She stated that it was "somewhat likely" that she would receive training in this area of management. Although in response to the question of training in the other areas of management she was not particularly enthusiastic, she reports that she is attending more training sessions now than in the past. These training sessions include management, fundraising, and service related subjects.

Of all the organizations in the sample, the Hospital Hospitality House is one of the youngest. Its Director has been involved in management for less than two years. It is possible that managerial

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functions may become more rigid and goal oriented as the organization and its Director continue to develop and grow in experience. It is also possible that, due to the nature of the service that the organization provides, management will continue to be predominantly people oriented. As Ms. Ritchie explained, for her, contact with people -- the guests, staff, and support groups she works with daily -- is the aspect of her work she continues to enjoy the most.

#24 Lutheran Social Services
Ms. Dean O'Donnell, Director

Lutheran Social Services is currently an affiliate of its parent organization located in Wichita, Kansas. The area office operates autonomously under management headed by Director Dean O'Donnell. Ms. O'Donnell enthusiastically pointed out at the time of the interview that the affiliate was in the process of being separately incorporated and licensed in Oklahoma and in establishing its own free standing Board of Directors.

Lutheran Social Services was incorporated in 1969 as a service organization for families and children. The basic purpose was originally child welfare. The mission has been expanded to include individual and family counseling, adoption assistance, and services to the elderly. Its programs include a counseling program, an adoption service, and Senior Centers which coordinate health, education and social services with non denominational religious functions.

The organization employs six full time and one part-time personnel with an operating budget of between 150 and 250 thousand dollars per year. The organization processes approximately 500 clients per year. Ms. O'Donnell describes the current overall performance of the organization as "better than average."

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The organization employs one staff member in administration. Two full and one part-time staff are employed as professional staff and notably Ms. O'Donnell included herself as working both in an administrative capacity and as a professional. Ms. O'Donnell holds a MSW and has completed twenty hours toward a second Master's degree in counseling.

The organization's support staff numbers four, while twelve volunteers are currently utilized. One consultant was employed during the last fiscal year, and Ms. McDonnell expects to utilize two consultants in the coming fiscal year. Each Senior Center is governed by an advisory committee made up of six center participants and six community representatives from, for example, area banks and the YMCA. These representatives are chosen for particular expertise they may possess.

The organization receives funding from four adjudicatory synods of the Lutheran church, gifts, group donations and grants. Its total revenues for the last fiscal year totalled 110,000 and have increased to 130,000 for this fiscal year. The revenues exceed the organization's operating budget.

The client population is described primarily as very young (youth and adoptive services) or very old (the Senior Citizens' Program) and comes predominantly from the lower socio-economic class. The presenting needs were listed primarily as counseling, survival needs, (food, shelter, etc.) training, and adoptive services.

The only major legal restraint noted was church policy. According to the Director, "religious influence is very strong."

The Director perceives herself as being personally involved in all conventional activities related to management of a nonprofit organization. Prior to the change in governance which is currently being implemented, areas of compensation determination, staff grievance, and dismissal were processes that were the ultimate responsibility of the parent organization in Kansas. Dean O'Donnell described her participation as "indirect." The primary role she reported taking most often was that of designer, followed by supervisor. She reported that she utilized conventional methods for communication with her staff, but noted that her staff came "ready motivated." She said that in social service work, employees must be "self starters." She added in closing that she has a "high level of trust" with her staff -- that her staff does not require a lot of supervision. She appears to utilize a "democratic" approach to management of the organization. She described organizing meetings to approach problems as a group.

Ms. O'Donnell consequently lists recognition of value in one's fellow worker, concern for goals (consistent with personal goals) and the ability to interpret the organization's goals to the public as three characteristics of a good leader in a nonprofit organization. Among activities related to resource acquisition and allocation, Ms. O'Donnell's time is more or less evenly distributed; but she spends somewhat more time writing proposals and identifying needs for human resources. Resource monitoring has been the responsibility of the Kansas office heretofore. In program evaluation, she acts as liaison between her program and the Kansas office, reporting the costs of projects, where the organization is losing money, and suggesting methods that can remedy such situations.

Staff evaluations are conducted yearly to help the employee determine his/her personal goals and develop strategies for attaining them. Ms. O'Donnell reports that the organization measures its effectiveness by comparison with past history, budgetary indicators, measures of service delivery and an in-house organization-specific objective instrument. The Director does not agree that quality in a service organization cannot be controlled. She cited the review of case documents (in adoption) and comparison of performance among various Senior Centers as methods for controlling the quality of their own services.

The organization is responsible to state regulated child welfare codes. It must keep adequate records and demonstrate financial stability to remain licensed by the State. The organization reports to the Areawide Aging Agency in the operation of its Senior Centers.

The Director agreed with most of the issues of concern to administrators of nonprofits with exceptions in three areas. The fact that there was no bottom line measure for organizational effectiveness and the issue of marketing strategies were not concerns of Ms. O'Donnell's. Although professionalism was considered important ($\bar{x}$=4.0), Ms. O'Donnell didn't consider it a concern ($\bar{x}$=3.3). Interestingly, though the organization is in the process of assuming more self-direction, Ms. O'Donnell commented that governance of the organization should continue to rest with a Board of Directors.

Ms. O'Donnell considered each of the conventional roles administrators adopt in the course of their duties to be important to her work (mode). She perceived her overall performance to be good (mode). Regarding training related to these roles, Ms. O'Donnell, who

is required to attend 18 hours of inservice training per year, stated that there was a likelihood that she would attend training sessions to develop competencies in each role area. She describes her training to be less intensive than earlier in her career as an administrator. After she mastered the basic issues of adoption procedure, for example, she stated she found less and less need to repeat training in that area. Most of her current training centers on counseling, childhood development and family dynamics.

Ms. O'Donnell has been the Director of Lutheran Social Services for more than seven years. She came to the organization with more than seven years of experience in services to families and children from her previous position as a supervisor at the Oklahoma State Department of Human Services. She is very active in the area of adoption, through membership and board participation in numerous state and national organizations.

The aspect of her work she most enjoys is determining community problems and finding solutions. An example of this commitment is the relatively new programs designed to assist the older citizen -- as it was earlier stated, the original purpose of the organization was specifically to help families and youth. The Senior Citizens Centers grew out of a community need for such programs. It seems that such broadening of mission is often interpreted to be an indication of growth in the nonprofit sector.

#26 Mid Del Youth and Family Center
J.V. Porter, Director

In 1971 a cooperative agreement was made between Midwest and Del Cities to "combat juvenile delinquency"; hence the creation of Mid Del Youth and Family Center. The youth counseling program is family-oriented offering individual, family, and group counseling in an endeavor to foster family control over problems besetting youth between the ages of 12-20. The Center currently has 400 open cases and helps approximately 1300 people a year.

A little over 5 years ago Mid Del Youth and Family Center employed Director J.V. Porter. He came to Mid Del with experience in administration as the Director of Pastoral Care and Counseling at Baptist Hospital. Mr. Porter approaches management in a sober literate fashion. With hours towards his Ph.D., he is formally educated in business administration, counseling, and theology. He is self-taught and keenly interested in innovative management techniques, and exhibits a mastery of the discipline's terminology. Mr. Porter readily states that he most enjoys "administrative challenges and innovative methods for efficient and effective operations". In fact, when asked to respond to the interview process he replied promptly, "fantastic review, I found myself a little bit short of an updating. . .the sophistication of the terms are delightful -- makes me want to know. . .some of the innovative things that are being looked at."

The Director's responsiveness to administrative challenges is illustrated in his approach to organizational effectiveness. First of all, he rates the organization's performance as high and does so on the basis of staff and program evaluations. He has designed systems for ongoing and interval monitoring. He not only makes subjective

appraisals but utilizes objective standard and in-house instruments to perform his measurements. In reference to the assertion that there is no such thing as quality control in a nonprofit organization, Mr. Porter agrees that it is difficult, that it's subjective, however, he does believe that it is accomplishable. He states, "especially if your thinking in terms of quality monitoring of services provided, and we do have a system in-house for so doing." His mean score for measuring importance of statements referring to organizational performance was 4 as compared to the grand mean of 3.71. His concern measure for the same issues was $\bar{x}=4.66$ as compared to the grand mean of 3.66. Finally it is noted that he was the only administrator to strongly agree with both statements 332 and 333 (concern for the existence of standards for measuring performance in nonprofit organizations and the absence of a bottom line measure for nonprofit organizations).

Mid Del Youth and Family Center employs 9 staff (including the Director) and 2 practicum students. Professional staff dominate numbering 5.5 of the employees classified within this category. Describing himself as an advocate of participatory management, Mr. Porter indicates that he tries to involve the staff as much as possible in the management operations. While he strongly agrees that staff development is important, he does not enjoy "providing training and education of persons who are in employment and who have not achieved in school or practicum the minimal standards [of performance] for the job. An yet persons must be employed in our market. . .and are not fully trained." He concluded, "I guess that's my criticism towards our schools."

The Center is governed by a 7 member Board of Directors. Its responsibilities are of a traditional nature; that is policy making, hiring the Director, and monitoring the operations. Mr. Porter's responsibilities in regards to the Board are articulated thusly, "as the opportunity avails itself, to inform, educate, inspire, activate, and mobilize the Board members." In addition to the Board though, Mid Del is governed, regulated, restricted, directly or indirectly, by a number of sources: the City Councils "oversee it", Title XX monies restrict fundraising, corporate structure precludes staff lobbying, and state and federal regulations must be complied with. Importance of governance issues received a mean score of 4.5 (as compared to the grand mean of 3.71) and concern was denoted by a mean score of 3.3 (as compared to the grand mean of 2.75). Mr. Porter disagreed with the statement "whether ultimate responsibility for the governance of this organization rests with the Board or with the administration is an issue of concern to me." He agreed with the following two statements: "I am concerned about the ambiguities related to who is ultimately responsible for the governance of this organization, and it concerns me that governance of this organization is guided by many sources." Seemingly Mr. Porter is clear about the Board's governance authority but is concerned about the numerous other "governing publics" of the Center.

Revenues for the Center increased this year from 145,000 to 168,000. Mid Del receives money from the cities, the state, and the federal government. Of the activities related to resource acquisition (assuming 100%) Mr. Porter spends 50% of his time in identifying sources of revenue and 25% of his time contacting funding sources. The grand means for these same activities were 28% and 20%,

respectively. Of the activities related to resource acquisition (assuming 100%) he spends 40% of his time writing budgets compared to a mean of 12% spent by other administrators.

Seemingly Mr. Porter makes practical application of management theory. In the processes of planning, organizing, staffing, and directing he perceives himself most frequently as a designer and then as an executor. The activities within these groupings which he designates as being most frequently involved in are within the top three choices of all the administrators. His reading is focussed (within the last three months) on staff development, fundraising, and service-specific issues. And finally his description of a good leader for a nonprofit organization seems consistent with other findings. A leader should have a democratic manner of achieving a consensus, have the ability to identify community needs and mobilize existing powers to meet them, and have training for professionalism in the performance of duties.

#27 Midwest City Senior Center
Edith Cohmia, Director

When the American Organization of Retired Persons went before the Oklahoma City Council in behalf of the Senior Citizens of Midwest City, they described the need to keep their retired population occupied and involved; they cited the need for the development of new skills, and the need to create an atmosphere where people could make new friends; where they could be with people to discuss problems and concerns and not feel isolated and abandoned.

Opened in 1973, the Midwest City Senior Center provides classes, parties, luncheons, games, excursions, as well as transportation for shopping, doctor's appointments, and other related needs, with a daily attendance of between 50 and 75 persons. With a staff of two full time and one part-time personnel and an operating budget of between 25,000 and 60,000 per year, Ms. Edith Cohmia, Director, described the organization as mature and stable, with the same management and management philosophy. The Center receives funding and direction from the City Parks and Recreation Department. Regarding the City's role in the Center, Ms. Cohmia notes that "the City now plays a big part in the monitoring of the Center." Her personal interest is decidedly in "the people served more than in the paperwork devised by the City." She commented that as the amount of paperwork rises she is left less and less time with her clients. Due to a change in City policy, the organization's Board of Directors was disbanded by the Parks Department. At present, the only internal governance body is the Craft Hours Club, where clients make decisions and discuss their personal feelings about the program. External governance is performed at periodic staff meetings for the heads of City-sponsored organizations. There, Ms. Cohmia discusses needs and participates in problem solving sessions. However, although the City is the main source of funds, the Center attempts to be as self supporting as possible through quilting, bazaars, and maintaining a booth at the Arts and Crafts Fair. The Center also receives gifts and donations. Although Ms. Cohmia wasn't familiar with the revenue figures for the City's Parks budget, her budget never exceeds its bounds. In fact, the City continues to cut the Center's budget as each year there are funds left over.

Ms. Cohmia employs an assistant who takes over Center operations for her when she has business outside the Center. However, Ms. Cohmia is considered the only "decision maker." A bus driver is also employed as a custodian in support staff, and the organization utilizes four volunteers per year. Ms. Cohmia reports that the Center's performance is high and that the Center is quite successful in most respects.

The Center's client population is predominately fifty-five and over, middle class and below. The presenting needs of the majority of the clients are skills training, some counseling, and with a few clients, survival needs such as food or shelter. Transportation is also a significant problem with the client population.

The organization is legally constrained to forbid raffling or gambling upon the premises. Selling handmade goods at bazaars is the type of fundraising the Cener is allowed. Generally, the Center is expected to follow City policies regarding lobbying, fundraising, and funding.

Although involved in most conventional management activities, Ms. Cohmia does not create positions, determine compensation or dismiss staff. Voicing dissatisfaction about the performance of her staff is the extent of her involvement in dismissal. No particular management role is noticeably dominant. Evaluator was chosen in various activities six times, supervisor and initiator/instigator both five times. While it seems that paperwork is a time consuming activity, Ms. Cohmia still perceives herself as primarily oriented towards personal involvement in the "running" of the Center on a day to day basis.

Ms. Cohmia uses praise and ocassionally "getting on to" her staff as techniques for motivation. As a director of a Senior Center, she lists the love of people, being a good listener, and acceptance of different people and personalities as three characteristics of a good leader of a nonprofit organization. She notes among her duties outreach, and discovering new resources. She enjoys most the running of the Center, and least -- having to witness firsthand in outreach the life problems of the aged in homes and hospitals.

All of the time she devotes to resource acquisition (assuming 100%) is spent in developing fundraising activities, while all of the time spent in resource allocation (given 100%) is spent identifying needs for human resources. Ms. Cohmia commented that this was particularly important, and accomplished by forming committees to get people involved in the Center's activities.

Although no longer responsible for writing budgets or budget forecasts, Ms. Cohmia's external financial reporting includes keeping records of attendance and reporting on staff performance. Although the Center doesn't measure the effectiveness of its services, Ms. Cohmia notes that she would like to do so. She agrees that quality in a nonprofit service organization is not controlled. She commented that the Center did "a better job at times than at other times," and that as a result summer attendance at the Center drops off. The decision to develop new summer programs is one she is currently grappling with.

Ms. Cohmia generally agrees with the issues in management concerns except in areas which do not concern the Senior Center, i.e., financial constraints and governance. She tended to strongly agree with statements concerning staff, fiscal reporting, and

professionalism. In response to a question regarding ultimate responsibility resting with the Board or administrator, she replied that indeed, that was "no problem," ultimate responsibility for governing the Center was up to her. It is important to note here that although the Center relies on funding and direction from the City, the Director still perceives the organization as autonomous. In the nine years of its operation, the City has never "interfered in the work that [the Center] does."

Ms. Cohmia regards each of the described administrative roles to be very important in the work that she does and that she is frequently involved in most of these roles. As far as seeking training in these roles, she indicates that it is generally unlikely that she will do so. She noted that the City "doesn't feel [training] is very important" and she doesn't apply for training sessions as much now as in the past. She does attend training sessions which the City offers in "filling out government forms" and earlier in her work at the Center, techniques for problem solving and "how to handle people." She brings to her position more than seven years of experience as the activities director in a nursing home.

Ms. Cohmia hesitated before describing herself as a problem solver. "I've had to step in between several quarrels. . .people getting angry when they're playing a game or something. I just have to go in and talk to them in a nice way and say 'now gentlemen' (it's mostly my men, I don't really have any trouble with the women) 'now you know that's not the thing that you should be doing here.' And I say 'if you can't play your game without arguing. . .it isn't worth that.' Just talk to them in a nice way. We used to have two gentlemen

here that were rather hard to settle anything between and they were supposed to be great friends, but when they got in a bridge game together. . . ."

#28 Native American Center
Millie Giago, Executive Director

Millie Giago has been the Director for the Native American Center 10 years. She relates its beginnings. It was formed by the United Methodist Indian Ministry as the clergy were the ones called upon to provide social services. The Indian people had so many needs in this area that serving them was a full time job. She continues, "well, we provide some direct services but our main job is to mobilize services for Indian people and one of the reasons why we have to do that is because of cultural differences, could be language, mores. . .."

The Native American Center ranks as one of the largest nonprofit organizations in this area. It employs 35 people, 100 volunteers, and processes approximately 5,000 clients in a given year. Its services include educational programs, preschool, alternative school, tutoring, and treatment program for inhalent and substance abusers, energy intervention program, emergency food and nutrition, information and referral, and a legal program. It has a budget of between $400,000 and $700,000 and receives money from 7 sources, including: BIA, Federal programs, State, private donations, fees, and foundations monies.

Ms. Giago described, in some depth, the evolution of the Board from its clerical roots to its present-day breath of representation. There are 15 people on the Board of Directors and this figure reflects some professionals, some grass roots, some middle

income, a few very poor, but mostly lower income folks. The Board is depicted as "active." In addition to financial and policy governance there is a working committee for each program area. Each year the Board is required (by Federal Law) to hold an election for 4 of its members. Governance is exercised from other groups as well. There is a parent committee for the preschool and a social service/community support advisory board.

The Native American Center serves two dominant age groups - children and 20 to 35 year olds. The clients are primarily from the lower socio-economic class, and they usually come to the Center in response to a specific program or for basic survival needs.

Throughout the interview Ms. Giago stressed the significance of the Indian culture as a factor in every phase of operations. Communication is a sensitive process (Ms. Giago's mean score for the informational roles, that is monitor, dessiminator and spokesman, was consistently 4) and is executed with respect for everyone at all times. Ms. Giago explains that status is culture bound, and so it is that the bus driver at the Center is also the Tribal Counsel Vice-chairman - "so it's not as if you can treat people in a demeaning way". Other evidence of the culture phenomenon was Ms. Giago's "other responsibilities". Visibility is the key to working with the Indian people. She attends pow-wows, travels across the state (particularly to Western Oklahoma) to participate in religious activities and maintains an open door policy at all times. In line with this the role of figurehead is very important and one in which Ms. Giago performs very well with Indians, but "poorly" with white folks.

Ms. Giago's involvement with management functions parallels the majority of other administrators. Her frequency indicators for involvement in specific activities are within the top choices for all administrators. Her dominant role, in regards to these, is designer. In fact she acknowledges in several responses that she enjoys "creating" new program areas and cites the development of their legal program and the fact that the Center is the first Indian program to get BIA monies for urban programs. While the Director says she tired of writing proposals and paperwork, she acknowledges the importance of money and financial administration with a mean score of 4.6 and indicates a personal administrative concern with a mean score of 4.3.

The Native American Center is doing its job and quite successfully in most respects. So goes Ms. Giago's appraisal for her organization's performance. Performance for her is dealt with as a matter of course. Organizational performance is measured. Seemingly it's just that simple. She disagrees that a lack of bottom line measure is important and strongly disagrees that it is concern of hers. Staff performs (and in many roles) because they are action-oriented, when they burn out she prescribes a little "R & R" so that they can return with renewed energy. She proudly acknowledges that most of the administrative staff has been there between 7 and 8 years. "If they don't do their jobs they're gone." Remorsefully, however, Millie Giago admits to social service burn out herself. Once enthusiastic and energetic she admits "anything gets to be a drag after a while".

Millie Giago speaks candidly and casually about her "no holds barred", "all's fair" approach to administration. When asked to respond to the assertion that there is no such thing as quality control in a

nonprofit organization, she reflected "oh, they probably don't know what they are talking about -- I think you can judge it -- you either do it or not". Exhibiting no particular reverance for the systemitization or institutionalization of service delivery, she admonishes that more money means more paper and pretty soon people who are in this to help people become bureaucratically indentured. With respect to legal factors she says "to get around them, oh -- to try to make them work for the Indian people -- for where we're at culturally". And as for good leader, Ms. Giago pauses "flexible, inspirational, and [smiles] a con artist".

#37 Opportunities Industrialization Center
James Wallace, Director

Opportunities Industrialization Center developed nationwide as a result of the Civil Rights Act of 1964. Its creation fulfilled the Black American's need for skills development in those areas of employment which traditionally had been closed to him/her.

Opportunities Industrialization Center opened its doors in Oklahoma City in 1966. It offers training services to the unemployed, under employed, and other disadvantaged in the City area. Opportunities Industrialization Center attempts to meet the market needs in Oklahoma City, which James A. Wallace, Director of Opportunities Industrialization Center, commented have shifted somewhat with a change in the economic climate of the City. Traditionally, heavy industry has employed a significant percentage of Opportunities Industrialization Center's graduates. Currently, however, general office skills are in greatest demand.

While meeting the job market need, Opportunities Industrialization Center provides adult basic education, as well as training in general office, machine tool, and welding.

Because of federal budget cuts, the organization is attempting to keep its head above water, employing nine personnel (down from 35) and operating on a reduced budget of between $250,000 and $400,000. The organization will process 100 clients this year, which is also a reduction from past years. Because of the shift in emphasis away from federal support, Mr. Wallace describes the organization as undergoing major change or redesign of management and management philosophy. He describes its performance as average, "neither good nor bad." Mr. Wallace, who presently is most preoccupied with funding problems occasioned by the federal pull out, is attempting to develop community support for the organization. Before, the Center's operating budget was made up of 97% federal grants and 3% community support. He comments that the Center is now running on a month to month basis, while efforts are underway to develop a quarter of a million dollar fund drive. In the past, Mr. Wallace notes such efforts were "token." It has now become a survival issue.

Currently, three staff are employed in administration, eight as professional staff, and one as support staff. One volunteer works with the organization. The Center is working with the Support Center consultants in Oklahoma City, though in the last fiscal year employed no consultants.

Twenty individuals sit on the organization's Board of Directors. These include bankers, ministers, businessmen, retired military, an attorney, CPA, and other professionals. Its primary role

is policy making. The Center is also governed by numerous technical and business advisory committees as well as support groups. Mr. Wallace describes his role with the Board of Directors as being an informer, catalyst and executor. He related no concern about issues of governance, ultimate responsibility nor ambiguities of governance, although he was undecided on the issue of organizations being governed from many sources.

Primarily, the client population ranges in age from 20 to 35 and represents the lower socio-economic classes. Its presenting needs are primarily basic job skills related.

Mr. Wallace explained that the organization was not allowed to lobby, and was regulated in fundraising by the Appeals Review Board which also grants a license for fundraising activities. He cited the inability to levy taxes as a restriction of its nonprofit status.

The Director's management style delegates many responsibilities to his managers. Among these are creating positions, job descriptions, and designing information flow. Also problem solving tends to be conducted on the middle management level. Mr. Wallace's primary role in management tends to be supervisory (chosen a total of 11 times) followed by evaluatory (7 times). Executor was the least important (chosen only once, in the area of dismissal).

Mr. Wallace, even more now than in the past, maintains an open door policy for his employees. He feels that this is necessary given the uncertainty and turbulence the organization is currently facing. As to motivation of his staff, he explained that since his staff has been working for a long period of time without increases in compensation, they will receive the first available monies. And, Mr.

Wallace adds, his staff knows he will continue to fight for their basic rights.

Given 100% of the time Mr. Wallace spends in resource acquisition, 40% of his time is spent in educating the public to the needs of the Center and its target population. Of the 100% of time devoted to resource allocation, Mr. Wallace's time is evenly divided among identifying needs for monetary resources, writing budgets and budget forecasts.

The organization conducts monthly program evaluations. Mr. Wallace's role involves reviewing the data, and meeting with the Staff over problems and developing solutions. Mr. Wallace also reviews staff evaluations and counsels with the individual. The organization measures its effectiveness through comparison with past history, budget indicators, and measures of service delivery. It also utilizes an in-house organization-specific objective instrument to determine if the center is "on target" to meet its funding requirements.

Mr. Wallace disagrees with the assertion that nonprofit service organizations have no control over the quality of the services they provide. He cites "test mechanisms" as an example of quality control his organization utilizes.

Mr. Wallace commented on the fact that organizations were not as involved in interorganizational ventures as they should be, but cites difficulties in coordination as the reason not enough is done. Mr. Wallace, in the area of management concerns, disagrees that there is no bottom line measure for organizational effectiveness nor is he concerned about standards for the measurement of organizational performance. His importance mean score was 3.66 as compared to a grand mean of 3.71.

His concern mean score was 2.00 as compared with a grand mean of 3.66. Again, in this section Mr. Wallace's concern over the availability of funds was strongly reflected.

Of all the roles described as common to directors of nonprofit organizations the figurehead role was considered least important, yet Mr. Wallace admitted it was "somewhat important." He perceived his performance in these roles as generally good to very good, and is for the most part frequently involved in each of them. On the issue of training, Mr. Wallace acknowledged that it was likely (mode) that he would seek training in all of the roles with the exception of liaison and figurehead ($\bar{x}=27$). Most of the training that he does participate in, however, is in the areas of funding diversification, management operations, effective counseling, and fiscal management. Mr. Wallace brings to his position as Director more than five years of experience at the regional office of Opportunities Industrialization Centers where he held "a broader range of responsibilities."

Mr. Wallace lists these three characteristics for good leadership of a nonprofit organization: 1) ability to identify and hire good staff with minimum available funds, 2) to provide good fiscal stewardship, and 3) to articulate the mission of the organization to many publics, in order to raise funds. He commented that the latter may well be the most important concern of nonprofit management in years to come.

Mr. Wallace's responsibilities as Director of Opportunities Industrialization Center also include board work on other organizations, maintaining national network contacts, and acting as an advocate for the poor. He also notes that in this time of fiscal cuts, it is his responsibility as much as any employee's to keep the Opportunities Industrialization Center facility "clean and open."

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The aspect of this work Mr. Wallace most enjoys is the "ability to direct change in the lives of Oklahoma City's poor." The one aspect he least enjoys is finding clients he cannot help who desperately need the kind of assistance Opportunities Industrialization Center can offer.

#38 Oro Development Corporation
Jose Gomez, Director

Oro Development Corporation evolved in 1971 from the Migrant Advisory Committee of the Community Action Program. The Advisory Committee was made up in equal part by elected officials, public officials, and low income individuals.

Though Oro, at that time known as the Oklahoma Rural Opportunities Development Corporation, became a legal entity in 1971, it did not receive its first contract until 1974. Between 1975 and 1976 it began receiving funds from CETA and the Department of Labor. When, in 1977, it extended its operations into Kansas, the organization changed its name from Oklahoma Rural Opportunities to simply ORO Development Corporation.

The organization's primary purpose is to "assist, assess, and provide opportunities and information for migrant farm workers," to help them toward self sufficiency. To receive assistance, an actual emergency situation must exist. The organization is opposed to "hand out" programs and will not work with agencies that operate such programs. The key phrase in this agency's stated purpose is "realizing self-sufficiency."

Its programs are designed only for farmworkers, primarily migrant workers, whose income level falls below the poverty guidelines established by the Federal Government. Two basic programs are in

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place, 1) retraining, resettling, and support services to seasonal farmworkers who want to leave agricultural work and find permanent employment, and 2) support services to farm workers who want to remain employed in agricultural work.

The organization processes 2400 clients in a given fiscal year, with a staff of 36 and an operating budget of between $700,000 and 1 million dollars. The Director stated that the organization is in the midst of change due to the change in government funding priorities, and is working toward more economic self-sufficiency. However, the organization is still considered mature and stable, with the same management and management philosophy. The Director explained that one example of growth toward self sufficiency is the organization's going into ownership of for-profit subsidiaries for additional revenues. He also feels that the organization's overall performance remains high, quite successful in most respects, and unaffected by this period of change.

The organization employs five personnel in administration, 15 as professional staff, and 16 in support positions. There is no voluntary staff currently working with the organization. The Corporation did employ four consultants in the last fiscal year and projects utilizing two this year.

Fifteen individuals currently sit on the organizations Board of Directors, with five vacancies.

The Board is made up of representatives from the organization's eight local councils, as well as elected individuals who are chosen as community resource persons. These may range from businessmen to church officials. The Board's main functions are policy

development and monitoring. Besides the Board, the target area councils are responsible for determining and reporting on local needs. The Director described his posture with the Board to be that of a catalyst, liaison and designer.

The organization currently receives all of its funding from the Department of Labor. Its approximate total revenues for the past fiscal year were 810,000 and 736,000 for this year. This year's revenues are in balance with the organization's operating budget. Because of its funding from the Federal Government, the organization cannot lobby, or provide services to undocumented workers. The Director noted that these were the only legal constraints imposed upon the organization as a result of its nonprofit status or its funding source.

The dominant age group the organization serves is between 20 and 35 years of age. The population is primarily made up of the lower socio-economic class. The presenting needs of this population were described as food and other survival needs, training, employment, and housing.

The Director delegates the responsibilities of coordinating work, monitoring individual adjustment, designing work and information flow. Job descriptions depend on the feed back he receives from supervisors. He is involved in problem solving if he "is needed -- otherwise [he] delegates that." Other than these delegated activities, the Director stated that he was involved in all the conventional activities of management. The most common role he takes in these activities was that of designer.

Mr. Gomez noted that he uses the phone a great deal to keep in contact with his "far-flung organization". He relies on individual

commitment, attempts to instill pride in his staff, utilizes positive feedback, and encourages upward mobility to motivate his staff toward the accomplishment of organizational goals.

Of a given 100% of the time the Director devotes to resource acquisition, 40% of his time is employed in proposal writing. Of a given 100% of the time the Director spends in resource allocation, indentifying needs for human and monetary resources occupies 60%.

The Director takes the role of supervisor in conducting program evaluations and utilizes the results for establishing a basis for program modification. The role the Director takes in staff evaluation is that of catalyst. Primarily, he evaluates those individuals he directly supervises.

In measuring the organization's effectiveness, a general overall subjective appraisal by management and a standard objective instrument are used. The Director disagrees with the assertion that quality cannot be measured in a nonprofit service organization. He stated that "quality is quantifiable and that numbers are all right, but the way one really measures quality is in determining how much an organization is helping people."

The Director agreed with most of the statements regarding management concerns with two exceptions. Mr. Gomez stated that governance by the funding agent via regulations was acceptable as long as the funding agent governed programs by regulations and left the overall organization free to pursue its own goals. He was also not concerned about the issues of ambiguities related to who is ultimately responsible for the governance of an organization. His importance mean was 4, compared to the grand mean of 3.83. His concern was of 2.66

compared to the grand mean of 2.74. Mr. Gomez was not personally concerned about interorganizational politics. He referred to this as "the Board's role."

Mr. Gomez indicated that all of the listed roles that directors adopt in the course of their work were important (mode) and that he was involved in each of them. The Director rated high his performance in each role and indicated that training in these areas was somewhat unlikely ($\bar{x}=1.5$). Mr. Gomez attends a number of training sessions every year which tend to deal most with organizational dynamics, management and resource mobilization.

Regarding characteristics which describe a good leader of a nonprofit organization, the Director jokes in an aside, "you need good stamina and sanity." He then went on to list commitment to the work, sensitivity to the staff's and target population's needs, and sound technical knowledge of the regulations, limitations, and restrictions of running a nonprofit organization. Other than the day-to-day running of the organization, Mr. Gomez noted his responsibilities include advocacy and working with a national network of organizations concerned with assisting the migrant farm worker.

He states that in his work, he most enjoys the challenge. . .

The least enjoyable aspect of his work? "Bureaucractic red tape." It was interesting that Mr. Gomez held the Federal Government and its systems of funding social services in some disdain, and yet was concerned about the loss of this revenue. He commented on the block grant system in his concern about the return to local control of assistance programs, describing local government as arbitrary in the implementation and delivery of services. Historically, he asserted in

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closing, rural communities have neglected the migrant farm worker. Further, "block grants," he fears, "will not help the rural poor."

Sample Summary

Organizational characteristics.

Age:

The 12 organizations ranged in age from 4 years old to 82 years old with Celebrations (#07) and Council on Adoptable Children (#02) as the youngest and Goodwill Industries (#17) as the oldest. The median was 10.5 years, with 8 of the organizations falling in the older-than or equal-to 10.5 years of age. (Table 4)

Services and Programs:

The services which dominated in responses were educational, which included such things as preschool, adult education, E.S.L. and work adjustment; and family support and counseling which included individual and group counseling. Several organizations specialized in unique services. For example, Hospital Hospitality House is the only residential organization of its kind and Goodwill is the only "industrial" organization. (Table 5)

Client Population:

The number of clients served in a fiscal year ranged from 75 (Midwest City Senior Citizens Center #27) to 5000 (Native American Center #28) with a median of 700. Six of the organizations reported their dominate age range between 20 - 40, four of the organizations served people over 55, and five organizations reported serving people under 20. Of three of those organizations also reported in the

TABLE 4

AGE OF ORGANIZATIONS

		N=12	
YEAR OF FORMATION	AGE	RESPONSES	
		FREQ.	%
1978	4	2	.16
1976	6	1	.08
1973	9	1	.08
1972	10	2	.16
1971	11	2	.16
1969	13	1	.08
1966	16	1	.08
1960	22	1	.08
1900	82	1	.08

MEDIAN: 10.5

FIGURE 5

DESCRIPTION OF ORGANIZATION

	Freq. (N=12)	%
Young, growing	5	42
Mature, stable	3	25
Changing	4	33
Declining	0	0
Other	0	0
Total	12	100%

FIGURE 6

RATING OF ORGANIZATION'S PERFORMANCE BY ADMINISTRATORS

	Freq. (N=12)	%
Definitely Top Performance	0	0
High Performance	9	75
Good Performance	2	17
Average Performance	1	8
Below Average Performance	0	0
Poor Performance	0	0
Failing Performance	0	0
TOTAL	12	100%

TABLE 5

PRIMARY SERVICES AND PROGRAMS

Responses	Freq.
Family Support counseling	7
Adoption	
Drug	
General Welfare	
Education	7
Food, shelter, survival	4
Job training, development, placement	3
Mobilize: Coordinate	3
Services to a group	
Information: referral	3
Detox for substance abusers	3
Social recreational	3
Client Advocacy	2
Day Care	2
Publication	1
Transportation	1
Legal services	1
Energy intervention	1
Rehabilitation, training for the handicapped	1
Residential for families of hospital	
patients	1

aforementioned category, one organization serves people between the age of 35 - 55. Lower class was the mode for the predominate socio-economic group. Food and shelter were cited most frequently as the clients presenting needs.

Personnel:

Organizations employed between 1 and 36 people. The mean was 12.1 and the median was 10. Of the personnel employed, a mean of 2.45 was recorded for persons in administration, 3.87 (mean) were reported as professionals, and 5.12 (mean) were reported to be support staff. One agency reported having over 700 volunteers, 3 organizations have no volunteers.

The organizations reported utilizing an average of 1.9 (mean) consultants last year while only projecting to utilize 1.0 (mean) consultant this year. One agency used as many as 10 last year and 4 agencies didn't use any (Table 6).

Budget:

Budget figures ranged from 25,000 to 1 million or over. The median was 200,000. Organizations reported as many as 7 different sources of revenue and as few as 1. The mode and the median were 3 sources and the mean was 3.58. Cited most frequently were gifts (cited 9 times) federal sources (7 times), local, state, and clubs (or United Way) (4 each). Increases from last year's budget were reported by 4 organizations (33%), decreases were reported by 3 organizations (25%), 3 organizations (25%) reported no change, and 2 organizations failed to report changes. Five (41%) of the organizations stated that revenues and expenses would be equal, three organizations (25%)

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TABLE 6

AGENCY PERSONNEL

Total Personnel	Administrative Staff		Professional Staff		Support Staff		Volunteers	Consultants
	#	%	#	%	#	%		
1	1	100	--	--	--	--	10	2
2.5	1	40	--	--	1.5	60	4	--
5[1]	--	--	--	--	--	--	700	--
6[2]	2	33	2	33	2	33	6	--
6.5[3]	1	15	2.5	38	4	61	12	2
7	1	14	--	--	6	86	--	--
8	2	25	4.5	56	1.5	19	4/5	--
9	1.5	17	5.5	61	2	22	--	2
9[3]	3	33	8	88	1	22	1	1
11[3]	3	27	4	36	7	63	7	1/2
35	9	26	5	14	21	60	100	1
36	5	14	15	42	16	44	--	2
MDN 7.5	2		3.25		2		6.5	1

N=12

[1]The interviewee considers all his staff professional, but not in the definition of this study.
[2]This figure does not include ten supervisors which were not reported as part of the staff.
[3]Some personnel are involved in more than one activity.

reported that revenues are currently running short of projected budget and four organizations (33%) report that revenues would exceed this year's budget projections. All three of the agencies to report decreases also received federal funds; and one of them is exclusively federally funded. (Table 7A and 7B)

Governance:

All but two of the elements reported an operating Board of Directors. The mode was 13 for number of members and the mean was 15.9. Offered most frequently as background discriptions were businessmen and professionals (5 each) church officials and bankers (4 times). Establishing policy (7 times) was cited most frequently as the major responsibility of the Board. Nine organizations (75%) reported having auxillary governance systems in the form of advisory boards, committees, or councils. Five (41%) organizations acknowledged being restricted in fundraising activities and 8 agencies (66%) cited other constraints on organizational operations. (Table 8)

Administrative profiles. Eight (65%) of the organizational administrators were female. The mean age was 45.1. The administrator's educational background ranged from a highschool education to hours toward a Ph.D. with the mode being a Masters degree. All of the Directors reported having attended some training in the last 3 years. The mode was $\geq$ 10 training courses. The Directors were split on changes in attendance patterns, 41% (5) attended more in the past while 41% (5) attended more now. The reason most frequently offered for attending fewer courses was the lack of new ideas.

TABLE 7A

BUDGET CATEGORIES

| | Responses (N=12) | |
Category	Freq.	%
25,000 or less	1	8
25,000 - 60,000	3	25
60,000 - 100,000	1	8
100,000 - 150,000	-	-
150,000 - 250,000	2	16
250,000 - 400,000	1	8
400,000 - 700,000	2	16
700,000 - 1 million	1	8
1 million or over	1	8

MDN Category: 150,000 - 250,000

TABLE 7B

FUNDING SOURCES

| | Responses (N=12) | |
Category	Freq.	Rank
Gifts	9	1
Federal	6	2
State	5	3
Clubs (Included United Way)	4	4.5
Local	4	4.5
Churches	3	6.5
Foundation	3	6.5
Fees	2	8
Store	1	10
Membership	1	10
Fundraising	1	10

TABLE 8

BOARD COMPOSITION

Category	Freq.
Professionals	4
Public Officials	4
Businessmen	4
Bankers	4
Minister/Clergy	4
Citizens	3
Elderly Citizens	2
Adoptive Parents	1
Attorney	1
Housewife	1
Public Relations	1
Poor	1
CPA	1
Military	1

service-specific, fiscal related and management were training subjects listed most frequently by the Directors.

Five of the administrators had been with the organization as its Director for $\geq$ 7 years, and one administrator had been with the organization for 1 year. Six (50%) Directors had $\geq$ 7 years experience in a related position.

The Directors belong to an average of 3.08 organizations each, with the numbers ranging from no affiliations to as many as 6. Two of the Directors reported having additional occupational committments. (Table 9 - 12)

Management functions. There was a 100% positive consensus as to involvement with planning activities. Developing organizational programs was identified most often (11 times) as the activity most frequently involved in and developing organization policies received the fewest (1 time) responses. The role of designer was most often identified in reference to these activities.

Activities denoting the process of organizing received a generally positive response except designing work flow which received 5 (41%) negative responses. Coordinating work and designing work flow received 2 (16%) negative replies each and establishing time frames received (8%) response. Setting priorities was most often cited as the activity most frequently involved in and designing work flow was least frequently involved in. The Directors most often found themselves in the role of initiator with respect to these activities.

The process of staffing contained more variance in responses. Compensation determination received a 33% (4) negative response rate. However all of the others had $\geq$ 82% positive response rate. Staff

TABLE 9

AGE OF ADMINISTRATOR

Category	Freq.	%
22-28	1	8
28-36	3	25
36-45	2	17
45-55	2	17
55-65	4	33
65 or over	0	0
MDN Category: 45-55		

N=12

TABLE 10

SEX OF ADMINISTRATOR

Category	Freq.	%
Male	4	33.5
Female	8	66.5

N=12

TABLE 11A

ADMINISTRATOR'S EDUCATIONAL BACKGROUND

Category	Freq.	%
High School Diploma	1	8
Less than Three Years of College	2	17
BA/BS	3	25
MA	5	42
Hours Toward Ph.D.	1	8

TABLE 11B

NATURE OF ADMINISTRATOR'S CURRICULUM

Category	Freq.
Business	8
Psychology	3
Fine Arts	3
Social Work	2
Sociology	2
Human Relations	1
Counseling	1

TABLE 12A

ADMINISTRATOR'S NUMBER OF TRAINING COURSES PER 3 YEAR PERIOD

Category	Freq.
More than 10	5
7-10	4
4-6	1
1-3	2

N=12

TABLE 12B

NATURE OF ADMINISTRATOR'S TRAINING

Category	Freq.
Other (Service Specific)	8
Fiscal Issues/Fundraising	7
Management	4
Psychology	3
Counseling	2
Volunteerism	1
Staff Development	1
Board Development	1
Problem Solving	1
Government Forms	1

N=12

development was indicated as the Directors most frequent activity (9 times) and dismissal was most rare (1 time). The role of designer was mentioned most frequently in regards to these activities.

Directing also received varied responses. Developing incentive systems received only a 58% positive response rate which the other activities received $\geq$ 82% positive response rate. Establishing performance (8 times) criteria was most often identified as the activity involved in, while rewarding was least often identified as one that was participated in. The Directors indicated that the primary role they take with respect to directing is that of supervisor. Staff meetings were mentioned most (8 times) as the means used for communicating with staff. Ten (83%) of the respondents identified themselves as problem solvers. When asked to choose three characteristics that they thought described a good leader for a nonprofit organization the Directors gave 27 distinct responses. However empathy and flexibility were identified 3 times each, compassion, sensitivity, motivation and action-oriented were each indicated twice. Finally, the Directors were asked to identify their posture with respect to the Board of Directors. Informer was mentioned 9 times, catalyst 6, executor, liaison, and designer were all mentioned 4 times each.

Monitoring was addressed via questions on evaluations. Eighty three percent of the respondents (10) conduct program evaluations and the same number also conduct staff evaluations. Organizational effectiveness is measured by 83% (10) of the respondents. Cited most frequently as the methodology was measures of service delivery (80%) followed by subjective appraisal by management and comparison with other organizations (70%) and comparison with past history (60%). Four

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organizations (40%) reported using a standard instrument. The question on quality control (224) received a 50/50 split and a lot of comment (re: capsule summaries).

Finally the respondents were asked to describe their level of enjoyment with being an administrator. Fifty eight percent replied a lot of enjoyment, 33% replied some enjoyment and one responded initially alot now burned out. Asked what they enjoyed most about being an administrator, 50% (6) responded with reference to administrative processes, 41% (5) responded with reference to helping people and 8% (1) responded with legislative reform. When asked what they enjoyed least 33% (4) responded with reference to fiscal matters, 25% (3) responded with reference to red tape/paperwork. Responses also included Board work, training underqualified staff, petty squabbles and organizational instability. (Table 13-18)

Management concerns. Personnel issues (see Table 19) received the highest grand mean score (4.47) for agreement with the importance of them. It also received the highest grand mean (4.01) for concern over the same issues. The importance of motivating staff received the highest score ($\bar{x}$=4.25) for agreement.

Professionalism ranked second on importance with a grand mean of 4.3. The statement on exhibiting equal loyalty (318) received the strongest agreement on importance ($\bar{x}$=4.5). However, the administrators indicated less agreement ($\bar{x}$=3.83) with concern over the same issue 75% agreed and 25% disagreed.

Finances ranked third in importance according to a grand mean of 4.1. The same issues received a concern score (grand mean) of 3.78 which ranked it second for agreement with concern statements. The

Directors most agree ($\bar{x}$=4.08) with the statement (344) that fiscal expenditures are a concern of theirs, and least agree ($\bar{x}$=3.50) that availability of money is a concern (339). Seventy five percent agree that the availability of money is an important issue in the management of their organization but only 66% agree that availability of money is a constant concern.

Environment ranked second with finances in the concern areas. The notion that interorganizational politics is an important management responsibility (309) received a 41% agreement response, a 50% disagreement response and a mean score of 2.91. However, the statement "I am concerned about responsibilities in interorganizational politics" (342) received a 58.4% agreement score ($\bar{x}$=3.3) and 33% disagreement.

Organization - Specific. According to the objectives, size was measured by several variables including budget (mdn. = 200,000), number of personnel (mdn. = 7), and number of clients processed (mdn. = 700). Two organizations Adoptable Children (#02) and Midwest City Senior Center (#27) fell below the median on all three variables while 3 organizations, Areawide Aging Agency (#01), ORO (#38) and Native American Center (#28) were above the median for all 3 variables. Of the 3 larger organizations they all were formed between 1965-1975, they all receive federal monies, and 2 of the 3 reported "significant" budget decreases this year. The group responded to the financial concern statements with a mean of 4.1 as compared to the grand mean of 3.78. Their mean for importance of financial issues was 4.58 as compared to a grand mean of 4.12 (refer to Tally pp. 301-325 for organization-specific responses).

TABLE 13

DOMINANT ROLES AND CHOICES FOR MANAGEMENT ACTIVITIES

Role	Freq.	Rank
Designer	87	1
Supervisor/Director	76	2
Executor	53	3
Initiator/Instigator	49	4
Evaluator	42	5
None	12	6
Total	319*	

*There were 325 response slots however some respondents replied N/A instead of none while others chose 2 roles. (#20 gave 31 responses instead of 27, #02 only gave 16, #37 gave 29, #38 gave 28 responses, #11 gave 26 instead of 27)

TABLE 14

PERCENTAGE OF TIME SPENT IN RESOURCE ACQUISITION ACTIVITIES (PER YEAR)

	Percentage* Of Time $\bar{x}$	Most Time Reported%	Least Time Reported
Developing Fundraising Activities	21.7	100	0
Contacting Funding Sources	20.6	50	0
Lobbying	7.5	40	0
Proposal Writing	15.4	30	0
Negotiating	7.2	30	0
Identify Incoming Sources of Revenue	27.7	30	0

TABLE 15

PERCENTAGE OF TIME SPENT IN RESOURCE ALLOCATION ACTIVITIES (PER YEAR)

	Percentage* of Time $\bar{x}$	Most Time Reported%	Least Time Reported
Identifying Needs for Human Resources	31.7	100	5
Assigning Material Resources	18.1	50	0
Writing Budgets	12.7	40	0
Purchasing Material Resources	7.2	40	0
Identifying Needs for Monetary Resources	16.2	35	0
Identifying Needs for Material Resources	10.2	30	0
Writing Budget Forecasts	6.2	28	0

* Assuming 100%

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TABLE 16

FREQUENCY OF RESOURCE MONITORING

Activity	Mode*
Developing fiscal systems	Y
Improving or adding to the fiscal system(s)	Y
Internal financial reporting	M
External financial reporting	M
Materials inventory	Y

* Y = yearly
  M = monthly

TABLE 17

ADMINISTRATIVE-RELATED SUBJECTS FROM
JOURNALS READ BY ADMINISTRATOR
IN THE PAST THREE MONTHS

Category	Yes	%	No	%
Grantsmanship	10	83	2	17
Staff development	10	83	2	17
Service specific	10	83	2	17
Organizational planning	9	75	3	25
Organizational behavior	8	67	4	33
Nonprofit specific	8	67	4	33
Fiscal management	7	58	5	42
General management	6	50	6	50
Other	4	33	8	67

TABLE 18

ADMINISTRATOR'S ADDITIONAL RESPONSIBILITIES

	Count
Advocacy	5
National network contacts	5
Linkages	3
Interorganizational contacts	3
Board work	3
Lobbying	2
Physical plant	2
Media work	1
Staff responsibilities	1
Outreach	1
Public speaking	1
Social Activities	1
Maintaining open door to community	1

The availability of resources in the environment and the acquisition of them was reflected in a number of statements. Twenty five percent of the respondents disagreed with statement 349 (the scarcity of liquid resources concerns me) including the City Rescue Mission (#11), Midwest City Senior Center (#27), and Hospital Hospitality House (#20). These same organizations disagreed or were undecided with the statement (316), the availability of money is an important issue in the management of this organization. That the acquisition of money is an important management activity (312) was also disagreed with by two of these organizations, the exception being Midwest City Senior Center which agreed. That the availability of money is a constant concern (339) was disagreed with by 33% of the respondents. The aforementioned organizations were joined by Celebrations (#07) in disagreement. Finally statement 326, concern about procuring money was agreed with by 3 of the above 4 except Hospital Hospitality House (#20). Some perspective can be added by noting that #11 (City Rescue Mission) is largely supported by church donations #27 (Midwest City Senior Center) is supported and budgeted through the city, #07 (Celebrations) the Director stated that she was not comfortable with the phrasing of statement 339, and (#20) Hospital Hospitality House is supported entirely on private money including some Church monies.

Governance reflects some variance in responses. Statement 325, governance should be guided by feedback from the client population received a general consensus of agreement with the exception of #17 (Goodwill). However statement 303, it is important that governance of the organization be guided by the funding agent via

regulations, has a 50% disagreement rate. In agreement were #01 (Areawide Aging Agency) #26 (Mid Del Youth and Family Center), #24 (Lutheran Social Services) #27 (Midwest City Senior Center). Of these organizations #27, #24 and #26 are "overseen" by their funding agents both through corporate ties, Board governance, and budget, and #01 is a funding agent. Statement 328, "it concerns me that governance of this organization is guided by many sources," had a 41% disagreement, 25% agreement (#11, #26, #83), and 25% undecided (#07, #27, #28). Governance by the Board is generally agreed to be important (75%) with 2 (16%) undecided and 1 (8%) disagreeing; a majority of the organizations (58%) disagree with statement 347, "whether the ultimate responsibility for the governance of this organization rests with Board or with the administration is an issue of concern to me," however #07, #20, #24, #28 agree. Twenty five percent of the Directors agree (#20, #24, #26) that they are concerned about ambiguities related to who is ultimately responsible for organizational governance, but the majority (75%) disagree.

In reference to the statement on the absence of a bottom line measure (322, 333) 50% of the respondents disagreed with its importance, 41% agreed and the mean was 2.91. Agreeing organizations were #02, #07, #11, #26 and #38. Fifty eight percent agreed with statement 333, that they were concerned about the absence of a bottom line measure including #02, #07, #11, #20, #37 (Opportunities Industrialization Center) and #38. Areawide Aging Agency was undecided on both statements.

Politics was the final point with variance. Fifty percent of the respondents disagree (2 of them strongly) that interorganizational politics is an important management responsibility (#07, #11, #17, #28 and #38), one manager is undecided, and 41% agree that it is important. Of these responses #07, #11 and #17 also disagreed that it was a concern to them and were joined by #37. Native American Center (#28) agreed that it was an administrative concern and Oro (#38) was undecided. (See Table 19).

The organizations' Directors identified the interpersonal roles (figurehead, leader, and liaison) and the decisional role (entrepreneur, disturbance handler, resource allocator, and negotiator) as equally important with grand means of 3.52 and 3.517 respectively. The informational roles (monitor, disseminator, and spokesman) had a grand mean of 3.3 for importance. Their performance was rated: interpersonal roles grand mean of 3.08; decisional roles grand mean of 3.05; and informational roles grand mean of 2.96. The administrators most frequently were in interpersonal roles, (grand mean of 3.61); secondly they were in informational roles, (grand mean of 3.38); and finally in decisional roles, (grand mean of 3.33). The likelihood of their seeking training was grand mean of 2.26 for decisional roles grand mean of 2.22 for interpersonal roles and grand mean of 1.94 for informational roles (see Table 20).

TABLE 19

IMPORTANCE AND CONCERN MEASURES OF MANAGEMENT FUNCTIONS

CODE
5 = Strongly Agree
4 = Agree
3 = Undecided
2 = Disagree
1 = Strongly Disagree

	Importance*					Concern*			
	$\bar{x}$	Mode	%A	%DisA		$\bar{x}$	Mode	%A	%DisA
GOVERNANCE									
Q 303. It is important that governance of the organization be guided by the funding agent via regulations.	2.75	2	33.3	50					
					Q 328. It concerns me that governance of this organization is guided by many sources.	2.83	2	25	41.7
Q 325. It is important that governance of the organization be guided by feedback from the client population.	4.16	4	91.6	8.3					
Q 304. It is important that the ultimate responsibility for the governance of the organization rests with the Board of Directors.	3.91	4	75	8.3	Q347. Whether the ultimate responsibility for the governance of this organization rests with Board or with the administration is an issue of concern to me.	2.83	2	33.3	58.3

*Percentage on undecided, while not reflected, is the difference between the sum of %A, %DisA and 100%.

	Importance					Concern			
	$\bar{x}$	Mode	%A	%DisA		$\bar{x}$	Mode	%A	%DisA
Q 313. It is important that ultimate responsibility for the governance of the organization be clearly understood.	4.5	4	100	-	Q 348. I am concerned about ambiguities related to who is ultimately responsible for the governance of this organization.	2.58	2	25	75

FINANCES

	Importance					Concern			
Q 301. The scarcity of liquid resources is a significant issue in the management of this organization.	3.91	4	83.3	16.6	Q 349. The scarcity of liquid resources concerns me.	3.66	4	75	25
Q 307. Fiscal reports are important management tools.	4.41	5	91.6	8.3	Q 345. Fiscal reporting is an administrative concern of mine.	3.91	4	83.3	16.7
Q 308. Budgeting, fiscal projections, and monetary recording are important management tools.	4.25	4	91.7	8.3	Q 346. I am concerned about the organization's fiscal management and attendant systems.	4.00	4	91.7	8.3
Q 310. It is important that management oversees purchasing and spending.	4.33	5	92.7	8.3	Q 344. I am concerned about fiscal expenditures.	4.08	4	100	-
Q 312. The acquisition of money is an important management activity in this organization.	3.83	4	83.4	16.7	Q 326. I am concerned about procuring money.	3.58	4	75	25
Q 316. The availability of money is an important issue in the management of this organization.	4.00	5	75	16.7	Q 339. Availability of money is a constant concern.	3.50	4	66.7	33.3

		Importance					Concern		
	$\bar{x}$	Mode	%A	%DisA		$\bar{x}$	Mode	%A	%DisA

ENVIRONMENT

	Importance					Concern			
	$\bar{x}$	Mode	%A	%DisA		$\bar{x}$	Mode	%A	%DisA
Q 306. Interorganiza- tional ventures play a significant role in the operation of this organization.	3.66	4	75	25	Q 343. My concern about interorganizational ventures is significant.	4.08	4	91.7	–
Q 314. As the needs of the population change, it becomes important for the organization to acknowledge these changes and adapt to them.	4.66	5	100	–	Q 341. I feel concerned about needed organiza- tional change.	3.58	4	66.7	25
Q 311. The environment plays a significant role in the operations of the organization.	4.33	4	100	–	Q 331. Designing the organization to adequately interface with the environment concerns me as an administrator.	4.16	4	100	–
Q 309. Interorganiza- tional politics is an important management responsibility.	2.91	2	41.7	50	Q 342. I am concerned about responsibilities in interorganizational politics.	3.33	4	58.4	33.3

PERFORMANCE

	Importance					Concern			
Q 320. Measuring organ- izational performance is a significant management task.	4.16	4	91.6	8.3	Q 329. I am concerned about organizational performance.	3.91	4	91.7	8.3

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	Importance					Concern			
	x̄	Mode	%A	%DisA		x̄	Mode	%A	%DisA
Q 321. It is important that standards exist or be created for the measurement of organizational effectiveness.	4.08	4	83.3	–	Q 332. I am concerned about the existence of standards for the measurement of organizational performance.	3.83	4	83.4	16.7
Q 322. The fact that there is no bottom line measure for organizational effectiveness (like the profit measure) is significant.	2.91	2	41.7	50	Q 333. I am concerned about the absence of a bottom line measure against which nonprofit organizations can measure their performance.	3.25	4	58.3	33.3

PERSONNEL

	Importance					Concern			
Q 302. Staff development is important.	4.58	5	100	–	Q 336. I am concerned about staff development.	4.08	4	91.7	8.3
Q 315. Motivating staff is an important administrative responsibility.	4.5	4	100	–	Q 335. Motivating staff is a concern of mine.	4.25	4	100	–
Q 323. It is important that staff members both as individuals and in groups have positve relationships with one another.	4.5	4	100	–	Q 334. I am concerned that my staff achieve positive relationships among themselves.	3.83	4	83.4	16.7
Q 324. Staff satisfaction is a significant issue for organizational management.	4.33	4	100	–	Q 327. I am concerned about the staff' satisfaction with their jobs.	3.91	4	83.4	8.3

	Importance					Concern			
	x̄	Mode	%A	%DisA		x̄	Mode	%A	%DisA

PROFESSIONALISM

Q 317. It is important for me, in order to administrate effectively, to garner the respect of persons with professional skills.	4.33	5	91.7	8.3	Q 338. Being respected by my professional staff is a concern.	3.83	4	83.4	16.7
Q 318. It is important for professionals to exhibit as much loyalty to the organization as they do to their professions.	4.50	5	91.7	8.3	Q 340. It concerns me that professionals should exhibit at least equal loyalty to this organization as to their professions.	3.83	4	75	25
Q 319. Mediating among staff, due to conflicts which arise between professional ethics and organizational demands is an important management responsibility.	4.08	4	100	–	Q 337. I am concerned about conflicts which arise due to issues of professional ethics and organizational demands.	3.41	–	58.4	33.3

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TABLE 20

MEASUREMENT OF ADMINISTRATIVE ROLES

	Importance			Performance			Frequency			Training		
	$\bar{x}$	Mode	Rank	$\bar{x}$	Mode	Rank	$\bar{x}$	Mode	Rank	$\bar{x}$	Mode	Rank
Disturbance Handler	3.75	4	1	3.25	4	2	2.91	3	10	2.08	2	7
Liaison	3.66	4	2	3.33	4	1.5	3.75	4	1.5	2.25	1	3.5
Entreprenuer	3.66	4	2	3.16	3	4	3.75	4	1.5	2.83	-	10.5
Leader	3.66	4	2	3	-	6	3.5	4	5.5	2.25	-	3.5
Spokesman	3.58	4	5	3.16	4	4	3.58	4	3.5	2.25	-	3.5
Disseminator	3.41	4	6	2.83	3	9	3.5	4	5.5	1.91	2	8
Resource Allocator	3.33	4	7.5	2.66	3.	1.5	3.41	4	7	2.33	3	3.5
Negotiator	3.33	4	7.5	3.16	-	4	3.25	3	8	1.83	-	9
Figurehead	3.25	4	9	2.91	3	7.5	3.58	4	3.5	2.16	1	6
Monitor	3.0	2	10	2.91	2	7.5	3.08	4	9	1.66	1	10.5

[1]At the time of this study, poverty figures are not available for Oklahoma County from the 1980 Census Report. This percentage figure is based on a 1975 Census Bureau Survey, and found in the Oklahoma State Data Center Poverty Report, compiled for the Department of Economic and Community Affairs.

[2]Nancy Dutton, State Data Center, interview May 4, 1982. 1980 Census Report figures taken from the County Profile: Oklahoma; Oklahoma State Data Center, Department of Economic and Community Affairs.

[3]John Hurley, Charities Solicitation Commission of Oklahoma City.

[4]Bill Abney, City Auditor, City Auditor's Report of Solicitations for Oklahoma City, 1979 (most recent available information).

[5]Ms. Shirley Frank, United Way of Greater Oklahoma City.

[6]Dr. Robert Woolsey, Director, Oklahoma City Community Foundation, in an interview May 4, 1982.

[7]The State Election Board reports that precincts will be reapportioned before the next county-wide election and are projected to number approximately 300.

[8]State Election Board figures.

[9]County Election Board figures.

CHAPTER V

SUMMARY CONCLUSIONS AND RECOMMENDATIONS

Summary

The goal of the project was to learn more about the characteristics of management in nonprofit organizations as one step in the development of theories and in the construction of models for use in the field. The author attempted to accomplish this through a descriptive study of management in selected nonprofit organizations in Oklahoma County.

At the operational level the purpose was to compile a data base of selected nonprofit organizations, focusing on organizational character, administrative profiles, management functions, and management concerns. The author stated five research questions which were operationalized through the development of objectives. The objectives form the basis for the questionnaire construction.

The questionnaire was administered to twelve organizational administrators. The sample was selected randomly from a sampling frame constructed by the use of the Directory of Community Services. Criteria for inclusion in the sampling frame was established through the use of Blau and Scott's definition of service organization and categories #7 and #8 of the Smith, Baldwin, and White typology.

Data were collected during an interview with each administrator. The interview focussed on four areas: the organization, its purpose, age, size, client population, and governance, the administrator's educational and professional profile, the management activities of the administrator and roles which he/she adopts while exercising these functions, and the importance of and concern for some notions pertinent to nonprofit management. The respondents were encouraged to extend their answers and comment on the questions or the process.

During the data treatment phase of the study, efforts were made to research the environmental context. Each organization was summarized in light of the administrator's responses to the questionnaire, as well as in reference to the organization's environment. Frequency counts and measures of central tendency and dispersion were computed for the questionnaire. Sample as well as organization-specific summaries were compiled.

Discussion

Some time ago, when this project was first undertaken, three propositions were created which were of interest to the author and were included as directional cues for the course of the study. The nature of the study was such that no hypotheses were offered, hence, no conclusions (in the form of rejections or failures to reject hypotheses) are to be drawn. However, this is not to imply that there is no new knowledge. On the contrary, a number of facts have been documented which establish a basis for trend analysis, for consideration of the original propositions, and perhaps most significantly a basis upon which recommendations for future research can be made.

A word is in order about the inaccessibility of data related to philanthropy and fundraising in Oklahoma County. While this information was not the primary focus of the research effort, it was thought that a presentation of this type of information would be of value as a reference when discussing the economics of nonprofits. Repeated efforts were made to compile this information; however, it was not readily available. In fact the City Auditor has not published a City Auditor's Report of Solicitations since 1979 and doubts that it will be done this year. According to the IRS the figure of total foundation giving in the County probably exists but they don't know how to retrieve it. According to the Director of the OCU Library, the new home for the Foundation Center Library, compilation of IRS foundation returns is not kept current. The issue here seems to be the absence of a systematized approach to philanthropic record keeping and Third Sector fundraising. The question may then be asked: whose responsibility is it? Further, other than the inaccessibility factor, is there any significance attached to this phenomenon? The current author thinks that this fact is symptomatic of the haphazard way in which the Third Sector has evolved and "this oversight" remains as a vestige. Perhaps with increased interest in this Sector remediation will be forthcoming.

With respect to the organizations which were reviewed in this study there seems to be two distinct points of initiation. One group of organizations was conceived by a particular segment of the population in response to a need that they perceived, and then developed from a grass roots/store front type of organization into a more institutionalized service form (Adoptable Children, City Rescue Mission, Celebrations,

Goodwill Industries, Hospital Hospitality House, and Lutheran Social Services). The other point of initiation takes the form of legislation. Monies become available for a given objective and organizations "develop" as the instrument(s) for achieving those objectives (examples include Areawide Aging Agency, Mid-Del Youth and Family Counseling, Opportunities Industrialization Center, and Oro; although it could be argued that the point of initiation in some of the organizations resembles the "chicken and egg" dilemma). This latter point is not intended to minimize the need of these client groups. Certainly their influence or need was felt at some level or legislation would not have been enacted. However, this latter phenomenon does seem to prevail during the ten year period from 1965 to 1975. It is difficult to say (without further study) just what if any management influences exist as a result of differences in the points of initiations -- notably, however, the organizations which fall into this latter category are usually more heavily federally funded, which calls to mind the issue of government intervention in the Third Sector.

Although the issue of government intervention was not covered in the current review of literature, many of the authors cited in that review have admonished against the encroachment of government upon the Third Sector. This phenomenon was addressed in the current study via questions concerning funding or legal constraints. Of the six organizations receiving Federal funds, four of them report funding agent regulations, of the five which report receiving State monies, they are all required to be in compliance with licensing or some funding-related regulations, and of the two receiving City monies neither report direct funding regulations, but both report being governed via their Board by the City which funds them. In contrast,

organizations which received either foundation, church, or individual contributions report fewer attendant regulations. It would seem, then, that government exercises greater policing of its monies and probably perceives this to be its responsibility to its taxpayers, whereas autonomous type giving is less constraining and, as was mentioned in regards to data accessibility, is less systemitized in its record keeping. Perhaps the individual donor still operates in Weisbrod's fiducial mode. That the government has a responsibility to its taxpayers is fact. The issue for the Third Sector is the extent of that responsibility. The administrator of the Midwest City Senior Center, for example, did not seem particularly distressed by the Center's relationship to the City government. However, external (in this case government) governance clearly supercedes all other. This is identified in a number of ways including the regulation of independent fundraising, decisions regarding the Director's training needs, and some personnel issues. In isolation this particular example may not seem terribly significant, however the author contends that it is the duplication of similar constraints throughout Third Sector institutions which constitutes the threat of encroachment. As Neilson (1980) points out . . . "The problem is how to co-exist with dignity and integrity despite an essentially inferior and vulnerable position."

Identification of management activities seems consistent with those identified as part of management procedures in the private sector. A majority of the respondents acknowledge the importance of and their concern for their staff. Numerous comments were recorded in regards to the personnel in each organization. Staff members of these organizations are reportedly not compensated at levels which equal their input of time and energy. They are apparently motivated and/or

rewarded by intangibles such as personal conviction, the organization's mission, or the leader's approval. As though acting in the place of formal or tangible reward systems the administrators attribute a high degree of importance to personnel (and related issues) and evidence concern for them through a dominance of the interpersonal role. This observation acknowledges the value of the personnel as an organizational resource. Likewise this form of attention may serve to lessen the manager's sense of impotence in regards to offering tangible rewards. The other side to that coin is that directing organizational personnel is one area in which the nonprofit administrator has some control in an otherwise less predictable less controllable environment. Focusing on personnel issues can serve as an exercise in power when other audiences seem less responsive.

The financial dilemma was not found to dominate quite as dramatically as originally proposed, nonetheless it certainly evidenced its impact cognitively, and especially, affectively. Most of the administrators who articulated that it was not currently a concern did so with the aside that they had present budgets in hand, and would deal with the future once in the future. This reinforces the year-to-year, hand-to-mouth existence which traditionally characterizes many nonprofits. The assertion that nonprofit organizations cannot make a profit is false, and yet most of the administrators stated that to be the case. The reticence to acknowledge excess revenues over yearly expenditures is interpreted as a fear of being charged with misconduct in regards to funds management. While it is true that in some cases monies must be spent or returned to the grantor, most any nonprofit organization is free to generate revenues (although how they do it may

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be restricted) in excess of yearly budgets. Nonprofit organizations may not distribute their revenues to shareholders: this is the constraint. The author conjectures that attitudes toward finances which perpetuate hand-to-mouth habits are a result of a combination of factors including: the manager as all things -- with too little time for attention to long term needs syndrome, Third Sector normative restraints and nonprofit corporate myths, and a lack of exposure to nonprofit-specific issues through literature, education, and collegial relationships.

The managers affirmed control of their organization with clear understanding of where the ultimate responsibility lies. The issue of control over organizational <u>performance</u> was a little less clear. There seems to be a consensus that nonprofit organizations should have criteria for performance; the administrators seem to feel that they are capable of judging their organization's performance, and yet there is less evidence that any organization had a handle on controlling the quality of their services and then representing the evidence to various publics. Distinctions of quality control, quality monitoring, and quantity monitoring in concert with criteria for organizational effectiveness needs Third Sector attention.

Perhaps the greatest perceptional discrepancies in regards to performance or organizational effectiveness lie not within or between the management of these service organizations but between management and the organization's various publics.

There seems to be an increasing number of training courses available to administrators of nonprofit organizations and most of the administrators reported attending training. In Oklahoma there is a new assistance resource, The Support Center, as well as some new corporate

efforts (Western Electric) to provide support for nonprofits. By and large the service organizations still do not have a forum for exchange the way that other business and industry does; or the way that some segments of the Third Sector do. It is interesting that informational roles were recorded as less important, with less strength in performance but with greater frequency than other roles. It would seem that the nonprofit service organizations have too long been cloistered in their corner of the Third Sector, and consequently have failed to learn the lesson that "world politics" teaches; information is power.

With the aforementioned comments in mind the author offers the following recommendations.

Recommendation #1

It is recommended that research efforts be conducted with regard to administrator's perceptions of organizational effectiveness. Efforts to develop measures of organizational effectiveness are supported. Further, perceptions of organizational effectiveness between and among the organizations' publics should be studied. This recommendation is seen as critical to the assessment of the nonprofit service organization's management image.

Recommendation #2

It is recommended that research efforts be initiated which concern the identification of organizational design systems within nonprofit service organizations. Perhaps a better understanding of management could be gleaned were one to identify whether there exist one or various design schemes (like a taxonomy), or whether there

exists an organizational development continuum peculiar to nonprofit service organizations, or whether any other trends could be identified which pertain to nonprofit service organizations, their technology and administrative systems.

Recommendation #3

It is recommended that institutions of higher education initiate efforts to develop nonprofit-specific curriculums which are complimentary to management and business curriculums as well as to existing Third Sector disciplines which currently have administrative curriculums. This recommendation is offered in acknowledgement of the following:

(a) that this development would validate the need for nonprofit-specific educational endeavors and legitimate the field of nonprofit administration.

(b) that the provision of education would not only educate those who enroll in this curriculum but would allow for the development of collegial relationships among potential administrators, and provide a forum for the creation of new ideas and practices and evaluation of current ones.

(c) that this occurrence would facilitate the processes of research and development, activities which ultimately generate new knowledge for use in the field.

Summary

The question, "What is management like in nonprofit organizations?" was posed. A sample of twelve nonprofit service organizations in Oklahoma County was randomly selected for

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interviewing. A questionnaire was constructed which focussed on organizational character, management functions, management concerns, and administrative profiles. The results of the questionnaire indicate that administrators of nonprofit organizations are involved in traditional management activities (those that have been previously identified as operational in the private sector) and most often in the role of designer followed by that of supervisor.

Personnel issues rank as most important to the administrators. They also indicated the strongest concern for these issues. The importance of issues related to professionalism ranked as second followed by issues related to finances. Environmental and financial issues both ranked third in eliciting concern from the administrators.

Administrators (cumulatively) perceived the informational roles as less important than interpersonal and decisional roles. They perceived their performance to be more competent in the interpersonal and decisional roles. However they acknowledged the frequency of occurrence of the informational role to be greater than that of the interpersonal or decisional roles.

The author found that government funding and its attendant regulations were quite visible in this group, reinforcing previous authorities who had observed governments involvement in the Third Sector.

When the administrators were asked to report on what they enjoyed most about their jobs, there was an almost equal division of those who enjoyed administrative operations and challenges and those who enjoyed the people related activities. The least enjoyable aspects of work were identified as paperwork and financial/fiscal related activities.

Transition seemed to be a key word in describing their organizations. The administrators described their organizations as young and growing and changing, and rated their organizations' performances as high.

The organizational administrators' educational profile is dominated by the Master's degree. The curriculum most frequently cited as having been studied was business administration. The administrators reported attending more than ten training courses in the last three years and were most often attending training courses which were service specific, followed by training courses which had to do with finances.

Finally, the findings indicate support for a number of notions cited in the literature; specifically issues of professionalism, finance, governance, measurement of organizational performance and personnel all seem to be germaine with regards to this sample. In reference to those findings, the author suggested a number of research efforts which could be initiated to provide more data and consequently more information for the field of nonprofit administration. It has also been suggested that more institutions of higher education give consideration to developing a curriculum for potential administrators of nonprofit organizations. It is believed that this type of effort would be beneficial in a number of ways including providing a forum for exchange, providing opportunities for research and development in this field, and fostering a future of collegial relationships which could then be extended to the real world of operating a nonprofit organization; thereby providing a foundation upon which associates in the Third Sector could build.

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APPENDICES

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APPENDIX A

SECTION 501 (c) (3) OF IRS TAX CODE

Corporations, and any community chest, or foundation, organized and operated exclusively for religious, charitable, scientific, testing for public safety, literary, or educational purposes, or to foster national or international amateur sports competition . . . or the prevention of cruelty to children or animals, no part of the net earnings of which is used to the benefit of any private sharehold or individual, no substantial part of the activities of which is carrying on propaganda, or otherwise attempting to influence legislation . . .and which does not participate in, or intervene in . . . any political campaign on behalf of any candidate for public office. (<u>Federal Taxee</u>, 1979, Vol. 4, Section 501 (c) (3))

APPENDIX B

DEFINITIONS OF SMITH, BALDWIN AND WHITE CATEGORIES

#7   Other-helping social welfare nonprofit organizations (dealing with social services, social concerns, and social problems) are oriented primarily toward providing for the general welfare (survival, satisfaction improvement, etc.) of some category of nonmembers facing serious social problems and dissatisfactions because of their social situation. Although these organizations may validly see themselves working for the good of the improvement of the whole community (as in category 1), their prime focus and the prime legitimation of their activity is not the community as a whole but rather service to particular categories of persons seen as having special needs, problems, or requirements. (Health-problem organizations are classified under category 2; self-help groups under category 8.)

Volunteer Nonprofit Organization examples include:

(a) Basic survival problem groups (such as those dealing with jobs and employment, food and nutrition, shelter and housing, clothing, transportation, travel assistance, traffic safety, maintenance, repair, and construction, poverty and dependency, and cemetery facilities)

(b) Emergency survival problem groups (such as those providing aid to refugees, immigrants, derelicts, and disaster victims or assisting in civil defense emergency preparedness and emergency monitoring)

(c) Marriage and family problem groups (such as those dealing with family counseling, marriage counseling, emergency child care, day care, baby sitting, adoption, foster parents, population control, youth and children's counseling, counseling for family planning, birth control, or abortion, and shelter for runaways and unwed mothers)

(d) Friendship relations problem and social isolation problem groups (such as Big Brothers, Big Sisters, and Foster Grandparents; and other providing friendly visiting; personal relationships with children, you, adults, and aged with special needs; general theraupeutic friendship programs; and neighborhood houses)

(e) Intergroup relations problem groups (such as as those dealing with civil rights and interracial and interethnic problems)

(f) Legal aid and legal rights problem groups (such as public interest law groups)

(g) Crime and delinquency problem groups (such as those working in courts and prisons)

(h) Drug and alcohol abuse groups (such as those providing assistance to the abusers)

(i) Other personal problem adjustment or rehabilitation groups

(such as those providing counseling for homosexuals, the mentally retarded, the deformed, the very tall, the obese, midgets or dwarfs, and other "social defectives"; as well as halfway houses of various kinds)

(j) Volunteer recruitment, training, placement, or screening groups (such as volunteer bureaus or volunteer action centers)

(k) Consulting and technical-assistance groups (such as those giving aid to individuals or groups)

#8   Self-help disadvantaged and minority nonprofit organizations have members from racial and ethnic minorities, the poor, women, and other disadvantaged groups. Examples of disadvantaged persons represented by such nonprofit organizations include Blacks, Chicanos (Mexican- Americans), Cubans, other Latin Americans, Native Americans (American Indians), some White ethnics (Poles, Slavs, Germans, French-Canadians, Swedes, etc.), the unemployed, tenants in poor housing, the aged (senior citizens), the handicapped (including the disabled or sick), mental patients, ex-mental patients, the uneducated and illiterate, the mentally retarded, convicts, ex-convicts, delinquents, drug addicts, ex-drug addicts, alcoholics and others with alcohol problems, obese and overweigh people, very short or very tall people, homosexuals, transvestites, trans-sexuals, atheists, agnostics, other religious minority groups often discriminated against (Jews, new sects, small sects), the disenfranchised, abused children, neglected children, separated or divorced fathers or mothers, unwed mothers or fathers, the separated, the divorced, the widowed in general, migrant workers and immigrants.

These nonprofit organizations are generally oriented toward improving the common welfare and quality of life of their members either through changing themselves (in the case of behavioral, social, or psychological deviance from societal norms) or through changing society's perceptions and treatment of people like themselves (usually, but not always, in the case of physical or biological deviance from societal norms), or both.

These nonprofit organizations differ from deviant/criminal nonprofit organizations (category 16) in that the latter are not trying to change their deviant status. These nonprofit organizations also differ from the self-improvement nonprofit organizations (category 4) in that, unlike the members of the present kind of disadvantaged self-help groups are not generally disadvantaged persons trying to deal with a generally recognized and serious personal problem. The self-help disadvantaged groups may or may not be political action groups as well.

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APPENDIX C

RESEARCH QUESTIONS

AND

OBJECTIVES

RESEARCH QUESTIONS

and

OBJECTIVES

Question (1)

What are the identifying characteristics of the organization?

Objectives:

(1) To identify the age of the organization.

(2) To identify the purpose of the organization.

-- to determine the conditions under which it was established.

(3) To identify the organization's services/programs.

(4) To identify the organization's size.

-- to determine the number of personnel
-- to determine the size of the budget
-- to determine the number of clients processed in a given time period

(5) To identify the organization's personnel structure.

-- to determine the size of the administrative staff
-- to determine the size of the professional staff
-- to determine the size of the support staff
-- to determine the size of the volunteer staff
-- to determine the size of the consulting staff

(6) To identify the organization's governance system.

-- to determine the size of the Board of Directors
-- to determine the composition of the Board of Directors
-- to determine the responsibilities of the Board of Directors
-- to determine the number of meetings held by the Board of Directors in a given time period
-- to identify any auxiliary systems which might exist for the purpose of governance input (committees, groups mandated by funding, etc.)

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(7) To identify sources of revenue.

 -- to determine the approximate amount of revenue generated in the recent fiscal year
 -- to determine the number of different sources of revenue
 -- to determine the types of sources.

(8) To identify the organization's client population.

 -- to determine age range
 -- to determine socio-economic class dominance
 -- to determine presenting needs of the client population

(9) To identify any political or legal constraints present in the organization's environment.

 -- to determine if the corporate structure precludes lobbying
 -- to determine if the organization is restricted in the nature of its fundraising
 -- to examine the reasons for restrictions
 -- to identify any legal constraints which exist as a result of sources of income or nonprofit status (types of programs, client type, etc.)

(10) To determine the manager's perception of the organization's status. (Jacobs, 1979)

(11) To determine the manager's perception of the organization's overall performance. (Jacobs, 1979)

(Section I of the Questionnaire)

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OBJECTIVES

Question (2)

What are the identifying characteristics of the administrators of the organizations?

Objectives:

(1) To identify the age of the administrator.

(2) To identify the sex of the administrator.

(3) To identify the educational background of the administrator.

-- to determine the highest level of formal education
-- to determine the type of curriculum studied

(4) To identify the training background of the administrator.

-- to determine the amount and types of training undertaken by the administrator
-- to determine the recency of the training

(5) To identify the professional experience of the administrator.

-- to determine the amount of time in the present position
-- to determine the amount of time in related positions
-- to determine the types of related positions

(6) To identify the status set of the administrator.

-- to determine specific organizational memberships held by the administrator
-- to determine other occupational positions held by the administrator

(Section IV of the Questionnaire)

Question (3)

What are the managerial functions performed by the administrator of the organization?

Objectives:

(1) To identify processes the manager engages in as part of the planning function.

    -- to describe the administrator's involvement in development of the organization's goals.
    -- to describe the administrator's involvement in the development of organizational objectives
    -- to describe the administrator's involvement in creating organizational strategies (public relations, resource acquisition)
    -- to describe the administrator's involvement in creating/designing the organization's programs/services
    -- to describe the administrator's involvement in the creation of organizational policies

(2) To identify the processes which the administrator engages in as part of the organizing function.

    -- to describe the administrator's involvement in program organization:
        staff assignments
        coordinating resources
        setting priorities
        coordinating work
        designing work flow
        establishing time references
        problem solving

(3) To identify processes the manager engages in as part of the staffing function.

    -- to describe the administrator's involvement in:

        developing job descriptions
        hiring/dismissal
        creating positions
        staff development
        compensation

(4) To identify the processes the manager engages in as part of the directing function.

    -- to describe the administrator's involvement in:

        performance
        communicating directives
        information flow
        motivation
        creating reward systems

    -- to describe the administrators role as:

        informer
        problem solver/intervenor
        catalyst

    -- to describe the administrator's perceptions of administrative leadership
    -- to determine the administrator's role in relationship with the Board

(5) To identify the processes the manager engages in as part of the budget function.

    -- to describe the administrator's perceptions of his/her role as:

        resource acquirer
        resource allocator
        resource monitor

(6) To identify the processes the manager engages in as part of the controlling function.

    -- to describe the administrator's involvement in program evaluation
    -- to describe the administrator's involvement in staff evaluation
    -- to describe the administrators involvement in the measurement of organizational effectiveness
    -- to describe the administrator's involvement in quality control
    -- to determine the administrator's method of feedback
    -- to identify the administrator's involvement with legal controls

(Section II of the Questionnaire)

Objectives

Question (4) & (5)

What are the management concerns of the administrators of the organization? Do any concerns surface as dominant among the organizations?

Objectives: Pt. 1 (directed toward organizational performance)

(1) To identify factors which the administrators perceive to be important to the survival, health (Clark, 1962), and progress (defined as movement toward effectiveness) of the organization.

    -- to determine the degree of importance that the administrators assign these factors

(2) To identify administrative concerns related to the survival, health, and progress of the organization.

    -- to measure the degree of concern expressed by the administrators

Pt. 2 (directed toward administrative performance)

(1) To identify managerial roles which the administrator plays.

    -- to measure the degree of importance that the administrator assigns to the role
    -- to determine how well he/she perceives that he/she performs in that role
    -- to determine frequency of role state
    -- to identify likelihood of skill development initiative

(Section III of Questionnaire)

APPENDIX D

QUESTIONNAIRE

SECTION I

Organizational Characteristics

Q 101.) When and under what circumstances was the organization
founded? _____

_____

Q 102.) Please describe its basic purpose. _____

_____

_____

Q 103.) Briefly ˙describe the organization's services and programs.

_____

_____

_____

Q 104.) How many personnel does the organization currently employ?

_____

Q 105.) Approximately what is the organization's total operating
budget?   (card 0105)

               [ ] 25,000 or less   [ ] 150,000 - 250,000
               [ ] 25,000 - 60,000   [ ] 250,000 - 400,000
               [ ] 60,000 - 100,000 [ ] 400,000 - 700,000
               [ ] 100,000 - 150,000 [ ] 700,000 - 1 million
                                         [ ] 1 million or over

Q 106.) Approximately.how many clients does your organization process
in a fiscal year?   _____

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Q 107.) Please check the one statement which, in your best judgement, best describes your organization. (card 0107)

[ ] YOUNG, GROWING: Relatively new, still originating and developing.
[ ] MATURE, STABLE: Long established, with same management and management philosophy.
[ ] CHANGING: Undergoing major change or redesign of management system and philosophy.
[ ] DECLINING: Falling behind and in need of a major change in direction.
[ ] OTHER: (Please describe) _____

_____

Q 108.) Please check the one statement which, in your best judgement, best describes your organization's current overall performance. (card 0108)

[ ] DEFINITELY TOP PERFORMANCE: outstanding in all respects
[ ] HIGH PERFORMANCE: quite successful in most respects
[ ] GOOD PERFORMANCE: better than average accomplishment
[ ] AVERAGE PERFORMANCE: neither good nor bad
[ ] BELOW AVERAGE PERFORMANCE: needing significant improvement
[ ] POOR PERFORMANCE: inadequate in many respects
[ ] FAILING PERFORMANCE: generally the very lowest level

Q 109.) How many of your staff members are employed in administration? _____

Q 110.) How many of your staff members are employed as professional staff? _____

Q 111.) How many of your staff members are employed as support staff?
_____

Q 112.) How large of a volunteer staff is currently working with your organization? _____

Q 113.) How many consultants did you utilize in your last fiscal year? _____

How many do you project utilizing this year? _____

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Q 114.) How many individuals sit on your organization's Board of
         Directors. _____

Q 115.) Briefly describe the makeup of your Board. (Background, ex-
         perience, etc.) _____

         _____

         _____

Q 116.) Briefly describe the major responsibilities of the Board of
         Directors. _____

         _____

         _____

Q 117.) How often does the Board meet? _____

Q 118.) Do any other auxiliary governance systems exist with the
         organization? (committees, client groups, etc.)

         [ ] yes
         [ ] no   If yes, what are they? _____

                                  _____

Q 119.) How many different sources of revenue does the organization
         have? _____

Q 120.) Briefly describe the organization's sources of revenue. _____

         _____

         _____

Q 121.) What were the organization's approximate total revenues for
         the last year? _____   For this year? _____

         Do this year's revenues exceed or fall short of your present
         operating budget? _____

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Q 122.) What is the dominant age of the organization's client popula-
tion?

[ ] less than 12 years of age   [ ] 35 - 55
[ ] 12 - 20   [ ] 55 and older
[ ] 20 - 35   [ ] no dominant age group

Q 123.) The organization predominantly serves which socio-economic
group?

[ ] upper class   [ ] lower middle class
[ ] upper middle class   [ ] lower class
[ ] middle class   [ ] other _____

Q 124.) What are the presenting needs of the majority of the clients
served by this organization?

[ ] personal or family counseling [ ] job related
[ ] food, shelter or other   [ ] other, explain _____
    survival needs   _____
[ ] training   _____

Q 125.) Does your organization's corporate structure preclude
lobbying?   [ ] yes   [ ] no

Q 126.) Is your organization legally restricted in fundraising
strategies that it can utilize? [ ] yes   [ ] no

If yes, please describe _____

_____

Q 127.) Do you know of any other legal constraints imposed upon this
organization as a result of its nonprofit status? _____

_____

_____

as a result of its funding? _____

_____

as a result of other factors? _____

_____

1 7 5

SECTION II

Management Functions

I'M GOING TO GIVE YOU A CARD WITH A LIST OF ACTIVITIES ON IT. PLEASE
INDICATE WHETHER OR NOT YOU ARE INVOLVED WITH ANY OF THESE ACTIVITIES
BY SAYING YES OR NO AS I REFER TO THEM. (CARD 0201)

		yes	no	freq.
Q 201.)	developing organizational goals	[ ]	[ ]	[ ]
	developing organizational objectives	[ ]	[ ]	[ ]
	developing organizational strategies	[ ]	[ ]	[ ]
	developing organizational programs	[ ]	[ ]	[ ]
	developing organizational services	[ ]	[ ]	[ ]
	developing organizational policies	[ ]	[ ]	[ ]

WITH THIS SAME LIST OF ACTIVITIES I WOULD LIKE YOU TO INDICATE THE
THREE YOU ARE MOST FREQUENTLY INVOLVED IN.

Q 202.) (see third set of brackets above)

NOW I WOULD LIKE YOU TO INDICATE ACCORDING TO THE TERMS ON CARD 0200
WHICH IS THE MOST ACCURATE DESCRIPTION OF THE PRIMARY ROLE YOU TAKE
WITH RESPECT TO THE FOLLOWING ACTIVITIES.

		IN	DE	EX	SU	EV	NO
Q 203.)	developing organizational goals	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	developing organizational objectives	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	developing organizational strategies	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	developing organizational programs	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	developing organizational services	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	developing organizational policies	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]

ON CARD 0204 YOU WILL FIND A LIST OF ACTIVITIES WHICH RELATE TO THE
PROCESS OF ORGANIZING. I WOULD LIKE YOU TO INDICATE WHETHER OR NOT
YOU ARE INVOLVED WITH ANY OF THESE ACTIVITIES AS I REFER TO THEM.

		yes	no	freq.
Q 204.)	staff assignments	[ ]	[ ]	[ ]
	coordinating resources	[ ]	[ ]	[ ]
	setting priorities	[ ]	[ ]	[ ]
	coordinating work	[ ]	[ ]	[ ]
	designing work flow	[ ]	[ ]	[ ]
	establishing time frames	[ ]	[ ]	[ ]
	problem solving	[ ]	[ ]	[ ]
	designing information flow	[ ]	[ ]	[ ]

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WITH THIS SAME LIST OF ACTIVITIES I WOULD LIKE YOU TO INDICATE THE
THREE YOU ARE MOST FREQUENTLY INVOLVED IN.

Q 205.) (see third set of brackets)

NOW I WOULD LIKE YOU TO INDICATE ACCORDING TO THE TERMS ON CARD 0200
WHICH IS THE MOST ACCURATE DESCRIPTION OF THE PRIMARY ROLE YOU TAKE
WITH RESPECT TO THE FOLLOWING ACTIVITIES:

		IN	DE	EX	SU	EV	NO
Q 206.)	staff assignments	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	coordinating resources	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	setting priorities	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	coordinating work	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	designing work flow	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	establishing time frames	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	problem solving	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	designing information flow	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]

ON CARD 0207 YOU WILL FIND A LIST OF ACTIVITIES WHICH RELATE TO THE
PROCESS OF STAFFING. AGAIN I WOULD LIKE YOU TO INDICATE WHETHER OR
NOT YOU ARE INVOLVED WITH ANY OF THESE ACTIVITIES AS I REFER TO THEM.

		yes	no	freq.
Q 207.)	creating positions	[ ]	[ ]	[ ]
	developing job descriptions	[ ]	[ ]	[ ]
	hiring	[ ]	[ ]	[ ]
	staff development	[ ]	[ ]	[ ]
	compensation determination	[ ]	[ ]	[ ]
	staff grievance	[ ]	[ ]	[ ]
	dismissal	[ ]	[ ]	[ ]

WITH THIS SAME LIST I WOULD LIKE YOU TO INDICATE THE THREE WHICH YOU
ARE MOST FREQUENTLY INVOLVED IN.

Q 208.) (see third set of brackets)

NOW I WOULD LIKE YOU TO INDICATE ACCORDING TO THE TERMS ON CARD 0200
WHICH IS THE MOST ACCURATE DESCRIPTION OF THE PRIMARY ROLE YOU TAKE
WITH RESPECT TO THE FOLLOWING ACTIVITIES:

		IN	DE	EX	SU	EV	NO
Q 209.)	creating positions	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	developing job descriptions	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	hiring	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	staff development	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	compensation determination	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	staff grievance	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	dismissal	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]

ON CARD 0210 YOU WILL FIND A LIST OF ACTIVITIES WHICH RELATE TO THE
PROCESS OF DIRECTING AN ORGANIZATION. PLEASE INDICATE WHETHER OR NOT
YOU ARE INVOLVED IN ANY OF THESE ACTIVITIES AS I REFER TO THEM.

		yes	no	freq.
Q 210.)	establishing performance criteria	[ ]	[ ]	[ ]
	communicating directives	[ ]	[ ]	[ ]
	developing incentive systems	[ ]	[ ]	[ ]
	rewarding	[ ]	[ ]	[ ]
	monitoring intergroup relations	[ ]	[ ]	[ ]
	monitoring individual adjustment	[ ]	[ ]	[ ]

PLEASE INDICATE THE THREE WHICH YOU ARE MOST FREQUENTLY INVOLVED IN.

Q 211.) (see third set of brackets)

FINALLY, REFER ONCE MORE TO CARD 0200. ACCORDING TO THE TERMS ON THIS
CARD PLEASE INDICATE WHICH IS THE MOST ACCURATE DESCRIPTION OF THE
PRIMARY ROLE YOU PLAY WITH RESPECT TO THE FOLLOWING:

		IN	DE	EX	SU	EV	NO
Q 212.)	establishing performance criteria	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	communicating directives	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	developing incentive systems	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	rewarding	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	monitoring intergroup relations	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
	monitoring individual adjustment	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]

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Q 213.) What are the techniques and methods you utilize for communi-
cating with your staff? _____

_____

_____

Q 214.) What methods do you use to motivate your staff toward the
accomplishment of organizational goals? _____

_____

_____

Q 215.) Do you perceive yourself as a problem solver?

[ ] yes   [ ] no

If yes, what approach(es) do you utilize in this role? _____

_____

_____

_____

Q 216.) If you had to choose three characteristics that you thought
described a good leader for a nonprofit organization, what
would they be? _____

_____

_____

Q 217.) Following is a list of roles that an administrator might
adopt when relating to the Board of Directors of an organi-
zation. Please select three which you think most accurately
describe your posture when relating to your Board of
Directors. (Card 0217)

[ ] informer   [ ] director
[ ] catalyst   [ ] executor
[ ] liaison   [ ] decision maker
[ ] problem solver   [ ] negotiator
[ ] designer   [ ] other, explain _____

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ON CARD 0218 YOU WILL FIND A LIST OF ACTIVITIES RELATED TO RESOURCE
ACQUISITION. PLEASE REVIEW THE CARD AND CONSIDER APPROXIMATELY HOW
MUCH TIME YOU DEVOTE TO EACH ACTIVITY IN ANY GIVEN FISCAL YEAR.
(pause) AS I REFER TO EACH ITEM INDICATE IN A PERCENTAGE STATEMENT
(assuming 100%) THE AMOUNT OF TIME YOU DEDICATE TO THIS ACTIVITY.
ANY ADDITIONAL COMMENTS ARE WELCOME.

Q 218.) _____ identifying sources of revenue   _____ proposal writing

         _____ contacting funding sources   _____ negotiating

         _____ developing fundraising activities _____ lobbying

         Comments: _____

         _____

ON CARD 0219 YOU WILL FIND A LIST OF ACTIVITIES RELATED TO RESOURCE
ALLOCATION. PLEASE REVIEW THE CARD AND CONSIDER APPROXIMATELY HOW
MUCH TIME YOU DEVOTE TO EACH ACTIVITY IN ANY GIVEN FISCAL YEAR.
(pause) AS I REFER TO EACH ITEM INDICATE IN A PERCENTAGE STATEMENT
(assuming 100%) THE AMOUNT OF TIME YOU DEDICATE TO THIS ACTIVITY.

Q 219.) _____ identifying needs for material resources

         _____ identifying needs for human resources

         _____ identifying needs for monetary resources

         _____ purchasing material resources

         _____ assigning material resources

         _____ writing budgets

         _____ writing budget forecasts

         Comments: _____

         _____

         _____

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ON CARD 0220 YOU WILL FIND A LIST OF ACTIVITIES RELATED TO RESOURCE
MONITORING. PLEASE REVIEW THE CARD AND CONSIDER APPROXIMATELY HOW
MUCH TIME YOU SPEND IN A GIVEN YEAR ON EACH ACTIVITY. AS I REFER TO
THEM INDICATE HOW OFTEN YOU ATTEND TO THESE TASKS.

m = monthly; w = weekly; y = yearly; q = quarterly

Q 220.) _____ developing fiscal system(s)

         _____ improving or adding to the fiscal system

         _____ internal financial reporting

         _____ external financial reporting

         _____ materials inventory

         Comments: _____

         _____

         _____

Q 221.) Does the organization conduct program evaluations?

         [ ] yes   [ ] no

                 if yes, how often? _____

                 for what purpose? _____

                 _____

                 what is your role in it? _____

                 _____

                 what do you do with the results? _____

                 _____

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Q 222.) Does the organization conduct staff evaluations?

[ ] yes   [ ] no

       if yes, how often? _____

       for what purpose? _____

       _____

       what is your role it it? _____

       _____

       what do you do with the results? _____

       _____

Q 223.) Effectiveness has been defined as "How well an organization meets it goals and objectives".

Do you measure your organization's effectiveness?

[ ] yes   [ ] no

       if no, why not? _____

       _____

       _____

       If yes, please indicate the method. (card 0223)

_____ general overall subjective appraisal by management

_____ employee survey

_____ comparison with past history

_____ comparison with other organizations

_____ comparison with budgetary indicators (service unit costs)

_____ measures of service delivery

_____ objective instrument (standard)

_____ objective instrument (developed in-house, organization-specific)

_____ other _____

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Q 224.) It has been said that there is virtually no such thing as quality control in a nonprofit service organization. That the only way to judge the quality of a service is to be present at its delivery . . . and even then criteria are hard to establish.

Do you agree or disagree? [ ] agree   [ ] disagree

How do you feel about this assertion? _____

_____

Q 225.) ON CARD 0225 YOU WILL FIND A LIST OF SUBJECTS WHICH ARE TO BE FOUND IN SERVICE-RELATED PROFESSIONAL JOURNALS. AS I REFER TO THEM PLEASE INDICATE WHETHER OR NOT YOU HAVE READ ABOUT THEM IN THE LAST THREE MONTHS.

	yes	no
grantsmanship	[ ]	[ ]
staff development	[ ]	[ ]
organizational planning	[ ]	[ ]
general management	[ ]	[ ]
fiscal management	[ ]	[ ]
service-specific	[ ]	[ ]
organizational behavior	[ ]	[ ]
nonprofit-specific	[ ]	[ ]
other _____		

Q 226.) ON CARD 0226 IS A LIST OF LEGAL FACTORS RELATED TO THE OPERATION OF A NONPROFIT ORGANIZATION.

What do you perceive your responsibility to be with respect to these factors? _____

_____

_____

Q 227.) Do you perform any other responsibilities which you consider to be of consequence to the organization? (Card 0227)

_____

_____

Q 228.)   Overall how much enjoyment do you have being an administrator?

[ ] a lot of enjoyment   [ ] little enjoyment
[ ] some enjoyment   [ ] no enjoyment

What aspect of your job do you like the most? _____

_____

The least? _____

_____

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SECTION III PT. 1
Management Concerns

FOLLOWING IS A LIST OF STATEMENTS WHICH RELATE TO THE SURVIVAL,
HEALTH, AND PROGRESS OF THE ORGANIZATION. PLEASE INDICATE THE DEGREE
TO WHICH YOU AGREE WITH THE STATEMENTS. (Card 0301)

THE FIRST STATEMENTS REFER TO EACH ISSUE'S IMPORTANCE TO THE OVERALL
ORGANIZATION.

		SA	A	UN	D	SD
Q 301.)	The scarcity of liquid resources is a significant issue in the management of this organization.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 302.)	Staff development is important.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 303.)	It is important that governance of the organization be guided by the funding agent via regulations.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 304.)	It is important that the ultimate responsibility for the governance of the organization rests with the Board of Directors.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 305.)	Marketing assumes a significant role in the operations of this organization.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 306.)	Interorganizational ventures play a significant role in the operation of this organization.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 307.)	Fiscal reports are important management tools.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 308.)	Budgeting, fiscal projections, and monetary recording are important management tools.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 309.)	Interorganizational politics is an important management responsibility.	[ ]	[ ]	[ ]	[ ]	[ ]

		SA	A	UN	D	SD
Q 310.)	It is important that management oversees purchasing and spending.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 311.)	The environment plays a significant role in the operations of the organization.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 312.)	The acquisition of money is an important management activity in this organization.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 313.)	It is important that ultimate responsibility for the governance of the organization be clearly understood.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 314.)	As the needs of the population change, it becomes important for the organization to acknowledge these changes and adapt to them.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 315.)	Motivating staff is an important administrative responsibility.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 316.)	The availability of money is an important issue in the management of this organization.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 317.)	It is important for me, in order to administrate effectively, to garner the respect of persons with professional skills.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 318.)	It is important for professionals to exhibit as much loyalty to the organization as they do to their professions.	[ ]	[ ]	[ ]	[ ]	[ ]

		SA	A	UN	D	SD
Q 319.)	Mediating among staff, due to conflicts which arise between professional ethics and organizational demands is an important management responsibility.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 320.)	Measuring organizational performance is a significant management task	[ ]	[ ]	[ ]	[ ]	[ ]
Q 321.)	It is important that standards exist or be created for the measurement of organizational effectiveness.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 322.)	The fact that there is no bottom line measure for organizational effectiveness (like the profit measure) is significant.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 323.)	It is important that staff members both as individuals and in groups have positive relationships with one another.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 324.)	Staff satisfaction is a significant issue for organizational management.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 325.)	It is important that governance of the organization be guided by feedback from the client population.	[ ]	[ ]	[ ]	[ ]	[ ]

THE FOLLOWING STATEMENTS REFER TO YOUR PERSONAL CONCERN OVER THE SAME ISSUES.

Q 326.)	I am concerned about procuring money.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 327.)	I am concerned about the staff's satisfaction with their jobs.	[ ]	[ ]	[ ]	[ ]	[ ]

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		SA	A	UN	D	SD
Q 328.)	It concerns me that govern-ance of this organization is guided by many sources.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 329.)	I am concerned about organizational performance.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 330.)	I am concerned about the lack of marketing strategies for this organization.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 331.)	Designing the organization to adequately interface with the environment concerns me as an administrator.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 332.)	I am concerned about the existence of standards for the measurement of organizational performance.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 333.)	I am concerned about the absence of a bottom line measure against which nonprofit organizations can measure their performance.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 334.)	I am concerned that my staff achieve positive relationships among them-selves.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 335.)	Motivating staff is a concern of mine.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 336.)	I am concerned about staff development.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 337.)	I am concerned about conflicts which arise due to issues of professional ethics and organizational demands.	[ ]	[ ]	[ ]	[ ]	[ ]
Q 338.)	Being respected by my professional staff is a concern.	[ ]	[ ]	[ ]	[ ]	[ ]

		SA	A	UN	D	SD
Q 339.)	Availability of money is a constant concern.	[ ]	[ ]	[ ]	[ ]	[ ]

Q 340.) It concerns me that professionals   [ ]   [ ]   [ ]   [ ]   [ ]
should exhibit at least equal
loyalty to this organization as
to their professions.

Q 341.) I feel concerned about needed   [ ]   [ ]   [ ]   [ ]   [ ]
organizational change.

Q 342.) I am concerned about responsibilities [ ]   [ ]   [ ]   [ ]   [ ]
in interorganizational politics.

Q 343.) My concern about interorgani-   [ ]   [ ]   [ ]   [ ]   [ ]
zational ventures is significant.

Q 344.) I am concerned about fiscal   [ ]   [ ]   [ ]   [ ]   [ ]
expenditures.

Q 345.) Fiscal reporting is an administrative [ ]   [ ]   [ ]   [ ]   [ ]
concern of mine.

Q 346.) I am concerned about the organiza-   [ ]   [ ]   [ ]   [ ]   [ ]
tion's fiscal management and
attendant systems.

Q 347.) Whether the ultimate responsibility   [ ]   [ ]   [ ]   [ ]   [ ]
for the governance of this organiza-
tion rests with Board or with the
administration is an issue of concern
to me.

Q 348.) I am concerned about ambiguities   [ ]   [ ]   [ ]   [ ]   [ ]
related to who is ultimately
responsible for the governance of
this organization.

Q 349.) The scarcity of liquid resources   [ ]   [ ]   [ ]   [ ]   [ ]
concerns me.

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SECTION III Pt. 2

IN THIS NEXT SECTION I'M GOING TO GIVE YOU SOME CARDS WITH SOME ROLE
DESCRIPTIONS ON THEM. THESE ARE ROLES THAT MANAGERS ADOPT IN THE
COURSE OF THEIR WORK. (give card 0302) PLEASE READ THE CARD. THEN
I WILL ASK YOU SOME QUESTIONS ABOUT IT.

Figurehead (card 0302)

Q 350.) How important is this role in the work that you do?

          This role is .... in the work that I do.

               [ ] very important   [ ] somewhat important

               [ ] important   [ ] unimportant

Q 351.) How well do you think that you perform in this role?

          I perceive my performance in this role as ....

               [ ] very good   [ ] adequate

               [ ] good   [ ] poor

Q 352.) How often, in any working month, are you in this role?

          I am .... in this role.

               [ ] frequently   [ ] rarely

               [ ] sometimes   [ ] never

Q 353.) How likely are you to seek training related to the tasks/
         competencies required in this role?

          It is .... that I will seek training in this role.

               [ ] very likely   [ ] somewhat likely

               [ ] likely   [ ] unlikely

         Additional remarks: _____

         _____

         _____

         _____(350-353)

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Entrepreneur (card 0303)

Q 354.) How important is this role in the work that you do?

This role is .... in the work that I do.

[ ] very important   [ ] somewhat important

[ ] important   [ ] unimportant

Q 355.) How well do you think that you perform in this role?

I perceive my performance in this role as ....

[ ] very good   [ ] adequate

[ ] good   [ ] poor

Q 356.) How often, in any working month, are you in this role?

I am .... in this role.

[ ] frequently   [ ] rarely

[ ] sometimes   [ ] never

Q 357.) How likely are you to seek training related to the tasks/ competencies required in this role?

It is .... that I will seek training in this role.

[ ] very likely   [ ] somewhat likely

[ ] likely   [ ] unlikely

Additional remarks: _____

_____

_____

_____ (354-357)

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<u>Resource Allocator</u>   (card 0304)

Q 358.)   How important is this role in the work that you do?

This role is .... in the work that I do.

[ ] very important   [ ] somewhat important

[ ] important   [ ] unimportant

Q 359.)   How well do you think that you perform in this role?

I perceive my performance in this role as ....

[ ] very good   [ ] adequate

[ ] good   [ ] poor

Q 360.)   How often, in any working month, are you in this role?

I am .... in this role.

[ ] frequently   [ ] rarely

[ ] sometimes   [ ] never

Q 361.)   How likely are you to seek training related to the tasks/
competencies required in this role?

It is .... that I will seek training in this role.

[ ] very likely   [ ] somewhat likely

[ ] likely   [ ] unlikely

Additional remarks: _____

_____

_____

_____(358-361)

<u>Liaison</u> (card 0305)

Q 362.) How important is this role in the work that you do?

   This role is .... in the work that I do.

     [ ] very important [ ] somewhat important

     [ ] important   [ ] unimportant

Q 363.) How well do you think that you perform in this role?

   I perceive my performance in this role as ....

     [ ] very good   [ ] adequate

     [ ] good   [ ] poor

Q 364.) How often, in any working month, are you in this role?

   I am .... in this role.

     [ ] frequently   [ ] rarely

     [ ] sometimes   [ ] never

Q 365.) How likely are you to seek training related to the tasks/ competencies required in this role?

   It is .... that I will seek training in this role.

     [ ] very likely   [ ] somewhat likely

     [ ] likely   [ ] unlikely

Additional remarks: _____

_____

_____

_____ (362-365)

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Negotiator (card 0306)

Q 366.) How important is this role in the work that you do?

This role is .... in the work that I do.

[ ] very important   [ ] somewhat important

[ ] important   [ ] unimportant

Q 367.) How well do you think that you perform in this role?

I perceive my performance in this role as ....

[ ] very good   [ ] adequate

[ ] good   [ ] poor

Q 368.) How often, in any working month, are you in this role?

I am .... in this role.

[ ] frequently   [ ] rarely

[ ] sometimes   [ ] never

Q 369.) How likely are you to seek training related to the tasks/
competencies required in this role?

It is .... that I will seek training in this role.

[ ] very likely   [ ] somewhat likely

[ ] likely   [ ] unlikely

Additional remarks: _____

_____

_____

_____(366-369)

Q 370.) How important is this role in the work that you do?

This role is .... in the work that I do.

[ ] very important   [ ] somewhat important

[ ] important   [ ] unimportant

Q 371.) How well do you think that you perform in this role?

I perceive my performance in this role as ....

[ ] very good   [ ] adequate

[ ] good   [ ] poor

Q 372.) How often, in any working month, are you in this role?

I am .... in this role.

[ ] frequently   [ ] rarely

[ ] sometimes   [ ] never

Q 373.) How likely are you to seek training related to the tasks/
competencies required in this role?

It is .... that I will seek training in this role.

[ ] very likely   [ ] somewhat likely

[ ] likely   [ ] unlikely

Additional remarks: _____

_____

_____

_____(370-373)

Q 374.) How important is this role in the work that you do?

This role is .... in the work that I do.

[ ] very important   [ ] somewhat important

[ ] important   [ ] unimportant

Q 375.) How well do you think that you perform in this role?

I perceive my performance in this role as ....

[ ] very good   [ ] adequate

[ ] good   [ ] poor

Q 376.) How often, in any working month, are you in this role?

I am .... in this role.

[ ] frequently   [ ] rarely

[ ] sometimes   [ ] never

Q 377.) How likely are you to seek training related to the tasks/
competencies required in this role?

It is .... that I will seek training in this role.

[ ] very likely   [ ] somewhat likely

[ ] likely   [ ] unlikely

Additional remarks: _____

_____

_____

_____ (374-377)

Disseminator   (card 0309)

Q 378.) How important is this role in the work that you do?

This role is .... in the work that I do.

[ ] very important   [ ] somewhat important

[ ] important   [ ] unimportant

Q 379.) How well do you think that you perform in this role?

I perceive my performance in this role as ....

[ ] very good   [ ] adequate

[ ] good   [ ] poor

Q 380.) How often, in any working month, are you in this role?

I am .... in this role.

[ ] frequently   [ ] rarely

[ ] sometimes   [ ] never

Q 381.) How likely are you to seek training related to the tasks/
competencies required in this role?

It is .... that I will seek training in this role.

[ ] very likely   [ ] somewhat likely

[ ] likely   [ ] unlikely

Additional remarks: _____

_____

_____

_____(378-381)

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<u>Disturbance Handler</u> (card 0310)

Q 382.) How important is this role in the work that you do?

This role is .... in the work that I do.

[ ] very important   [ ] somewhat important

[ ] important   [ ] unimportant

Q 383.) How well do you think that you perform in this role?

I perceive my performance in this role as ....

[ ] very good   [ ] adequate

[ ] good   [ ] poor

Q 384.) How often, in any working month, are you in this role?

I am .... in this role.

[ ] frequently   [ ] rarely

[ ] sometimes   [ ] never

Q 385.) How likely are you to seek training related to the tasks/
competencies required in this role?

It is .... that I will seek training in this role.

[ ] very likely   [ ] somewhat likely

[ ] likely   [ ] unlikely

Additional remarks: _____

_____

_____

_____(382-385)

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Spokesman (card 0311)

Q 386.) How important is this role in the work that you do?

This role is .... in the work that I do.

[ ] very important   [ ] somewhat important

[ ] important   [ ] unimportant

Q 387.) How well do you think that you perform in this role?

I perceive my performance in this role as ....

[ ] very good   [ ] adequate

[ ] good   [ ] poor

Q 388.) How often, in any working month, are you in this role?

I am .... in this role.

[ ] frequently   [ ] rarely

[ ] sometimes   [ ] never

Q 389.) How likely are you to seek training related to the tasks/
competencies required in this role?

It is .... that I will seek training in this role.

[ ] very likely   [ ] somewhat likely

[ ] likely   [ ] unlikely

Additional remarks: _____

_____

_____

_____(386-389)

SECTION IV

Administrator Profile

Q 401.) Age:

[ ] 22-28   [ ] 45-55
[ ] 28-36   [ ] 55-65
[ ] 36-45   [ ] 65 or over

Q 402.) Sex:

[ ] Male
[ ] Female

Q 403.) Educational Background (Card 0403)

[ ] 3 years of high school or less
[ ] High school diploma
[ ] Post high school certificate
[ ] 3 years of college or less
[ ] BA/BS degree
[ ] Hours toward MA degree
[ ] MA (or equivalent degree)
[ ] Hours toward Ph.D. degree
[ ] Ph.D. (or equivalent degree)

Q 404.) Please describe the nature of the curriculum studied in major coursework or areas of specialization. _____

_____

_____

Q 405.) What is the approximate number of in-service training courses, seminars, or workshops you have attended within the last three years? (1980, '81, January-March '82)

[ ] None   [ ] 7 - 10
[ ] 1 - 3   [ ] More than 10
[ ] 4 - 6

Q 406.) Pick the statement that best describes your training
         experience:

         [ ] I attend approximately the same number of training
             sessions each year.
         [ ] I attend more training sessions now than in the past.
         [ ] I attended more training sessions in the past than I
             do now.

         If fewer, why? _____

         _____

         _____

Q 407.) Briefly describe the types of training referred to in
         Question 405: _____

         _____

         _____

Q 408.) Experience in current position:

         [ ] less than one year   [ ] 5-6 years
         [ ] 1-2 years   [ ] 7 years or more
         [ ] 3-4 years

Q 409.) Experience in related professional positions:

         [ ] less than one year   [ ] 5-6 years
         [ ] 1-2 years   [ ] 7 years or more
         [ ] 3-4 years

Q 410.) Please describe the types of related professional positions
         you have held: _____

         _____

         _____

Q 411.) Please list specific organizational memberships you now hold:

_____

_____

_____

Q 412.) Please list any other employment you now hold outside this
         organization: _____

_____

_____

APPENDIX E

RESPONDENT'S NOTEBOOK

CARD 0105

25,000 or less	150,000 – 250,000
25,000 – 60,000	250,000 – 400,000
60,000 – 100,000	400,000 – 700,000
100,000 – 150,000	700,000 – 1 million
	1 million or over

YOUNG, GROWING: Relatively new, still originating and developing.

MATURE, STABLE: Long established, with same management and management philosophy.

CHANGING: Undergoing major change or redesign of management system and philosophy.

DECLINING: Falling behind and in need of a major change in direction.

OTHER: (Please describe)

CARD 0108

DEFINITELY TOP PERFORMANCE: Outstanding in all respects

HIGH PERFORMANCE: Quite successful in most respects

GOOD PERFORMANCE: Better than average accomplishment

AVERAGE PERFORMANCE: Neither good nor bad

BELOW AVERAGE PERFORMANCE: Needing significant improvement

POOR PERFORMANCE: Inadequate in many respects

FAILING PERFORMANCE: Generally the very lower level

Initiator/instigator = the catalyst, one who identifies and stimulates others to action.

Designer = a creative role in which one constructs the models, charts the course, also the strategizer.

Executor = a "hands on" role in which one carries out the action, implementer.

Supervisor/director = the overseer who guides and motivates, often intervenes as a problem solver, consistent monitor.

Evaluator = the judge, weighing the relative value of the issue, a normative role, a controller.

None = I am not involved in this activity.

Organizational goals = generally a broad statement, philosophical in nature, of what the organization desires to accomplish, Often includes a statement of purpose and is sometimes referred to as a mission statement.

Organizational objectives = a statement(s) which indicate(s) a quanitiable method(s) by which the organization will attempt to realize its goal(s). Often can be identified as beginning with an infinitive such as to process, to serve, to demonstrate. . .

Organizational strategies = plans or designs formulated to operationalize the objectives with contingent approaches identified. Often used as decision-making tools.

Organizational programs = usually a combination of one or more services designed to realize the organization's goals. Can generally be identified as a freestanding entity in terms of resources utilized.

Organizational service = a thematically consistent set of actions proferred in response to particular need of the client population. Usually central to a program scheme.

Organizational policies = governing statement intended to direct the operations of the organization.

CARD 0204

Staff Assignments

Coordinating resources

Setting priorities

Coordinating work

Designing work flow

Establishing time frames

Problem solving

Designing information flow

CARD 0207

Creating positions

Developing job descriptions

Hiring

Staff development

Compensation determination

Staff grievance

Dismissal

CARD 0210

Establishing performance criteria

Communicating directives

Developing incentive systems

Rewarding

Monitoring intergroup relations

Monitoring individual adjustment

CARD 0217

Informer

Catalyst

Liaison

Problem solver

Designer

Director

Executor

Decision maker

Negotiator

Other

CARD 0218

Identifying sources of revenue

Contacting funding sources

Developing fundraising activities

Proposal writing

Negotiating

Lobbying

CARD 0219

Identifying needs for material resources

Identifying needs for human resources

Identifying needs for monetary resources

Purchasing material resources

Assigning material resources

Writing budgets

Writing budget forecasts

CARD 0220

Developing fiscal system(s)

Improving or adding to the fiscal system

Internal financial reporting

External financial reporting

Materials inventory

CARD 0223

General overall subjective appraisal by management

Employee survey

Comparison with past history

Comparison with other organizations

Comparison with budgetary indicators (service unit costs)

Measures of service delivery

Objective instrument (standard)

Objective instrument (developed in-house, organization-specific)

Other

CARD 0225

Grantsmanship

Staff development

Organizational planning

General management

Fiscal management

Service-specific

Organizational behavior

Nonprofit - specific

Other

CARD 0226

Grievance

City, State, and Federal regulatory, statute, and case requirements.

Funding requirements.

CARD 0227

Board work

Physical plant

National network contacts

Client advocacy - citizen group work

CARD 0301

STRONGLY AGREE

AGREE

UNDECIDED

DISAGREE

STRONGLY DISAGREE

CARD 0302

Figurehead

By virtue of the administrator's position as head of the organization he/she must perform some duties of a ceremonial nature. For example, correspondence requiring acknowledgement of the administrator due to his/her status in the organization. Attending or acknowledging special events in the personal life of an employee. These activities require little in the way of serious communication or decision-making. They do require some interpersonal skills.

CARD 0303

Entrepreneur

As entrepreneur, the manager seeks to improve his/her organization, to adapt it to changing conditions in the environment. Once the need for a new idea has been identified, the manager-as-entrepreneur initiates a development project. The project development may involve any aspect of organizational functioning such as public relations, new services, or a staff morale campaign. These projects emerge as a series of small decisions and actions over time. They involve use of technical knowledge and conceptual skills.

CARD 0304

Resource Allocator

The administrator decides who will get what within the organization. Perhaps the most important resource the manager allocates is his/her own time. Likewise the administrator designs the patterns of formal relationships, division of labor, and its coordination. This is a decision-making role. It involves allocating authority as well as material and financial resources. In this role the manager utilizes technical skills related to fiscal management as well as conceptual skills.

CARD 0305

Liaison

In the liaison role the administrator makes contacts outside the vertical chain of command. He/she spends time with peers, colleagues, and other people outside the organization. Contacts include clients, managers of similar organizations, people in government or the media, directors of other boards, independent resource people. Contacts are cultivated in order to acquire information. In effect, the liaison role is devoted to building up the manager's own external information system-informal, private, verbal. It involves human skills.

CARD 0306

Negotiator

This is a decisional role in which the administrator has the authority

to commit the organization's resources to the attainment of a given

goal. In exercising this role the manager persuades, argues, cajoles,

in short, utilizes any number of communication techniques in an effort

to negotiate the terms of a given need. This is an interpersonal role

and requires human and conceptual skills.

CARD 0307

Monitor

    As monitor, the administrator perpetually scans the environment for information, interrogates subordinates or liaison contacts, and receives unsolicited information. A good part of the information received in this role arrives in verbal form, often as gossip, hearsay, and speculation. This is an informational role. The manager is on lookout. It requires human skills as well as some conceptual competency.

CARD 0308

Leader

   A manager is responsible for the work of people. This role may take

a direct form such as hiring and training staff, or it may be indirect,

that is motivating and encouraging employees. Subordinates seeking

leadership clues probe the manager's actions: "Does he/she approve?"

"How would he/she like this report to turn out?" This is primarily an

interpersonal role and requires human skills.

CARD 0309

Disseminator

In the disseminator role the administrator must share and distribute much of the information gleaned from his/her sources. In this role the administrator must decide who gets what information, and in what form it is to be communicated. This is an informational role and requires human and conceptual competency.

CARD 0310

Disturbance Handler

In this role the manager involuntarily responds to pressures. Here change is beyond the manager's control. Disturbances arise in any of the organizational subsystems and must be handled with authority. Timing is essential. Problem solving is required. This is a decisional role and requires primarily human conceptual skills.

CARD 0311

Spokesman

In the spokesman role, the administrator sends some of his/her information to people outside the organization - a report to the funding agent, a speech to a related service agency. As part of this role every manager must inform and satisfy the influential people who control the organization. Time may be spent with members of the Board of Directors, client groups, government officials, and other interested persons. This is an informational role and requires human skills.

CARD 0403

3 years of high school or less

High school diploma

Post High school diploma

3 years of college or less

BA/BS degree

Hours toward MA degree

MA (or equivalent degree)

Hours toward a PhD

PhD (or equivalent degree)

CARD 0411

Neighborhood associations

Board of Directors

Y.M.C.A.

Common Cause

Professional club

Sorority or fraternity

Trade association

APPENDIX F

Interviewer Cover Sheet

AGENCY _____

ADDRESS _____

CONTACT _____

TELEPHONE _____

TIME IN _____   DATE _____

OBSERVATIONS: _____

_____

_____

PROBLEMS: _____

_____

_____

COMMENTS: _____

_____

_____

RECEPTIVITY [ ] Good   [ ] Satisfactory   [ ] Poor

COMMENTS BY INTERVIEWEE ABOUT PROCESS: _____

_____

_____

TIME OUT _____   SIGNATURE _____

Want copy of results of the study: Yes ____   No ____

APPENDIX G

INTERVIEWER'S CHECKLIST

SUPPLIES

tapes -- (2) 90 minute
recorded with extension cord
batteries (4)
notebook
questionnaire
interviewer cover sheet
memo
card notebook
eraseable pens
tablet
folder

INSTRUCTIONS

definitions -- when in doubt define all terms according to text
-- remember that interviewee comfort is foremost for open answers
-- probe any unclear responses - DON'T accept an answer you don't understand!!!
-- this interview is of a clinical nature therefore they are welcome to explore questions, extend on any answer, state complaints, etc., all will be taken into consideration
-- give them your suggested time cues if the interview is becoming lengthy

HANDOUTS

organizational charts
job descriptions
p.r. packets
(DON'T let them circumvent questions in favor of handouts)

APPENDIX H

CONTRIBUTOR'S MEMO

TO: Organizational Administrators

FROM: Deborah Fleischaker-Suarez

SUBJECT: Study

    Thank you for your cooperation and contribution. If I can be of help to you please don't hesitate to contact me. I can be reached at the following addresses:

    Deborah Fleischaker-Suarez
    Post Office Box 425
    Peralta, New Mexico   87042
    (505) 869-6302

    Deborah Fleischaker-Suarez
    c/o 1637 Queenstown Road
    Oklahoma City, Oklahoma   73116
    (405)843-3073

    If you would like a copy of any part of the questionnaire, or supplemental notebook please feel free to ask; I'll do my best to accommodate.

APPENDIX I

PRETEST EVALUATION

1.)   Do you have any particular observations about the interview process?

2.)   Do you feel the survey is clear, concise, and consistent in its format, or can you recommend improvement in one or more of these areas?

        ( ) YES, it is clear

        ( ) NO

        If you answered NO, please explain.

3.)   Were any particular questions difficult to understand or answer because of question format?

        ( ) YES

        ( ) NO

        If you answered yes, please explain.

4.)   Are there questions that were not included that you feel should have been?

5.)   Are there questions in the survey that you feel should be removed?

6.)   How would you describe the overall interview experience?

ATTACHMENTS

ATTACHMENT I

PRETEST COVER LETTER

I am in the process of completing my doctoral dissertation at the University of Oklahoma. The research I am conducting is a descriptive study of management in nonprofit organizations. My culminating project is a survey interview which will be administered to directors of selected nonprofit organizations in the Oklahoma County area.

Your organization was selected at random to pretest the survey instrument. May I and my research assistant meet with you at your earliest convenience to administer the survey pretest? The process should take between an hour to an hour and a half to complete.

I will be telephoning your office in the next few days to set up an appointment date and time.

I sincerely hope you will be able to set aside some of your valuable time in order to help me in the process of completing my final graduate project.

Very truly yours,

Deborah Fleischaker-Suarez

ATTACHMENT II

SAMPLE COVER LETTER

In recent years the nonprofit organization has become an increasingly significant institution in this society, and yet, there is a conspicuous absence of attempts to research and study it. Due to my long association with and interest in the nonprofit organization I have chosen to write a descriptive study of management of nonprofit organizations for my doctoral dissertation. I am currently a student at the University of Oklahoma and am nearing completion of my work. My culminating project is a survey interview which will be administered to directors of selected nonprofit organizations in the Oklahoma County area.

Your organization was selected at random as a subject for the study. May I and my research assistant meet with you at your earliest convenience for an interview? The process should take between an hour and an hour and a half.

You will receive a telephone call in the next few days to obtain your agreement to participate and to schedule an appointment for the interview. If you are willing to contribute to the study it is extremely important that we schedule the interview as soon as possible.

I sincerely hope that you will be able to set aside some of your valuable time in order to help me in the process of completing my final graduate project. I feel that with your help an important contribution can be made to this emerging field of study.

Very truly yours,

Deborah Fleischaker-Suarez

ATTCHMENT III

THANK YOU LETTER

I want to thank you for the time you spent helping me to complete my doctoral research project. You have made a respected contribution to a much needed endeavor.

I appreciate the information you shared from your distinct position. The day to day pragmatics of running (and I mean running) an organization sometimes makes academics seem slightly esoteric. However, I assure you that your knowledge and experience have been very valuable to me. More importantly the service which you make possible as a result of your personal skill is certainly worthy of preservation. For this reason I chose to examine the management process in nonprofit organizations and the people who make it work.

Thank you for making this examination possible and productive.

Very sincerely yours,

Deborah Fleischaker-Suarez

ATTACHMENT IV

TALLY

#	Organizational Code
01	Areawide Aging Agency
02	Adoptable Children
07	Celebrations Educational Services
11	City Rescue Mission
17	Goodwill Industries
20	Hospital Hospitality House
24	Lutheran Social Services
26	Mid-Del Youth and Family Center
27	Midwest City Senior Center
28	Native American Center
37	Opportunities Industrialization Center
38	Oro Development Corporation

Question 101

WHEN AND UNDER WHAT CIRCUMSTANCES WAS THE ORGANIZATION FOUNDED?

Interview
Answers

#01 1. 1972

  2. Began as component of Community Council. Incorporated in 1974.

#02 1. 1978

  2. Began as a support group for adoptive parents. Originally all volunteer and "housed" at Neighborhood Services Organization.

#07 1. 1976

  2. Began as a result of a needs assessment administered by Riverside Neighborhood Association.

#11 1. 1960

  2. Began as a shelter for indigents.

#17 1. 1900

  2. Begun by a Boston minister to help handicapped and needy.

#20 1. 1978

  2. Began to assist families of critically ill who reside outside Oklahoma County.

#24 1. 1969

#26 1. 1971

  2. Began as a cooperative agreement between Del and Midwest Cities in response to the 1969 LEAA legislation.

#27 1. 1973

2. Began in response to the American Association of Retired Persons request to Midwest City Council.

#28 1. 1972

2. Began through a task force of the Indian Missionary Conference to provide social services.

#37 1. 1964 Founded nationally

2. Began locally in 1966 in response to job training needs of the Black population.

#38 1. 1971

2. Began to provide social services to farmworkers.

Question 102

PLEASE DESCRIBE ITS BASIC PURPOSE.
Interview
Answers

#01 To develop, fund, and coordinate services for the elderly.

To advocate for elderly

To seek resources for the elderly.

#02 To provide support for adoptive families.

#07 To teach English to preschoolers.

To provide a stimulating and nurturing environment in the form of day care.

#11 To feed and house indigents.

To help "regenerate" substance abusers through "Christian principles."

#17 To rehabilitate and place handicapped.

#20 To care for the needs of families of critically ill who reside outside of Oklahoma County.

#24 To provide family and child welfare counseling.

#26 To combat juvenile delinquency.

#27 To keep senior citizens occupied and accompanied.
To develop new skills and friendships.

#28 To mobilize and provide services for Indians which arise as a result of differences in culture, mores and language.

#37 To provide job training and services to unemployed, under employed and disadvantaged persons.

#38 To assist migrants and provide opportunities and information which will facilitate self sufficiency.

QUESTION 103

BRIEFLY DESCRIBE THE ORGANIZATION'S SERVICES AND PROGRAMS.

Interview

Answers

#01 1. information
2. referral
3. newspaper
4. subcontracting

#02 1. referral
2. counseling
3. information
4. education
5. social activities
6. advocacy

#07 1. preschool
2. day care
3. education
4. parent support group
5. referral

#11 1. deactoxification/regeneration
2. education
3. meals, shelter, clothing
4. counseling
5. social support
6. religious support

#17 1. renovation of material goods
2. work/training
3. thrift store
4. work adjustment
5. job placement

#20 1. residence program
2. meals
3. emotional support

#24 1. counseling
2. senior center
3. education
4. social/religious
5. adoption

#26 1. counseling

#27 1. recreation
2. social
3. transportation
4. education
5. adult living support

#28 1. education
     2. drug
     3. legal
     4. social service
     5. energy intervention
     6. food
     7. referral

#37 1. job training
     2. skills development
     3. adult basic education

#38 1. resettling
     2. retraining
     3. support services

Question 104

HOW MANY PERSONNEL DOES THE ORGANIZATION CURRENTLY EMPLOY?

Answers

#01 8
#02 1
#07 11
#11 5
#17 16 (80 client/workers 10 supervisors)
#20 7; 2 full time 5 part-time
#24 6.5
#26 9 and 2 student placements
#27 2.5
#28 35
#37 9
#38 36

Question 105

APPROXIMATELY WHAT IS THE ORGANIZATION'S TOTAL OPERATING BUDGET?

Interview

Answers

#01 1 million or over

#02 less than 25,000

#07 86,000

#11 57,000

#17 400,000 - 7000,000

#20 25,000 - 60,000

#24 150,000 - 250,000

#26 168,000

#27 25,000 - 60,000

#28 400,000 - 700,000

#37 250,000 - 400,000

#38 700,000 - 1 million

QUESTION 106

APPROXIMATELY HOW MANY CLIENTS DOES YOUR ORGANIZATION PROCESS IN A FISCAL YEAR?

Interview

Answers

#01 3,000

#02 600

#07 72 family units

#11 more than 3,000

#17 250 - 350

#20 800

#24 500

#26 1300

#27 75

#28 5000

#37 100

#38 2400

247

QUESTION 107

PLEASE CHECK THE ONE STATEMENT WHICH, IN YOUR BEST JUDGEMENT, BEST DESCRIBES YOUR ORGANIZATION.

Interview

Answers

#01 young, growing

#02 young, growing and changing

#07 young, growing and changing

#11 young, growing and changing

#17 changing

#20 young and growing

#24 changing

#26 mature and stable

#27 mature and stable

#28 mature and stable

#37 changing

#38 changing

QUESTION 108

PLEASE CHECK THE ONE STATEMENT WHICH, IN YOUR BEST JUDGEMENT, BEST DESCRIBES YOUR ORGANIZATION'S CURRENT OVERALL PERFORMANCE.

Interview

Answers

#01 high performance

#02 high performance

#07 high performance (preschool) good (daycare)

#11 high performance and good in some parts

#17 high performance

#20 good

#24 good

#26 high performance

#27 high performance

#28 high performance

#37 average

#38 high

QUESTION 109

HOW MANY OF YOUR STAFF MEMBERS ARE EMPLOYED IN ADMINISTRATION?

Interview

Answers

#01	2
#02	1
#07	3; 2 half 2 full time
#11	--
#17	2
#20	1
#24	1
#26	15
#27	1
#28	9
#37	3
#38	5

QUESTION 110

HOW MANY OF YOUR STAFF MEMBERS ARE EMPLOYED AS PROFESSIONAL STAFF?

Interview

Answers

#01	4.5
#02	--
#07	4
#11	--
#17	2
#20	--
#24	2.5
#26	5.5
#27	--
#28	5
#37	8
#38	15

QUESTION 111

HOW MANY OF YOUR STAFF MEMBERS ARE EMPLOYED AS SUPPORT STAFF?

Interview

Answers

#01 1.5; 2 part-time

#02 --

#07 7

#11 --

#17 2

#20 6

#24 4

#26 2

#27 1.5

#28 21

#37 1

#38 16

QUESTION 112

HOW LARGE OF A VOLUNTEER STAFF IS CURRENTLY WORKING WITH YOUR ORGANIZATION?

Interview

Answers

#01 4 to 5; (1 full time others periodic)

#02 10

#07 7

#11 greater than 700

#17 6

#20 --

#24 12

#26 --

#27 4

#28 100

#37 1

#38 --

QUESTION 113

    a.   HOW MANY CONSULTANTS DID YOU UTILIZE IN YOUR LAST FISCAL YEAR

    b.   HOW MANY DO YOU PROJECT UTILIZING THIS YEAR?

Interview

Answers

#01	a.	--	b.	--
#02	a.	2	b.	2
#07	a.	2	b.	1 or 2
#11	a.	--	b.	--
#17	a.	1	b.	1
#20	a.	1	b.	0
#24	a.	1	b.	2
#26	a.	2	b.	2
#27	a.	--	b.	--
#28	a.	10	b.	10
#37	a.	--	b.	--
#38	a.	4	b.	2

QUESTION 114

HOW MANY INDIVIDUALS SIT ON YOUR ORGANIZATION'S BOARD OF DIRECTORS?

Interview

Answers

#01	13
#02	13
#07	13
#11	13
#17	30
#20	15
#24	N/A
#26	7
#27	N/A
#28	15
#37	20
#38	15, need 5

QUESTION 115

BRIEFLY DESCRIBE THE MAKEUP OF YOUR BOARD. (BACKGROUND, EXPERIENCE, ETC.)

Interview

Answers

#01 1. businessmen
     2. bankers
     3. city
     4. elderly
     5. public officials

#02 1. middle class adoptive parents
     2. minister
     3. attorney
     4. banker

#07   unknown

#11 1. businessmen
     2. professionals
     3. housewife
     4. retiree

#17 1. businessmen
     2. professionals

#20 1. professionals
     2. bankers
     3. public relations
     4. church officials

#24   N/A

#26 1. City counselors
     2. civic minded citizens

#27   N/A

#28 1.   grass roots
      2.   professionals
      3.   poor

#37 1.   professionals
      2.   banker
      3.   CPA
      4.   military
      5.   church
      6.   CAP area representatives
      7.   businessmen

#38 1.   local council representatives (grass roots)
      2.   businessmen
      3.   church

QUESTION 116

BRIEFLY DESCRIBE THE MAJOR RESPONSIBILITIES OF THE BOARD OF DIRECTORS.

Interview

Answers

#01 1.   policy
      2.   administrative questions

#02 1.   overseeing programs
      2.   planning

#07 1.   policy
      2.   fundraising

#11 1.   governance
      2.   working board through committees

#17 1. policy

#20 1. decision making

#24   N/A

#26 1. employ director
     2. establish policy
     3. procedures
     4. monitor

#27   N/A

#28 1. working committee
     2. governance
     3. policy

#37 1. policy

#38 1. policy development
     2. monitoring

QUESTION 117

HOW OFTEN DOES THE BOARD MEET?

Interview

Answers
#01 quarterly
#02 quarterly
#07 monthly
#11 monthly
#17 monthly
#20 varies
#24 N/A

#26 monthly

#27 N/A

#28 monthly

#37 monthly

#38 bimonthly

QUESTION 118 a

DO ANY OTHER AUXILIARY GOVERNANCE SYSTEMS EXIST WITH THE ORGANIZATION? (COMMITTEES, CLIENT GROUPS, ETC.)

Interview

Answers

#01 yes

#02 no

#07 no

#11 yes

#17 yes

#20 no

#24 yes

#26 yes

#27 yes

#28 yes

#37 yes

#38 yes

QUESTION 118 b

IF YES, WHAT ARE THEY?

Interview

Answers

#01   40 member advisory committee

#02   --

#07   --

#11 1. women's auxillary
    2. citizen's advisory committee
    3. CAAC

#17 1. advisory

#20   --

#24 1. advisory (12)

#26 1. City Council

#27 1. Craft hours Club

#28 1. parents
    2. committees
    3. advisory board

#37 1. advisory
    2. nominations
    3. technical advisory committee
    4. church support council
    5. project development

#38 1. area councils

QUESTION 119

HOW MANY DIFFERENT SOURCES OF REVENUE DOES THE ORGANIZATION HAVE?

Interview

Answers

#01	3	#24	6
#02	4	#26	3
#07	3	#27	3
#11	2	#28	7
#17	6	#37	2
#20	4	#38	1

256

QUESTION 120

BRIEFLY DESCRIBE THE ORGANIZATION'S SOURCES OF REVENUE.

Interview

Answers

#01 1. federal
    2. state
    3. local
    4. foundations
    5. donations

#02 1. local
    2. federal
    3. members

#07 1. fees
    2. donations
    3. state

#11 1. churches
    2. contributions

#17 1. sell salvage
    2. contract
    3. United Way
    4. donations
    5. store
    6. fee imbursement - State

#20 1. foundations
    2. churches
    3. clubs
    4. donations

#24 1. church
     2. gifts
     3. group donations
     4. grants
     5. bequest
     6. fees

#26 1. federal
     2. state
     3. city

#27 1. fundraising
     2. gifts
     3. city

#28 1. federal
     2. donations
     3. state

#37 1. federal
     2. community based

#38 1. federal

a. WHAT WERE THE ORGANIZATION'S APPROXIMATE TOTAL REVENUES FOR THE LAST YEAR?

b. FOR THIS YEAR?

c. DO THIS YEAR'S REVENUES EXCEED OR FALL SHORT OF YOUR PRESENT OPERATING BUDGET?

Interview

Answers

#01	a.	1.9 million	b.	1.1 million	c.	matches
#02	a.	17,000	b.	65,000	c.	falls short
#07	a.	50,000	b.	60,000	c.	falls short
#11	a.	--	b.	--	c.	falls short
#17	a.	400,000-700,000	b.	400,000-700,000	c.	exceed
#20	a.	110,000	b.	110,000	c.	exceed
#24	a.	110,000	b.	130,000	c.	exceed
#26	a.	145,000	b.	168,000	c.	matches
#27	a.	--	b.	--	c.	exceeds
#28	a.	400,000-700,000	b.	400,000-700,000	c.	matches
#37	a.	754,000	b.	250,000-400,000	c.	matches
#38	a.	810,000	b.	736,000	c.	matches

QUESTION 122

WHAT IS THE DOMINANT AGE OF THE ORGANIZATION'S CLIENT POPULATION?

Interview

Answers

#01   greater than 55

#02   20 - 40

#07   less than 12

#11   32 men, 22-24 women

#17   all

#20   35-55

#24   less than 20/ greater than 55

#26   14-20

#27   greater than 55

#28   up to 20/20-35

#37   20-35

#38   20-35

QUESTION 123

THE ORGANIZATION PREDOMINANTLY SERVES WHICH SOCIO-ECONOMIC GROUP?

Interview

Answers

#01   all

#02   middle class

#07   lower class

#11   lower class

#17   middle class

#20   middle class

#24   lower class

#26   lower middle class

#27   lower middle class

#28   lower class

#37   lower class

#38   lower class

QUESTION 124

WHAT ARE THE PRESENTING NEEDS OF THE MAJORITY OF THE CLIENTS SERVED BY THIS ORGANIZATION?

Interview

Answers

#01 1. monetary
2. health
3. transportation
4. emotional support

#02 1. information on adoption

#07 1. counseling
2. food shelter
3. job related

#11 1. food/shelter

#17 1. food/shelter

#20 1. food/shelter

#24 1. personal/family counseling
2. training
3. adoptive services

#26 1. personal family counseling

#27 1. food/shelter
2. training
3. emotional support

#28 1. food/shelter

    2. program offering

#37 1. training/job related

#38 1. employment

    2. training

    3. shelter

    4. survival needs

QUESTION 125

DOES YOUR ORGANIZATION'S CORPORATE STRUCTURE PRECLUDE LOBBYING?

Interview

Answers

#01 no

#02 no but regulates it

#07 no

#11 no

#17 no

#20 yes

#24 no

#26 yes (Board can)

#27 no

#28 yes

#37 yes

#38 yes

QUESTION 126

IS YOUR ORGANIZATION LEGALLY RESTRICTED IN FUNDRAISING STRATEGIES THAT IT CAN UTILIZE?

Interview

Answers

#01 no

#02 no

#07 no

#11 no

#17 yes

#20 yes

#24 no

#26 yes

#27 yes

#28 no

#37 yes

#38 no

IF YES, PLEASE DESCRIBE.

#01 --

#02 --

#07 --

#11 --

#17 United Way

#20 Department of Charities. Solicitation requires compliance with policies.

#24 --

#26 Title XX

#27 City policy allows only a bazaar

#28 --

#37 Oklahoma Regulated, Appeals Review Board, Grants, Licensing

#38 --

QUESTION 127

a. DO YOU KNOW OF ANY OTHER LEGAL CONSTRAINTS IMPOSED UPON THIS ORGANIZATION AS A RESULT OF ITS NONPROFIT STATUS?

b. AS A RESULT OF ITS FUNDING?

c. AS A RESULT OF OTHER FACTORS?

Interview

#01 a. cannot make a profit

b. yes, mandates from Older American Act

c. no

#02 a. no

b. no

c. no

#07 a. can't make a profit

b. no

c. no

#11 a. no

b. no

c. no bingo -- Board philosophy

#17 a. no

b. United Way

c. no

#20 a. must pay sales tax

b. no

c. no

#24 a. no

b. no

c. no (religious influences)

#26 a. can't accept money for Title XX clients
     b. none
     c. none

#27 a. none
     b. none
     c. none

#28 a. none
     b. must have public election for Board, lobbying
     c. EEO, Indian preference

#37 a. no ability to levy taxes for support base
     b. can't capitalize
     c. none

#38 a. none
     b. no services to undocumented workers
     c. none

QUESTION 201

I'M GOING TO GIVE YOU A CARD WITH A LIST OF ACTIVITIES ON IT. PLEASE INDICATE WHETHER OR NOT YOU ARE INVOLVED WITH ANY OF THESE ACTIVITIES BY SAYING YES OF NO AS I REFER TO THEM.
Y = yes
N = no

		Interview													
		01	02	07	11	17	20	24	26	27	28	37	38	Y	N
1.	developing organizational goals	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	12	
2.	developing organizational objectives	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	12	
3.	developing organizational strategies	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	12	
4.	developing organizational programs	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	12	
5.	developing organizational services	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	12	
6.	developing organizational policies	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y.	Y	12	

QUESTION 202

WITH THIS SAME LIST OF ACTIVITIES I WOULD LIKE YOU TO INDICATE THE THREE MOST FREQUENTLY INVOLVED IN.

		Interview													
		01	02	07	11	17	20	24	26	27	28	37	38	Freq	
1.	developing organizational goals	1			1	2		3						4	
2.	developing organizational objectives	2	3	3	2						2		1	6	
3.	developing organizational strategies	3		2				1	1		3	1	2	7	
4.	developing organizational programs		1	1	3	1	1	2	2	1	1	2	3	11	M
5.	developing organizational services		2			3	2	3		2		3		6	
6.	developing organizational policies						3							1	L

NOW I WOULD LIKE YOU TO INDICATE ACCORDING TO THE TERMS ON CARD 0200 WHICH IS THE MOST ACCURATE DESCRIPTION OF THE <u>PRIMARY</u> ROLE YOU TAKE WITH RESPECT TO THE FOLLOWING ACTIVITIES.

IN = Initiator/Instigator   SU = Supervisor/Director
DE = Designer   EV = Evaluator
EX = Executor   NO = None

		01	02	07	11	17	20	24	26	27	28	37	38	Mo
1.	developing organizational goals	DE	IN	IN	SU	DE	IN	EX	IN	DE	DE	IN	IN	IN
2.	developing organizational objectives	DE	DE	DE	SU	IN	IN	DE	DE	SU	DE	SU	DE	DE
3.	developing organizational strategies	SU	SU	EX	SU	DE	EX	IN	DE	EU	DE	DE	DE	DE
4.	developing organizational programs	DE	DE	SU	SU	DE	EX	IN	IN	EX	DE	<u>DE</u> EV	<u>DE</u> EX	DE
5.	developing organizational services	IN	EX	SU	SU	DE	SU	SU	DE	DE	SU	EV	SU	SV
6.	developing organizational policies	DE	IN	EX	EV	DE	SU	EV	DE	EV	DE	IN	EV	DE <u>EV</u>
	Mo	DE	--	--	SU	DE	--	--	DE	--	DE	--	--	--

ON CARD 0204 YOU WILL FIND A LIST OF ACTIVITIES WHICH RELATE TO THE PROCESS OF ORGANIZING. I WOULD LIKE YOU TO INDICATE WHETHER OR NOT YOU ARE INVOLVED WITH ANY OF THESE ACTIVITIES AS I REFER TO THEM.
Y = yes
N = no

		01	02	07	11	17	20	24	26	27	28	37	38	Y	N
1.	staff assignments	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	12	
2.	coordinating resources	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	12	
3.	setting priorities	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	12	
4.	coordinating work	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	N	10	2
5.	designing work flow	Y	Y	N	N	Y	Y	Y	N	Y	N	Y	N	7	5
6.	establishing time frames	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	11	1
7.	problem solving	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	12	
8.	designing information flow	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	N	Y	10	2

WITH THIS SAME LIST OF ACTIVITIES I WOULD LIKE YOU TO INDICATE THE THREE YOU ARE MOST FREQUENTLY INVOLVED IN.

		01	02	07	11	17	Interview 20	24	26	27	28	37	38	Freq	
1.	staff assignments	2					1	1	1		1			5	
2.	coordinating resources		1	1			2			1		2	1	6	
3.	setting priorities	3				2		2	3	2	1		2	7	M
4.	coordinating work		3	2	3						2		3	5	
5.	designing work flow					1							1	1	L
6.	establishing time frames					2					3			2	
7.	problem solving	1				1	3	3	2			3		6	
8.	designing information flow		2	3		3				3				6	

QUESTION 206

NOW I WOULD LIKE YOU TO INDICATE ACCORDING TO THE TERMS ON CARD 0200 WHICH IS THE MOST ACCURATE DESCRIPTION OF THE PRIMARY ROLE YOU TAKE WITH RESPECT TO THE FOLLOWING ACTIVITIES:

IN = Initiator/Instigator   SU = Supervisor/Director
DE = Designer   EV = Evaluator
EX = Executor   NO = None

		01	02	07	11	17	Interview 20	24	26	27	28	37	38	Mo
1.	staff assignments	IN	DE	IN	IN	SU	SU	IN	DE	DE	IN	IN	DE	IN
2.	coordinating resources	DE	DE	EX	EX	DE	IN	DE	IN	SU	EX	SU	EX	-
3.	setting priorities	IN	IN	EX	EX	EX	IN / EX	IN	EX	IN	IN	SU	DE	IN
4.	coordinating work	DE	SU	SU	EV	IN	SU	SU	NO	EV	DE	EV	SU	SU
5.	designing work flow	SU	DE	DE	SU	IN	DE / DE	EV	NO	EX	DE	EV	EV	DE
6.	establishing time frames	SU	EX	SU	IN	IN	SU / SU	DE	NO	IN	EV	EV	IN	IN
7.	problem solving	SU	EV	EV	EX	SU	EV / DE	IN	EX	SU	EX	SU	SU	SU
8.	designing information flow	DE	DE	DE	SU	IN	SU	SU	DE	EX	DE	SU	EV	DE

Mo SU DE SU -- IN SU IN -- -- DE -- --

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ON CARD 0207 YOU WILL FIND A LIST OF ACTIVITIES WHICH RELATE TO THE PROCESS OF STAFFING. AGAIN I WOULD LIKE YOU TO INDICATE WHETHER OR NOT YOU ARE INVOLVED WITH ANY OF THESE ACTIVITIES AS I REFER TO THEM.

Y = yes
N = no

		Interview													
		01	02	07	11	17	20	24	26	27	28	37	38	Y	N
1.	creating positions	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	N	Y	10	2
2.	developing job descriptions	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	N	Y	10	2
3.	hiring	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	11	1
4.	staff development	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	11	1
5.	compensation determination	Y	N	Y	N	Y	Y	N	Y	N	Y	Y	Y	9	3
6.	staff grievance	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	11	1
7.	dismissal	Y	N	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	10	2

QUESTION 208

WITH THIS SAME LIST I WOULD LIKE YOU TO INDICATE THE THREE WHICH YOU ARE MOST FREQUENTLY INVOLVED IN.

		Interview												
		01	02	07	11	17	20	24	26	27	28	37	38	Freq
1.	creating positions	2	1		3	2		2	2		1			7
2.	developing job descriptions		2	3			i	1	3			1		6
3.	hiring	1				1	2	3			3			5
4.	staff development		3	1	2	3			1	2	2	1	2	9 M
5.	compensation determination						3			3		2	3	4
6.	staff grievance			2	1					1		3		4
7.	dismissal	3												1 L

QUESTION 209

NOW I WOULD LIKE YOU TO INDICATE ACCORDING TO THE TERMS ON CARD 0200 WHICH IS THE MOST ACCURATE DESCRIPTION OF THE <u>PRIMARY</u> ROLE YOU TAKE WITH RESPECT TO THE FOLLOWING ACTIVITIES:

IN = Initiator/Instigator   SU = Supervisor/Director
DE = Designer   EV = Evaluator
EX = Executor   NO = None

			Interview												
		01	02	07	11	17	20	24	26	27	28	37	38	Mo
1.	creating positions	DE	DE	DE	SU	DE	EX	IN	IN	NO	DE	NO	DE	DE
2.	developing job descriptions	SU	DE	EV	EX	NO	DE	DE	DE	DE	DE	NO	DE	DE
3.	hiring	DE	--	EX	IN	EX	EX	EX	EX	EV	EX	EV	EX	EX
4.	staff development	SU	--	DE	DE	DE	DE	DE	EX	EX	DE	SU	SU	DE
5.	compensation determination	DE	--	EV	--	EX	EX	NO	EX	NO	EV	DE	SU	NO
6.	staff grievance	EV	--	EV	EX	SU	SU	EV	EV	EV	SU	SU	EV	EV
7.	dismissal	EV	--	EX	EX	SU	EX	SU	EX	NO	EX	EX	EX	EX
	Mo	DE	DE	EV	EX	--	EX	DE	EX	NO	DE	--	--	--

QUESTION 210

ON CARD 0210 YOU WILL FIND A LIST OF ACTIVITIES WHICH RELATE TO THE PROCESS OF DIRECTING AN ORGANIZATION. PLEASE INDICATE WHETHER OR NOT YOU ARE INVOLVED IN ANY OF THESE ACTIVITIES AS I REFER TO THEM.

Y = yes
N = no

			Interview												
		01	02	07	11	17	20	24	26	27	28	37	38	Y N
1.	establishing performance criteria	Y	-	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	11 1
2.	communicating directives	Y	-	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	11 1
3.	developing incentive systems	Y	-	N	Y	Y	Y	N	N	Y	N	Y	Y	7 5
4.	rewarding	Y	-	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	10 2
5.	monitoring intergroup relations	Y	-	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	11 1
6.	monitoring individual adjustment	Y	-	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	10 2

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PLEASE INDICATE THE THREE WHICH YOU ARE MOST FREQUENTLY INVOLVED IN.

		01	02	07	11	17	20	24	26	27	28	37	38	Freq
1.	establishing performance criteria			2	1	3	1		2	1	2		1	8 M
2.	communicating directives	1		1	2				1		1	1	2	7
3.	developing incentive systems	3			3	1				3			3	5
4.	rewarding	2											1	L
5.	monitoring intergroup relations						2	2		3		3	2	5
6.	monitoring individual adjustment			3			3			2		3		4

FINALLY, REFER ONCE MORE TO CARD 0200. ACCORDING TO THE TERMS ON THIS CARD PLEASE INDICATE WHICH IS THE MOST ACCURATE DESCRIPTION OF THE PRIMARY ROLE YOU PLAY WITH RESPECT TO THE FOLLOWING.

IN = Initiator/Instigator   SU = Supervisor/Director
DE = Designer   EV = Evaluator
EX = Executor   NO = None

		01	02	07	11	17	20	24	26	27	28	37	38	Mo
1.	establishing performance criteria	DE	--	DE	SU	IN	DE	DE	DE	SU	DE	SU	DE	DE
											IN			
2.	communicating directives	SU	--	SU	EV	SU	SU	EX	IN	EX	SU	SU	DE	SU
3.	developing incentive systems	DE	--	IN	DE	SU	DE	SU	NO	IN	EV	IN	EX	--
4.	rewarding	EV	--	EX	EV	SU	EX	SU	DE	IN	DE	EV	IN	EV
5.	monitoring intergroup relations	SU	--	EX	SU	SU	EV	EV	EX	EV	SU	SU	EV	SU
6.	monitoring individual adjustment	EV	--	EX	SU	SU	EV	SU	NO	IN	SU	SU	IN	SU
Mo				EX	SU	SU	--	SU	--	IN	SU	SU		

QUESTION 213

WHAT ARE THE TECHNIQUES AND METHODS YOU UTILIZE FOR COMMUNICATING WITH YOUR STAFF?

Interview

Answers

#01   1.   meetings, monthly

      2.   memos

      3.   informal conversation

      4.   notes in boxes

      5.   planning (small group, one to one)

#02   N/A

#07   1.   staff meetings

      2.   individual consultations

      3.   affective behavior (looks)

      4.   staff development

      5.   staff evaluation

      6.   contact

#11   1.   one on one

#17   1.   staff meetings

      2.   open door

      3.   one on one

#20   1.   staff meetings

      2.   individual meetings

      3.   informal get togethers

#24   1.   staff meetings

      2.   individual supervision

      3.   memos

#26 1. oral
    2. staff meetings
    3. Board reports
    4. staff reports

#27 1. staff meetings

#28 1. personal
    2. staff meetings

#37 1. informal meetings
    2. open door policy
    3. mediates between groups

#38 1. phone
    2. memo

QUESTION 214

WHAT METHODS DO YOU USE TO MOTIVATE YOUR STAFF TOWARD THE ACCOMPLISHMENT OF ORGANIZATIONAL GOALS?

Interview

Answers

#01 1. determining own learning and interest
    2. assignments based on interest
    3. positive approaches
    4. rewards

#02 1. volunteers
    2. meet with them personally
    3. solicit new ones by phone follow-up

#07 1. personal methods
    2. nature of the clients -- staff works for intangible rewards not for money

#11 1. trying to get them in their highest interest area
    2. expand staff knowledge

#17 1. appreciation
    2. positive feedback

#20 1. try to find new ideas and materials for getting them to share ideas

#24 1. already motivated
    2. high trust level

#26 1. involve them in goal setting
    2. feedback on achievement
    3. inform and re-inform continually

#27 1. praise
    2. reprimand

#28 1. attract action-oriented people
    2. continuity
    3. overlapping responsibilities
    4. be aware of Indian culture mores

#37 1. staff awareness
    2. give merit increases

#38 1. finding if individual has commitment
    2. instill pride in work
    3. encouraging upward mobility

QUESTION 215

    A.   DO YOU PERCEIVE YOURSELF AS A PROBLEM SOLVER?

Interview

    Answers

#01 yes

#02 no

#07 yes

#11 yes

#17 yes

#20 yes

#24 yes

#26 yes

#27 yes

#28 no

#37 yes

#38 yes

    B.   IF YES, WHAT APPROACH(ES) DO YOU UTILIZE IN THIS ROLE?

Interview

    Answers

#01 1.   determine true situation

       2.   maintain objectivity

       3.   establish an everybody win situation

#02   --

#07 1.   constructive approaches

       2.   intellectual, anaylitical, systematic

       3.   indirect - let them solve it

#11 1. situation is person dependent
      2. confrontation
      3. love

#17 1. compassion

#20 1. finding solutions
      2. referring
      3. bringing in outside service
      4. group interaction

#24 1. group meetings

#26 1. information gathering
      2. information appraisal
      3. decision making in a participatory style

#27 1. intervention

#28   --

#37 1. identify and assess problems
      2. determine origin
      3. work through

#38 1. bring in interactors
      2. find out if issue is a cause or an effect
      3. analyze
      4. act as catalyst to get group to work it out

QUESTION 216

IF YOU HAD TO CHOOSE THREE CHARACTERISTICS THAT YOU THOUGHT DESCRIBED A GOOD LEADER FOR A NONPROFIT ORGANIZATION, WHAT WOULD THEY BE?

Interview

Answers

#01 1. clarity of expectation
2. ability to see all levels of the operation
3. consistency

#02 1. authority
2. ability to delegate authority
3. empathy

#07 1. determination
2. active/doer
3. creative

#11 1. understanding
2. flexibility
3. emotional capability to deal with people

#17 1. compassion
2. motivation
3. dedication

#20 1. flexibility
2. patience
3. sensitivity

#24 1. recognizing human worth
2. concern for goals
3. ability to interpret goals to public

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#26 1. democratic

2. ability to identify community needs, ability to mobilize existing powers to meet them

3. professional

#27 1. love of people

2. good listener

3. accepting

#28 1. flexible

2. inspirational

3. con-artist

#37 1. ability to identify good staff

2. provide good fiscal stewardship

3. articulate

#38 1. commitment to work

2. sensitivity to people

3. technical knowledge about nonprofit organizations

QUESTION 217

FOLLOWING IS A LIST OF ROLES THAT AN ADMINISTRATOR MIGHT ADOPT WHEN RELATING TO THE BOARD OF DIRECTORS OF AN ORGANIZATION. PLEASE SELECT THREE WHICH YOU THINK MOST ACCURATELY DESCRIBE YOUR POSTURE WHEN RELATING TO YOUR BOARD OF DIRECTORS.

Interview

Answers

#01 1. informer

2. catalyst

3. negotiator

#02 1. informer

2. executor

3. negotiator

#07	1.	informer
	2.	catalyst
	3.	liaison

#11	1.	informer
	2.	designer
	3.	negotiator

#17	1.	informer
	2.	liaison
	3.	director

#20	1.	informer
	2.	designer
	3.	executor

#24		N/A

#26	1.	informer
	2.	catalyst
	3.	designer

#27		N/A

#28	1.	informer
	2.	catalyst
	3.	liaison

#37	1.	informer
	2.	catalyst
	3.	executor

#38	1.	catalyst
	2.	liaison
	3.	designer

QUESTION 218

ON CARD 0218 YOU WILL FIND A LIST OF ACTIVITIES RELATED TO RESOURCE ACQUISITION. PLEASE REVIEW THE CARD AND CONSIDER APPROXIMATELY HOW MUCH TIME YOU DEVOTE TO EACH ACTIVITY IN ANY GIVEN FISCAL YEAR. AS I REFER TO EACH ITEM INDICATE IN A PERCENTAGE STATEMENT (ASSUME 100%) THE AMOUNT OF TIME YOU DEDICATE TO THIS ACTIVITY. ANY ADDITIONAL COMMENTS ARE WELCOME.

A. identifying sources of revenue

Interview

Answers

#01	10	#17	80	#27	–
#02	12	#20	20	#28	25
#07	40	#24	20	#37	15
#11	50	#26	50	#38	10

B. contacting funding sources

#01	10	#17	10	#27	–
#02	12	#20	50	#28	25
#07	30	#24	10	#37	10
#11	50	#26	25	#38	15

C. developing fundraising activities

#01	20	#17	–	#27	100
#02	40	#20	–	#28	10
#07	30	#24	15	#37	10
#11	–	#26	10	#38	25

D. proposal writing

#01	10	#17	5	#27	–
#02	30	#20	30	#28	20
#07	–	#24	30	#37	15
#11	–	#26	5	#38	40

ON CARD 0218 YOU WILL FIND A LIST OF ACTIVITIES RELATED TO RESOURCE ACQUISITION. PLEASE REVIEW THE CARD AND CONSIDER APPROXIMATELY HOW MUCH TIME YOU DEVOTE TO EACH ACTIVITY IN ANY GIVEN FISCAL YEAR. AS I REFER TO EACH ITEM INDICATE IN A PERCENTAGE STATEMENT (ASSUME 100%) THE AMOUNT OF TIME YOU DEDICATE TO THIS ACTIVITY. ANY ADDITIONAL COMMENTS ARE WELCOME.

A. identifying sources of revenue

Interview

Answers

#01	10	#17	80	#27	–
#02	12	#20	20	#28	25
#07	40	#24	20	#37	15
#11	50	#26	50	#38	10

B. contacting funding sources

#01	10	#17	10	#27	–
#02	12	#20	50	#28	25
#07	30	#24	10	#37	10
#11	50	#26	25	#38	15

C. developing fundraising activities

#01	20	#17	–	#27	100
#02	40	#20	–	#28	10
#07	30	#24	15	#37	10
#11	–	#26	10	#38	25

D. proposal writing

#01	10	#17	5	#27	–
#02	30	#20	30	#28	20
#07	–	#24	30	#37	15
#11	–	#26	5	#38	40

E. negotiating

#01	30	#17	5	#27	–
#02	6	#20	–	#28	10
#07	–	#24	15	#37	10
#11	–	#26	–	#38	10

F. lobbying

#01	20	#17	–	#27	–
#02	–	#20	–	#28	10
#07	–	#24	10	#37	40
#11	–	#2610		#38	–

QUESTION 219

ON CARD 0219 YOU WILL FIND A LIST OF ACTIVITIES RELATED TO RESOURCE ALLOCATION. PLEASE REVIEW THE CARD AND CONSIDER APPROXIMATELY HOW MUCH TIME YOU DEVOTE TO EACH ACTIVITY IN ANY GIVEN FISCAL YEAR. AS I REFER TO EACH ITEM INDICATE IN A PERCENTAGE STATEMENT (ASSUME 100%) THE AMOUNT OF TIME YOU DEDICATE TO THIS ACTIVITY.

A. identifying needs for material resources

Interview

Answers

#01	30	#17	15	#27	–
#02	10	#20	5	#28	25
#07	5	#24	10	#37	5
#11	–	#26	5	#38	3

B. identifying needs for human resources

#01	20	#17	10	#27	100
#02	40	#20	5	#28	25
#07	40	#24	30	#37	10
#11	50	#26	20	#38	30

281

C. identifying needs for monetary resources

#01	30	#17	35	#27	–
#02	15	#20	20	#28	25
#07	15	#24	20	#37	25
#11	–	#26	10	#38	30

D. purchasing material resources

#01	–	#17	10	#27	–
#02	40	#20	10	#28	–
#07	5	#24	10	#37	5
#11	–	#26	5	#38	2

E. assigning material resources

#01	20	#17	10	#27	–
#02	40	#20	50	#28	5
#07	5	#24	5	#37	2
#11	50	#26	5	#38	25

F. writing budgets

#01	–	#17	5	#27	–
#02	15	#20	5	#28	10
#07	30	#24	20	#37	25
#11	–	#26	40	#38	3

G. writing budget forecasts

#01	–	#17	5	#27	–
#02	–	#20	5	#28	10
#07	–	#24	5	#37	28
#11	–	#26	15	#38	7

ON CARD 0220 YOU WILL FIND A LIST OF ACTIVITIES RELATED TO RESOURCE MONITORING. PLEASE REVIEW THE CARD AND CONSIDER APPROXIMATELY HOW MUCH TIME YOU SPEND IN A GIVEN YEAR ON EACH ACTIVITY. AS I REFER TO THEM INDICATE HOW OFTEN YOU ATTEND TO THESE TASKS.

Y = yearly
M = monthly
Q = quarterly

A. developing fiscal system

Interview

Answers

#01	Once	#17	–	#27	–
#02	Y	#20	Y	#28	Y
#07	Q	#24	–	#37	Y
#11	–	#26	M	#38	Y

B. improving or adding to the fiscal system(s)

#01	Y	#17	–	#27	–
#02	Q	#20	Y	#28	Q
#07	Y	#24	–	#37	M
#11	–	#26	Semi-annually	#38	Y

C. internal financial reporting

#01	Q	#17	Daily	#27	–
#02	Q	#20	M	#28	W
#07	M	#24	–	#37	M
#11	–	#26	M	#38	Bi-monthly

D. external financial reporting

#01	M	#17	M	#27	Q
#02	Y	#20	M	#28	Q
#07	M	#24	–	#37	Q
#11	–	#26	M	#38	Bi-monthly

E.   materials inventory

#01   Y   #17   Y   #27   -
#02   -   #20   Y   #28   Y
#07   M   #24   M   #37   Y
#11   -   #26   Y   #38   Bi-annually

Question 221

DOES THE ORGANIZATION CONDUCT PROGRAM EVALUATIONS?

Interview

Answers

#01   yes
#02   no
#07   yes
#11   yes
#17   yes
#20   no
#24   yes
#26   yes
#27   yes
#28   yes
#37   yes
#38   yes

        A.   IF YES, HOW OFTEN?

#01   quarterly
#02   -
#07   after 3 months
#11   weekly
#17   yearly
#20   -
#24   quarterly
#26   annually - quality wise
#27   quarterly
#28   varies
#37   monthly
#38   monthly

B. FOR WHAT PURPOSE?

#01 to determine if meeting goals and objectives

#02 –

#07 to find out why facility was operating on a deficit

#11 part of staff meeting

#17 state accreditation

#20 –

#24 board review

#26 quantity/quality

#27 see how they are functioning, look at attendance

#28 grants – Board attendance

#37 monthly – statistical monitoring of organizational goals & objectives

#38 to assess weakness and modify to stengthen it

C. WHAT IS YOUR ROLE IN IT?

#01 1. monitor/evaluator
    2. jointly prepare financial report

#02   –

#07 1. executor
    2. all aspects

#11   participant

#17 1. executor
    2. facilitator

#20   –

#24 1. report cost increases, changes, deficit
    2. make recommendations

#26 1. design system/teach use of, monitor

#27 1. executor

#28 1. evaluator/reviewer

#37 1. reviewer/ meet with staff

#38 1. supervisor

D. WHAT DO YOU DO WITH THE RESULTS?
#01 1. share with program specialist
     2. send to state

#02   --

#07 1. given to the Board to pinpoint needed organization change

#11 1. make changes

#17 1. make corrections

#20   --

#24 1. go to the Board

#26 1. gather information and present to appropriate public

#27 1. send to City

#28 1. make adjustments

#37 1. ties program evaluations into our organization evaluations and
         then adjust

#38 1. management tool, basis for modification

Question 222

DOES THE ORGANIZATION CONDUCT STAFF EVALUATIONS?

Interview

Answers

#01	yes
#02	no
#07	yes
#11	yes
#17	yes
#20	no
#24	yes
#26	yes
#27	yes
#28	yes
#37	yes
#38	yes

A. IF YES, HOW OFTEN?

#01	semi-annually
#02	-
#07	3 to 6 months
#11	yearly
#17	semi-annually
#20	-
#24	yearly
#26	semi-annually
#27	quarterly
#28	yearly
#37	quarterly
#38	3 months after hiring

B. FOR WHAT PURPOSE?

#01 stimulate thinking, air dissatisfactions, encourage growth

#02 --

#07 for performance and development

#11 try to establish criteria for coming year

#17 salary adjustment

#20 -

#24 help workers, determine if personal goals have been reached

#26 salary indicator, staff consciousness

#27 staff compliance and rewarding

#28 because we have to

#37 monitoring individual goals and objectives

#38 determine retention/promotion

C. WHAT IS YOUR ROLE IN IT?

#01 evaluate same, middle management does their own

#02 -

#07 executive

#11 executor

#17 input

#20 -

#24 -

#26 equal participator, arbitrary evaluator

#27 executor

#28 evaluator of administrative staff

#37 reviewer

#38 catalyst/evaluator

D.   WHAT DO YOU DO WITH THE RESULTS?

#01 put in personnel file

#02 -

#07 filed as a reference help and as a backup in grievance procedure

#11 compare with long term expectations for organization

#17 personnel file

#20 -

#24 personnel file

#26 personnel file and share

#27 sends to City

#28 personnel files

#37 counsels uses as prescription for remediation

#38 management tool for assessment

QUESTION 223

EFFECTIVENESS HAS BEEN DEFINED AS "HOW WELL AN ORGANIZATION MEETS IT GOALS AND OBJECTIVES."

DO YOU MEASURE YOUR ORGANIZATION'S EFFECTIVENESS?

Interview

Answers

#01 yes

#02 no

#07 yes

#11 yes

#17 yes

#20 yes

#24 yes

#26 yes

#27 no

#28 yes

#37 yes

#38 yes

A. IF NO, WHY NOT?

#01 -

#02 not formally

#07 -

#11 -

#17 -

#20 -

#24 -

#26 -

#27 -

#28 -

#37 -

#38 -

B. IF YES, PLEASE INDICATE THE METHOD.

#01
1. subjective appraisal
2. comparison with past history
3. comparison with other organizations
4. measures of service delivery
5. objective instrument (standard)

#02
1. newsletter report
2. comparison with past history
3. comparison with other organizations
4. measures of service delivery
5. amount of new membership

#07
1. subjective appraisal
2. employee survey
3. comparison with past history
4. comparison with budgetary indicators
5. measures of service delivery

#11
1. comparison with other organizations
2. measures of service delivery

#17 1. subjective appraisal
     2. comparison with other organizations
     3. measures of service delivery
     4. state voc-rehab -- objective instrument

#20 1. subjective appraisal
     2. past history
     3. budgetary indicator
     4. measures of service delivery
     5. comparison with other organizations

#24 1. past history
     2. budgetary indicators
     3. service delivery
     4. objective instrument (in-house)

#26 1. subjective appraisal
     2. objective instrument (standard)
     3. objective instrument (in house)
     4. comparison with other organizations

#27 -

#28 1. subjective appraisal
     2. comparison with other organizations
     3. measure of service delivery
     4. MBO type approach

#37 1. comparison with past history
     2. budget indicators
     3. measures of service delivery
     4. objective instrument in house

#38 1. subjective appraisal
     2. standard objective instrument

IT HAS BEEN SAID THAT THERE IS VIRTUALLY NO SUCH THING AS QUALITY CONTROL IN A NONPROFIT SERVICE ORGANIZATION. THAT THE ONLY WAY TO JUDGE THE QUALITY OF A SERVICE IS TO BE PRESENT AT ITS DELIVERY. . .AND EVEN THEN CRITERIA ARE HARD TO ESTABLISH.

A.   DO YOU AGREE OR DISAGREE?

Interview

Answers

#01 disagree

#02 agree

#07 agree

#11 agree

#17 disagree

#20 disagree

#24 disagree

#26 agree

#27 agree

#28 disagree

#37 agree

#38 disagree

B.   HOW DO YOU FEEL ABOUT THIS ASSERTION?

#01   can judge quality on paper, i.e. have criteria to measure impact on individual survey participant to determine perceived quality

#02 1.   when a child is placed you can judge
     2.   no method for obtaining feedback on other service

#07   Director should be present

#11   --

#17   the fact that they continue to receive contracts indicates they are delivering a quality service

#20 1. it's inaccurate

2. quality can be measured

#24   use statistics on participation

#26   difficult, subjective, but accomplishable especially quality monitoring instead of control

#27   sometimes do a better job at it than others

#28   you can judge it - either you do it or not

#37   can develop some processes but many organizations use this as a reason for not being accountable

#38   quality is quantifiable

QUESTION 225

ON CARD 0225 YOU WILL FIND A LIST OF SUBJECTS WHICH ARE TO BE FOUND IN SERVICE-RELATED PROFESSIONAL JOURNALS. AS I REFER TO THEM, PLEASE INDICATE WHETHER OR NOT YOU HAVE READ ABOUT THEM IN THE LAST THREE MONTHS.

Y = yes
N = no

A. grantsmanship

Interview

Answers					
#01	Y	#17	N	#27	N
#02	Y	#20	Y	#28	Y
#07	Y	#24	Y	#37	Y
#11	Y	#26	Y	#28	Y

B. staff development

#01	Y	#17	Y	#27	Y
#02	N	#20	Y	#28	Y
#07	Y	#24	N	#37	Y
#11	Y	#26	Y	#28	Y

C. organizational planning

#01	Y	#17	Y	#27	N
#02	N	#20	Y	#28	Y
#07	Y	#24	Y	#37	Y
#11	Y	#26	N	#28	Y

D. general management

#01	Y	#17	Y	#27	N
#02	N	#20	N	#28	N
#07	Y	#24	N	#37	Y
#11	Y	#26	N	#28	Y

E. fiscal management

#01	Y	#17	Y	#27	N
#02	N	#20	N	#28	Y
#07	Y	#24	N	#37	Y
#11	Y	#26	N	#28	Y

F. service-specific

#01	Y	#17	Y	#27	Y
#02	Y	#20	See other	#28	Y
#07	N	#24	Y	#37	Y
#11	Y	#26	Y	#28	Y

G. organizational behavior

#01	Y	#17	Y	#27	Y
#02	N	#20	Y	#28	N
#07	N	#24	Y	#37	Y
#11	Y	#26	N	#28	Y

H. nonprofit-specific

#01	Y	#17	N	#27	N
#02	Y	#20	Y	#28	N
#07	Y	#24	Y	#37	Y
#11	Y	#26	N	#28	Y

I. other

#01   social work

#02   National Newsletter, organization related journals, circulars

#07   -

#11   -

#17   -

#20   death, dying; hospital related, grieving, healing

#24   -

#26   -

#27   Literature from Areawide Aging Agency

#28   -

#37   -

#38   -

QUESTION 226

ON CARD 0226 IS A LIST OF LEGAL FACTORS RELATED TO THE OPERATION OF A NONPROFIT ORGANIZATION.

WHAT DO YOU PERCEIVE YOUR RESPONSIBILITY TO BE WITH RESPECT TO THESE FACTORS?

Interview

Answers

#01 1. to be open to grievance

     2. abide by mandate

#02 1. keep records

     2. report them

     3. adhere to criteria of the contract

#07 1. post grievance procedures
2. abide by mandate
3. Board abide by funding organization

#11 1. Romans I - we are subject to all laws of our country

#17 1. to see that all grievance laws are followed

#20 1. no government relationships

#24 1. abide by City building codes
2. abide by State regulated child welfare services
3. report on van utilization
4. keep records for licensing
5. show financial stability

#26 1. be available to manage existing policy
2. assure funding services that regulations are being complied with

#27 1. follow City rules

#28 1. to try to get around them
2. to try to make them work for the Indian people

#37 1. make sure organization fulfills legal obligations

#38 1. to oversee
2. know and comply
3. meet contract obligations

QUESTION 227

DO YOU PERFORM ANY OTHER RESPONSIBILITIES WHICH YOU CONSIDER TO BE OF CONSEQUENCE TO THE ORGANIZATION

Interview

Answers

#01 1. advocacy
2. improving image of older
3. media link
4. link for individuals/groups/resources

#02 1. lobbying for legislative reform
2. liaison with other agencies
3. interagency work
4. national network contact

#07 1. represent staff to Board
2. responsibility to staff
3. general responsibilities

#11 -

#17 1. link with national office
2. citizen's group work

#20 1. see Card 0227 - all
2. planning a national organization
3. consults with other communities

#24 1. linkage
2. client advocacy
3. monitors/initiator legislation

#26 1. Board work
2. inform and educate, inspire
3. physical plant
4. client advocacy

#27 1. outreach
     2. resources identification for nonparticipatory residents
     3. public speaking

#28 1. going to social/cultural Indian activities
     2. be visible
     3. keep an open door policy for community

#37 1. Board work
     2. national network contacts
     3. advocacy work
     4. physical plant

#38 1. advocacy
     2. national network

QUESTION 228

OVERALL HOW MUCH ENJOYMENT DO YOU HAVE BEING AN ADMINISTRATOR?

Interview

Answers

#01 a lot of enjoyment
#02 a lot of enjoyment
#07 some enjoyment
#11 a lot of enjoyment
#17 a lot of enjoyment
#20 some enjoyment
#24 a lot of enjoyment
#26 some enjoyment
#27 a lot of enjoyment
#28 initially a lot now burned out
#37 some enjoyment
#38 a lot of enjoyment

B. what aspect of your job do you like the most?

#01 1. to see broad results long-term move upward
   2. to see broad base established

#02 1. legislative reform

#07 1. seeing children/parents receive the services
   2. watching staff respond in positive way

#11 1. changes in people
   2. gospel

#17 1. people

#20 1. people

#24 1. determining community problems and finding solutions

#26 1. administrative challenges, innovation

#27 1. operating the Center

#28 1. developing new program areas

#37 1. ability to direct change in the lives of the poor

#38 1. challenge

C. the least?

#01 petty squabbles, trivia
#02 fundraising
#07 instability of the organization, red tape
#11 finances, monies, paperwork, office work
#17 finances
#20 Board work

#24   staff meetings at national level
#26   staff development for undertrained
#27   home visitation to neglected and abused
#28   writing proposals
#37   dealing with clients you really can't help
#38   bureaucratic red tape

FOLLOWING IS A LIST OF STATEMENTS WHICH RELATE TO THE
SURVIVAL, HEALTH, AND PROGRESS OF THE ORGANIZATION.
PLEASE INDICATE THE DEGREE TO WHICH YOU AGREE WITH THE
STATEMENTS.

THE FIRST STATEMENT REFER TO EACH ISSUE'S IMPORTANCE
TO THE OVERALL ORGANIZATION.

Statement 301

The scarcity of liquid resources is a significant issue in the management
of this organization

#	SA	A	UN	D	SD
01	X				
02		X			
07	X				
11		X			
17		X			
20				X	
24		X			
26		X			
27					X
28		X			
37	X				
38	X				

Statement 302

Staff development is important.

#	SA	A	UN	D	SD
01	X				
02		X			
07	X				
11		X			
17		X			
20		X			
24	X				
26	X				
27		X			
28	X				
37	X				
38	X				

Statement 303

It is important that governance of the organization be guided by the funding agent via regulations.

#	SA	A	UN	D	SD
01		X			
02				X	
07				X	
11			NA		
17			X		
20					X
24		X			
26		X			
27		X			
28				X	
37				X	
38				X	

Statement 304

It is important that the ultimate responsibility for the governance of the organization rests with the Board of Directors.

#	SA	A	UN	D	SD
01		X			
02	X				
07				X	
11		X			
17			X		
20		X			
24	X				
26		X			
27			NA		
28		X			
37	X				
38		X			

Statement 305

Marketing assumes a significant role in the operations of this organization.

#	SA	A	UN	D	SD
01		X			
02	X				
07		X			
11		X			
17		X			
20		X			
24		X			
26		X			
27	X				
28			NA		
37		X			
38		X			

Statement 306

Interorganizational ventures play a significant role in the operation of this organization.

#	SA	A	UN	D	SD
01		X			
02		X			
07		X			
11				X	
17		X			
20				X	
24	X				
26				X	
27		X			
28	X				
37		X			
38		X			

Statement 307

Fiscal reports are important management tools

#	SA	A	UN	D	SD
01	X				
02	X				
07	X				
11				X	
17		X			
20		X			
24		X			
26	X				
27		X			
28	X				
37	X				
38	X				

Statement 308

Budgeting, fiscal projections, and monetary recording are important management tools.

#	SA	A	UN	D	SD
01		X			
02	X				
07	X				
11				X	
17		X			
20		X			
24		X			
26	X				
27		X			
28	X				
37		X			
38	X				

Statement 309

Interorganizational politics is an important management responsibility.

#	SA	A	UN	D	SD
01	X				
02	X				
07				X	
11				X	
17				X	
20					X
24		X			
26		X			
27			NA		
28					X
37		X			
38				X	

Statement 310

It is important that management oversees purchasing and spending.

#	SA	A	UN	D	SD
01		X			
02	X				
07	X				
11		X			
17				X	
20	X				
24		X			
26		X			
27		X			
28	X				
37	X				
38	X				

305

Statement 311

The environment plays a significant role in the operations of the organization.

#	SA	A	UN	D	SD
01		X			
02	X				
07	X				
11		X			
17		X			
20	X				
24		X			
26	X				
27		X			
28		X			
37		X			
38		X			

Statement 312

The acquisition of money is an important management activity in this organization.

#	SA	A	UN	D	SD
01		X			
02	X				
07		X			
11				X	
17		X			
20		X			
24				X	
26		X			
27		X			
28		X			
37	X				
38		X			

306

Statement 313

It is important that ultimate responsibility for the governance of the organization be clearly understood.

#	SA	A	UN	D	SD
01	X				
02	X				
07	X				
11		X			
17		X			
20		X			
24		X			
26	X				
27		X			
28	X				
37		X			
38	X				

Statement 314

As the needs of the population change, it becomes important for the organization to acknowledge these changes and adapt to them.

#	SA	A	UN	D	SD
01	X				
02	X				
07		X			
11	X				
17	X				
20		X			
24	X				
26	X				
27	X				
28		X			
37	X				
38		X			

Statement 315

Motivating staff is an important administrative responsibility.

#	SA	A	UN	D	SD
01	X				
02	X				
07		X			
11	X				
17	X				
20		X			
24		X			
26		X			
27	X				
28	X				
37		X			
38		X			

Statement 316

The availability of money is an important issue in the management of this organization.

#	SA	A	UN	D	SD
01	X				
02		X			
07	X				
11			X		
17		X			
20			X		
24		X			
26			X		
27		X			
28	X				
37	X				
38	X				

Statement 317

It is important for me, in order to administrate effectively, to garner the respect of persons with professional skills.

#	SA	A	UN	D	SD
01	X				
02		X			
07	X				
11		X			
17		X			
20				X	
24		X			
26		X			
27	X				
28	X				
37	X				
38	X				

Statement 318

It is important for professionals to exhibit as much loyalty to the organization as they do to their professions.

#	SA	A	UN	D	SD
01		X			
02	X				
07	X				
11	X				
17	X				
20				X	
24		X			
26		X			
27	X				
28	X				
37	X				
38	X				

Statement 319

Mediating among staff, due to conflicts which arise between professional ethics and organizational demands is an important management responsibility.

#	SA	A	UN	D	SD
01		X			
02		X			
07		X			
11		X			
17		X			
20		X			
24		X			
26		X			
27	X				
28		X			
37		X			
38		X			

Statement 320

Measuring organizational performance is a significant management task.

#	SA	A	UN	D	SD
01		X			
02		X			
07	X				
11				X	
17		X			
20		X			
24		X			
26		X			
27	X				
28	X				
37		X			
38	X				

Statement 321

It is important that standards exist or be created for the measurement of organizational effectiveness.

#	SA	A	UN	D	SD
01		X			
02		X			
07		X			
11			X		
17		X			
20		X			
24		X			
26		X			
27	X				
28			X		
37	X				
38	X				

Statement 322

The fact that there is no bottom line measure for organizational effectiveness (like the profit measure) is significant.

#	SA	A	UN	D	SD
01			X		
02		X			
07		X			
11				X	
17		X			
20				X	
24				X	
26		X			
27				X	
28				X	
37				X	
38		X			

Statement 323

It is important that staff members both as individuals and in groups have positive relationships with one another.

#	SA	A	UN	D	SD
01	X				
02	X				
07	X				
11	X				
17		X			
20	X				
24		X			
26		X			
27		X			
28	X				
37		X			
38		X			

Statement 324

Staff satisfaction is a significant issue for organizational management.

#	SA	A	UN	D	SD
01	X				
02	X				
07	X				
11		X			
17		X			
20		X			
24		X			
26		X			
27	X				
28		X			
37		X			
38		X			

Statement 325

It is important that governance of the organization be guided by feedback from the client population.

#	SA	A	UN	D	SD
01	X				
02	X				
07		X			
11		X			
17			X		
20		X			
24		X			
26	X				
27		X			
28		X			
37		X			
38	X				

THE FOLLOWING STATEMENTS REFER TO YOUR PERSONAL CONCERN OVER THE SAME ISSUES.

Statement 326

I am concerned about procuring money.

#	SA	A	UN	D	SD
01		X			
02	X				
07				X	
11				X	
17		X			
20		X			
24		X			
26		X			
27				X	
28		X			
37		X			
38		X			

Statement 327

I am concerned about the staff's satisfaction with their jobs.

#	SA	A	UN	D	SD
01	X				
02		X			
07			X		
11				X	
17		X			
20	X				
24		X			
25		X			
27		X			
28		X			
37		X			
38		X			

Statement 328

It concerns me that governance of this organization is guided by many sources.

#	SA	A	UN	D	SD
01				X	
02				X	
07			X		
11		X			
17				X	
20				X	
24				X	
26		X			
27			X		
28			X		
37			X		
38		X			

Statement 329

I am concerned about organizational performance.

#	SA	A	UN	D	SD
01		X			
02	X				
07				X	
11		X			
17		X			
20		X			
24		X			
26		X			
27		X			
28		X			
37		X			
38		X			

Statement 330

I am concerned about the lack of marketing strategies for this organization.

#	SA	A	UN	D	SD
01		X			
02				X	
07					X
11		X			
17				X	
20		X			
24				X	
26				X	
27				X	
28			NA		
37				X	
38				X	

<u>Statement 331</u>

Designing the organization to adequately interface with the environment concerns me as an administrator.

#	SA	A	UN	D	SD
01		X			
02	X				
07		X			
11		X			
17		X			
20		X			
24		X			
26	X				
27		X			
28		X			
37		X			
38		X			

<u>Statement 332</u>

I am concerned about the existence of standards for the measurement of organizational performance.

#	SA	A	UN	D	SD
01		X			
02		X			
07		X			
11		X			
17				X	
20		X			
24		X			
26	X				
27	X				
28		X			
37				X	
38		X			

Statement 333

I am concerned about the absence of a bottom line measure against which nonprofit organizations can measure their performance.

#	SA	A	UN	D	SD
01			X		
02		X			
07		X			
11		X			
17		X			
20				X	
24				X	
26	X				
27		X			
28					X
37				X	
38		X			

Statement 334

I am concerned that my staff achieve positive relationships among themselves.

#	SA	A	UN	D	SD
01		X			
02	X				
07				X	
11		X			
17				X	
20	X				
24		X			
26		X			
27		X			
28		X			
37		X			
38		X			

Statement 335

Motivating staff is a concern of mine.

#	SA	A	UN	D	SD
01	X				
02	X				
07		X			
11		X			
17		X			
20		X			
24		X			
26		X			
27	X				
28		X			
37		X			
38		X			

Statement 336

I am concerned about staff development.

#	SA	A	UN	D	SD
01	X				
02		X			
07				X	
11	X				
17		X			
20		X			
24		X			
26		X			
27	X				
28		X			
37		X			
38		X			

Statement 337

I am concerned about conflicts which arise due to issues of professional ethics and organizational demands.

#	SA	A	UN	D	SD
01				X	
02		X			
07				X	
11				X	
17				X	
20	X				
24		X			
26		X			
27	X				
28		X			
37		X			
38		X			

Statement 338

Being respected by my professional staff is a concern.

#	SA	A	UN	D	SD
01		X			
02	X				
07				X	
11				X	
17		X			
20		X			
24		X			
26		X			
27	X				
28		X			
37		X			
38		X			

Statement 339

Availability of money is a constant concern.

#	SA	A	UN	D	SD
01		X			
02	X				
07				X	
11				X	
17		X			
20				X	
24		X			
26		X			
27				X	
28		X			
37	X				
38		X			

Statement 340

It concerns me that professionals should exhibit at least equal loyalty to this organization as to their professions.

#	SA	A	UN	D	SD
01				X	
02	X				
07		X			
11	X				
17				X	
20		X			
24				X	
26		X			
27	X				
28		X			
37	X				
38				X	

Statement 341

I feel concerned about needed organizational change.

#	SA	A	UN	D	SD
01		X			
02		X			
07	X				
11				X	
17				X	
20	X				
24		X			
26		X			
27			X		
28		X			
37				X	
38		X			

Statement 342

I am concerned about responsibilities in interorganizational politics.

#	SA	A	UN	D	SD
01		X			
02	X				
07					X
11				X	
17				X	
20	X				
24		X			
26		X			
27		X			
28		X			
37				X	
38		X			

Statement 343

My concern about interorganizational ventures is significant.

#	SA	A	UN	D	SD
01	X				
02	X				
07		X			
11			X		
17		X			
20		X			
24		X			
26		X			
27		X			
28		X			
37		X			
38		X			

Statement 344

I am concerned about fiscal expenditures

#	SA	A	UN	D	SD
01		X			
02		X			
07		X			
11		X			
17		X			
20		X			
24		X			
26				X	
27	X				
28		X			
37		X			
38		X			

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Statement 345

Fiscal reporting is an administrative concern of mine.

#	SA	A	UN	D	SD
01		X			
02		X			
07		X			
11				X	
17		X			
20		X			
24				X	
26	X				
27	X				
28	X				
37		X			
38		X			

Statement 346

I am concerned about the organization's fiscal management and attendant systems.

#	SA	A	UN	D	SD
01		X			
02		X			
07		X			
11		X			
17		X			
20				X	
24		X			
26		X			
27	X				
28	X				
37		X			
38		X			

Statement 347

Whether the ultimate responsibility for the governance of this organization rests with Board or with the administration is an issue of concern to me.

#	SA	A	UN	D	SD
01				X	
02				X	
07		X			
11				X	
17				X	
20	X				
24		X			
26				X	
27			NA		
28		X			
37				X	
38				X	

Statement 348

I am concerned about ambiguities related to who is ultimately responsible for the governance of this organization.

#	SA	A	UN	D	SD
01				X	
02				X	
07				X	
11				X	
17				X	
20	X				
24		X			
26		X			
27				X	
28				X	
37				X	
38				X	

Statement 349

The scarcity of liquid resources concerns me.

#	SA	A	UN	D	SD
01		X			
02	X				
07		X			
11				X	
17		X			
20				X	
24		X			
26		X			
27				X	
28		X			
37	X				
38		X			

IN THIS NEXT SECTION I'M GOING TO GIVE YOU SOME CARDS WITH
SOME ROLE DESCRIPTIONS ON THEM. THESE ARE ROLES THAT
MANAGERS ADOPT IN THE COURSE OF THEIR WORK. PLEASE READ
THE CARD. THEN I WILL ASK YOU SOME QUESTIONS ABOUT IT.

4 = very important; very good;
    frequently; very likely
3 = important; good; sometimes;
    likely
2 = somewhat important; adequate;
    rarely; somewhat likely
1 = unimportant; poor; never;
    unlikely

Figurehead

	01	02	07	11	17	20	24	26	27	28	37	38	X̄
How important is this role in the work that you do?	4	4	4	4	1	4	3	2	4	4	2	3	3.25
How well do you think that you perform in this role?	3	3	3	3	2	2	2	3	2	4	4	4	2.91
How often, in any working month, are you in this role?	4	4	4	4	4	4	3	3	4	3	3	3	3.58
How likely are you to seek training related to the tasks/ compencies required in this role?	4	3	2	1	3	2	2	3	3	1	1	1	2.16

Entrepreneur

	01	02	07	11	17	20	24	26	27	28	37	38	X̄
How important is this role in the work that you do?	4	4	4	3	4	4	4	3	4	3	3	4	3.66
How well do you think that you perform in this role?	4	4	4	2	3	3	3	3	3	2	3	4	3.16
How often, in any working month, are you in this role?	4	4	4	4	4	3	4	3	4	3	4	4	3.75
How likely are you to seek training related to the tasks/ compencies required in this role?	3	3	4	1	3	2	4	4	4	1	3	2	2.83

Resource Allocator

	01	02	07	11	17	20	24	26	27	28	37	38	$\bar{X}$
How important is this role in the work that you do?	4	1	4	1	4	4	3	2	5	3	4	4	3.33
How well do you think that you perform in this role?	3	2	3	1	3	4	3	3	2	3	2	3	2.66
How often, in any working month, are you in this role?	4	2	4	2	4	4	4	2	4	4	4	3	3.41
How likely are you to seek training related to the tasks/ compencies required in this role?	2	1	1	1	4	2	3	3	3	3	3	2	2.33

Liaison

	01	02	07	11	17	20	24	26	27	28	37	38	$\bar{X}$
How important is this role in the work that you do?	4	4	3	2	4	4	4	4	4	4	3	4	3.66
How well do you think that you perform in this role?	3	4	2	2	3	4	3	4	4	3	4	4	3.33
How often, in any working month, are you in this role?	4	4	3	2	4	4	4	4	4	4	4	4	3.75
How likely are you to seek training related to the tasks/ compencies required in this role?	2	3	2	1	4	2	3	3	1	4	1	1	2.25

Negotiator

	01	02	07	11	17	20	24	26	27	28	37	38	$\bar{X}$
How important is this role in the work that you do?	3	3	4	1	4	3	4	2	4	4	4	4	3.33
How well do you think that you perform in this role?	3	3	4	1	3	2	3	4	4	4	4	4	3.16
How often, in any working month, are you in this role?	3	3	4	1	3	3	3	3	4	4	4	4	3.25
How likely are you to seek training related to the tasks/ compencies required in this role?	2	1	1	1	2	2	2	2	1	4	3	1	1.83

Monitor

	01	02	07	11	17	20	24	26	27	28	37	38	$\bar{X}$
How important is this role in the work that you do?	4	3	3	1	2	3	3	2	4	4	4	3	3.0
How well do you think that you perform in this role?	3	3	2	2	2	4	2	4	2	4	3	4	2.91
How often, in any working month, are you in this role?	4	3	3	1	2	4	4	2	3	4	4	3	3.08
How likely are you to seek training related to the tasks/ compencies required in this role?	2	1	1	1	1	1	2	2	1	4	3	1	1.66

Leader

	01	02	07	11	17	20	24	26	27	28	37	38	$\bar{X}$
How important is this role in the work that you do?	4	3	4	2	3	4	4	4	4	4	4	4	3.66
How well do you think that you perform in this role?	3	2	4	2	3	2	4	3	2	4	3	4	3.00
How often, in any working month, are you in this role?	4	3	3	2	3	4	4	3	4	4	4	4	3.50
How likely are you to seek training related to the tasks/ compencies required in this role?	2	3	1	2	2	2	3	1	3	4	3	1	2.25

Disseminator

	01	02	07	11	17	20	24	26	27	28	37	38	$\bar{X}$
How important is this role in the work that you do?	4	4	3	1	4	2	4	4	4	4	4	3	3.41
How well do you think that you perform in this role?	3	3	4	1	3	1	3	4	2	4	3	3	2.83
How often, in any working month, are you in this role?	4	4	4	1	4	3	3	4	4	4	4	3	3.50
How likely are you to seek training related to the tasks/ compencies required in this role?	2	1	1	1	2	2	2	2	1	4	3	2	1.91

Disturbance Handler

	01	02	07	11	17	20	24	26	27	28	37	38	$\bar{X}$
How important is this role in the work that you do?	4	3	4	4	4	4	4	3	4	3	4	4	3.75
How well do you think that you perform in this role?	4	2	3	4	2	3	2	4	3	4	4	4	3.25
How often, in any working month, are you in this role?	4	3	2	4	3	4	2	2	3	2	3	3	2.91
How likely are you to seek training related to the tasks/ compencies required in this role?	3	1	2	1	2	3	2	1	2	3	3	2	2.08

Spokesman

	01	02	07	11	17	20	24	26	27	28	37	38	$\bar{X}$
How important is this role in the work that you do?	4	3	4	2	4	3	3	4	4	4	4	4	3.58
How well do you think that you perform in this role?	3	2	4	2	3	3	2	4	4	4	4	3	3.16
How often, in any working month, are you in this role?	4	3	4	2	4	4	2	4	4	4	4	4	3.58
How likely are you to seek training related to the tasks/ compencies required in this role?	2	1	4	1	1	2	2	2	2	4	4	2	2.25

Question 401

AGE

Interview

	Answers
#01	55-65
#02	36-45
#07	22-28
#11	36-45
#17	55-65
#20	28-36
#24	45-55
#26	55-65
#27	55-65
#28	45-55
#37	28-36
#38	28-36

Question 402

SEX

Interview

	Answers
#01	F
#02	F
#07	F
#11	M
#17	F
#20	F
#24	F
#26	M
#27	F
#28	F
#37	M
#38	M

EDUCATIONAL BACKGROUND

Interview

Answers

#01 MSW

#02 BA/BS

#07 MA

#11   3 years college

#17   3 years college

#20 BA/BS

#24 MSW

#26 hours toward Ph.D.

#27 H.S.

#28 MA

#37 MA

#38 BA/BS

Question 404

NATURE OF CURRICULUM STUDIED

Interview

Answers

#01 Social work

#02 psychology

#07 art education

#11 human relations, psychology, criminology

#17 business

#20 music

#24 MSW

#26 business administration/counseling/management

#27 N/A

#28 art education, psychology, sociology

#37 business administration/accounting/finance/economics

#38 business adminsitration

Question 405

NUMBER OF TRAINING COURSES UNDERTAKEN IN THE LAST THREE YEARS

Interview

<u>Answers</u>

#01 4-6

#02 ≥10

#07 7-10

#11 ≥10

#17 7-10

#20 1-3

#24 ≥10

#27 ≥10

#28 7-10

#37 ≥10

#38 7-10

Question 406

a. BEST DESCRIPTION OF TRAINING EXPERIENCE
b. IF FEWER, WHY

A = the same
B = more now
C = more in past

Interview

<u>Answers</u>

#01 a. C   b. no time, few new ideas are available

#02 a. B   b.

#07 a. B   b.

#11 a. A   b.

#17 a. B   b.

#20 a. B   b.

#24 a. C   b. change in focus

#26 a. B   b.

#27 a. C   b. City doesn't feel it's important

#28 a. C   b. no new ideas/burn out

#37 a. C   b.

#38 a. A   b.

TYPES OF TRAINING

Interview

Answers

#01 1. fiscal accountability
     2. psycho-social aspects of aging
     3. management

#02 1. advocacy skills
     2. fundraising
     3. volunteerism

#07 1. management
     2. staff development
     3. board
     4. fundraising

#11 1. psychology
     2. counseling
     3. criminology
     4. battered women

#17 1. national training program/management

#20 1. management
     2. fundraising
     3. hospital issues
     4. diseases/related needs

#24 1. counseling
     2. childhood development
     3. family dynamics

#26 1. Jungian thought/theological concepts

#27 1.   problem solving

     2.   filling out government forms

#28 1.   new field of involvement for Center

#37 1.   funding diversification

     2.   management

     3.   operations

     4.   counseling

     5.   fiscal

#38 1.   organizational dynamics

     2.   management

     3.   resource mobilization

Question 408

EXPERIENCE IN CURRENT POSITION

Interview

Answers

#01	≥7
#02	1-2
#07	<1
#11	3-4
#17	1-2
#20	1-2
#24	≥7
#26	5-6
#27	≥7
#28	7
#37	5-6
#38	≥7

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Question 409

EXPERIENCE IN RELATED PROFESSIONAL POSITIONS

Interview

Answers

#01 –

#02 <1

#07 1-2

#11 ≥7

#17 ≥7

#20 –

#24 ≥7

#26 ≥7

#27 ≥7

#29 ≥7

#37 5-6

#38 –

Question 410

DESCRIBE RELATED PROFESSIONAL POSITIONS

Interview

Answers

#01 –

#02 –

#07 Folk Art Program Director

#11 Director of Other Mission; Public Relations

#17 Human Services Director

#20 –

#24 Supervisor - Department of Human Services

#26 Director, Pastoral Care, Baptist Medical Center

#27 Activities Director/Nursing home

#28 Director/Indian counseling program in University

#37 regional office work

#38 –

ORGANIZATIONAL MEMBERSHIPS

Interview

Answers

#01   1.   National Association of Social Workers

      2.   Oklahoma Health and Welfare

#02   1.   League of Women Voters

      2.   Alliance for Children

      3.   Unitarian

      4.   Community of John 23

#07   1.   Art Center

      2.   YMCA

      3.   Ukrainian Institute

      4.   County Education for Lifelong Learning

#11   -

#17   1.   Vocational Rehabilitation Association

      2.   Mayor's Committee

      3.   Professional Businesswomens Association

      4.   Oklahoma Health/Science Association

#20   1.   Chamber of Commerce

#24   1.   National Association of Social Workers

      2.   Board President - Oklahoma Care

      3.   Board - S.W. Regional Adoption Exchange

      4.   Adjunet faculty - O.U. School of Social Work

      5.   Impact

#26   1.   National Association of Family Life

      2.   College of Chaplins

      3.   American Association of Pastorial Counselors

#27   —

#28   1.   National Urban Indian Council
      2.   National Indian Education Association

#37   1.   WMCA
      2.   ASTD
      3.   Rotary
      4.   Boy Scouts
      5.   NE Oklahoma City Development Corporation

#38   1.   Board of Sunbeam Family Services
      2.   National Association of Farmworker Organization
      3.   Midwest Association of Famwork Organizations
      4.   S.W. Association of Farmwork Orgnaization

Question 412

OUTSIDE EMPLOYMENT

Interview

#01   —
#02   —
#07   1.   Teaches at Arts Annex
      2.   OKC Public Scnhols (In-service training)
#11   —
#17   —
#20   —
#24   —
#26   1.   Consultant to S.M.U.
      2.   Private practice
#27   —
#28   —
#37   —
#83   —

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