ePortfolio

Tayyab Qasmi

Masters in Nonprofit Management (MNM)

University of Central Florida

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Introduction

If there was a professional career built around helping others through various products and services that would not only enable a fulfilling lifestyle, but also bring significant change in the world today and tomorrow, would you do it? This was the question I asked myself right before starting college. After months of research and getting feedback through family and friends as well as by networking with industry professionals, I realized that yes, this ideal career does exist and it is growing rapidly all around the world. For all public sector professionals, I believe that the importance and value of nonprofit management education is fundamental towards strengthening self-awareness and enhancing personal knowledge, skills, and abilities (KSAs) needed to succeed. It is also wise to know that success in the nonprofit industry is not measured by one's own achievements, but rather is truly defined by the impact created on others.

Providing effective solutions for complex social problems is not easy, and I quickly realized that in order to really add value in the nonprofit sector, I need to equip myself with the right education, both theoretical and practical. Being the first nonprofit management degree in the world to be accredited by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), which is considered to be the global standard in Public Service Education, it was obvious to me that the Masters in Nonprofit Management (MNM) degree at the University of Central Florida (UCF) would substantially excel me towards my career goals. Along with gaining the NASPAA universal competencies, which will be fully explained in this ePortfolio, the MNM degree at UCF was ranked the #8th Nonprofit Management program in 2019 by U.S. News & World Report, further ensuring that the knowledge gained through this degree will be of high value towards my nonprofit career.

Through the comprehensive study of various nonprofit management topics, such as volunteer management, resource development, grants management, strategic planning, public program evaluation, etc., the MNM degree has developed a strong educational foundation for me and cultivated key fundamental principles and values needed today as a nonprofit professional. I plan to utilize the intellect gained from the MNM degree in the advancement of my own nonprofit organization with the aim of improving effectiveness and efficiency of its programs and overall management. The MNM degree, tagged with my previous BSBA degree, would also accelerate my career towards my top professional goal of serving individuals globally through the utilization of business and nonprofit KSAs. The next step in my career is to extensively diversify myself through gaining multiple important experiences in the sector. With focus and determination, I plan to eventually grow into a nonprofit professional known by his work and impact around the world, not by simply his position or titles.

This ePortfolio includes a current professional resume as well as personal reflections on each five NASPAA competency gained. It will also consist of evidence in the form of research papers, case studies, and discussions that showcase mastery of the NASPAA competencies, demonstrating the expertise I've gained on the overall subject of nonprofit management through the MNM degree at UCF. However, learning never stops in life, and I plan to further gain more knowledge and experience in related topics, some of which I've already acquired through certifications in Global Social Entrepreneurship and Fundraising, as well as through attaining the National Engaged Leader Award (NELA) and the Certified Nonprofit Professional (CNP) credential. I am grateful for these incredible opportunities I've been fortunate with, and am committed to working in the nonprofit sector and achieving sustainable impact for all.

TAYYAB QASMI, MNM, CNP

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Objective

Highly organized, entrepreneurial, and pro-active individual with 3+ years of professional experience aiming to use business and nonprofit skills to create significant betterment and difference in the lives of people all around the world.

Professional Experience

International Program Coordinator Aug 2018 – Present

Tayyab Trust – New Delhi, India

- Project development and implementation for Tayyab Trust India, USA, UK, and Australia
- International resource management and relief coordination in developing countries
- Establishing strategic partnerships and vision sharing with international non-profit organizations
- Developing innovative ideas through social enterprises for sustainability of long-term development projects

Founder, Director Oct 2016 – Present

Tayyab Trust USA – Orlando, Florida

- A registered 501(c)(3) nonprofit organization that aims to combat poverty by systematically working for sustainable and holistic development of impoverished and vulnerable sections of the society
- Committed towards deploying innovative methods for effective planning to achieve organizational goals
- Working to combat global issues like hunger, affordable healthcare, education, disaster and risk aversion, skill development, water & sanitation, etc. for a better world for all

Additional: Project Development Coordinator – *Tayyab Trust* (2015), Social Media Fundraising Intern – *Tayyab Trust* (2013), International Volunteer Experience – India, USA, online/remote (2013-2015)

Education

Masters in Nonprofit Management (MNM) Dec 2019

Overall Cumulative GPA 4.0 – Summa Cum Laude

University of Central Florida – Orlando, FL

Fundraising Graduate Certificate Dec 2019

University of Central Florida – Orlando, FL

Global Social Entrepreneurship Certificate July 2019

Philanthropy University & Haas School of Business, University of California (Berkeley)

Bachelors of Science in Business Administration (BSBA): Management 2014-2018

Overall Cumulative GPA 3.88 – Magna Cum Laude

University of Central Florida – Orlando, FL

Additional: Policy Management SMG Case Study – Study Abroad Seoul, South Korea (2019), Marketing & Consumer Behavior – Study Abroad London England & Dublin Ireland (2018), UCF I-Corps Social Business Accelerator (2018)

Skills & Honors

- Multi-lingual – English, Hindi, Urdu, Spanish (some), and Arabic (some)
- Communication, problem-solving, creativity, public speaking and leadership skills gained by traveling globally (30+ countries traveled and lived in 4 countries/3 continents)
- Proficient in complete Microsoft Office and Current Social Media Platforms
- Honors: NSLS National Engaged Leader Award (NELA), UCF Certificate of Excellence (Presidents List), UCF Social Venture Competition Finalist, Phi Thetta Kappa, Phi Kappa Phi, Golden Key International

Professional Online Sites – Instagram: @tayyabqasmipro | LinkedIn: @tayyabqasmi | Website: www.tayyabqasmi.com

Competency 1 Reflection

The terms leadership and management are often times used synonymously, however, in reality they focus on different functions and objectives. In the nonprofit sector, distinguishing between leaders and managers is crucial as the roles and responsibilities vary. This is not to say that perhaps there might be some overlap of activities, and in fact many leaders are great managers and many managers can effectively lead. But in order to successfully utilize an individual’s skills, organizations must cultivate specific roles designed for leadership and/or management to fully prosper. Competency 1 explores the ability to lead and manage in a dynamic, mission driven nonprofit sector. Through the coursework completed in the MNM, competency 1 was thoroughly studied through developing strategic plans, which is showcased in appendix A, and through conducting a leadership case study, listed in appendix B.

As a part of the strategic planning and management course (PAD 6335), the process of creating a comprehensive three-year long strategic plan for Give Kids The World (GKTW) incorporated various leadership and management concepts that were used to provide a future roadmap for the organization. Topics included the organizational history, mandates, PEST analysis, SWOT/TOWS, issues management, and implementation and evaluation plan, which all together strengthened the strategic vision for GKTW. The leadership case study for PAD 6149 covered the case of Homelessness in Harvard Square in detail and required a deep analysis of the situation, problems, and solutions. The principles of leadership were evaluated in this case study, furthering the knowledge on the topic. Both these assignments helped in strengthening my own understanding on leadership and management, which I strongly believe are essential skills needed today to operate in a nonprofit organization.

Competency 2 Reflection

Today, in a fast-paced globalized world, industry leaders must be forward thinking and equipped with the necessary skillset needed to successfully operate in their respective fields of work. Among the various skills required, critical thinking, problem solving, and decision making are perhaps one of the most important skills that can only be effectively developed through continuous training and/or work experience. Competency 2 describes the ability to analyze, synthesize, think critically, solve problems, and make decisions for the purpose of strengthening nonprofit organizations, the nonprofit sector, and society at large. The evidence provided displays mastery on competency 2 through appendix C, the program evaluation plan completed in PAD 6327, and appendix D, the volunteer case study for PAD 5145. Furthermore, with local and international nonprofit experience gained over the years, I was also able to reinforce competency 2 through utilizing what I learned and putting it into practice.

The program evaluation plan was created for the nonprofit organization Children Beyond Our Borders, analyzing their Bound For Peace program. The extensive evaluation covered the evaluation questions, measures, criteria, designs, and techniques along with a literature review and a long-term implementation plan. In order to effectively develop this evaluation plan, much critical thinking was necessary and a deep analysis was required to be performed. Similarly, the volunteer case study was done for Tayyab Trust, focusing on volunteer recruitment, selection, training, and retention. This case study first involved gaining a thorough understanding of the current context of volunteerism in Tayyab Trust, and then a volunteer management plan was devised. Both of these evidences dictate the process of critical analysis for the sake of problem solving and decision making, ultimately enhancing my skillset in the same.

Competency 3 Reflection

With nonprofit experience in managing key programs and partnerships in 3 different continents, country-wise in India, UK, US, and Australia, I have gained valuable knowledge in competency 3, which involves the ability to communicate and interact productively with a diverse and changing workforce and citizenry. Operating amongst varied cultural backgrounds and environments as well as at times with different languages, my understanding of competency 3 is very comprehensive, and through the MNM degree, I have also strengthened this important competency as displayed through appendix E, the PAD 6417 human resource case study, and through appendix F, the PAD 6335 stakeholder analysis.

As learned through the coursework completed and work done with nonprofit organizations, being able to successfully communicate accurate information is essential to the overall effectiveness of any program and service. Despite the improvements in technology, which has revolutionized what it means to be interconnected, nonprofit professionals must still be able to exchange meaningful conversations face-to-face. Human resources are the most valuable resource an organization possesses, and therefore, through conducting a human resource case study for PAD 6417, I was able to utilize all my learning and gain more valuable knowledge on the important role of communication and diversity for nonprofit organizations.

The stakeholder analysis completed for PAD 6335 identified internal and external stakeholders that add value either directly or indirectly to the organization. This analysis further reinforced the significance of good communication. Nonprofit organizations are working with many industries outside their own, including the government. Therefore, as I’ve learned through the MNM degree, being able to successfully operate and manage a diverse workforce is vital.

Competency 4 Reflection

Nonprofit professionals, no matter in what position or organization, are involved within the vast public sector, which in spirit and through action aims to provide for others, reminding everyone to always engage in good citizenry. Competency 4 details the ability to articulate and apply a public service perspective emphasizing the role of civil society in democratic governance. This crucial competency is what I like to think of as the heart of the nonprofit industry. By working with several nonprofit organizations, I have gradually learned the value of giving and sharing, which in turn reinforces the ideals of public service. From the MNM degree, two evidences that demonstrate my expertise in this topic include appendix G, a volunteer motivation discussion, and appendix H, a code of ethics discussion.

Public service does not need to be a grand showcase, nor does it have to only relate to money. Helping your neighbor get grocery is public service or sharing a smile with someone sad is also public service. This is perhaps one of the most basic yet key lessons I've learned through practice, that we all can be involved in public service, if we choose to. Furthermore, when conducting the volunteer motivation discussion, I realized how most volunteers are motivated through the work itself, simply because it feels satisfying to them. This explains the nature of public service and how it can be used for promoting public welfare and a sense of community.

The code of ethics discussion also provided me a different perspective into public service, specifically one that involved the broader landscape of industry standards and ethical practices, such as learning about the ASPA and AFP code of ethics, which explained the importance of having ethics for organizations. Moreover, through this discussion, I had also developed my personal code of ethics, which has guided me throughout all my career decisions.

Competency 5 Reflection

One interesting element involved with nonprofit management is the policy process, which I have had the experience learning about through the MNM degree, in particular through the advocacy policy assignment (appendix I) and through the policy process assignment (appendix J). Often times we forget that nonprofit organizations also act as mediums between the government and the general public. This important role is facilitated through public policy making, which if done effectively, can very quickly create significant change at a high level. Competency 5 examines the ability to participate in and contribute to the policy process while functioning in the nonprofit sector. Whether a small nonprofit or a large nonprofit, the importance of being actively involved in the policy process must not be ignored.

The advocacy policy assignment analyzed a fundamental public policy component, the ability of nonprofit leaders to advocate for or against something. As a nonprofit professional, I recognize and understand the responsibility and influence I have through advocacy, which can either be done independently or through participating in advocacy groups. Bringing change through spreading awareness and engagement is possible with the right level of advocacy. Additionally, the policy process assignment focused on political advocacy and lobbying, further strengthening my understanding on the topic. Competency 5 reminds us of the value of the policy process, and for all nonprofit professionals like me, it is beneficial to thoroughly invest in learning about how we can utilize ourselves in the best way to bring positive change.

STRATEGIC PLAN 2019-2023

Made by: Kylie Ortity, Tayyab Qasmi, Joshua Roth, Quinton Arrington

University of Central Florida

Strategic Planning and Management (PAD 6335)

Executive Summary

A strategic plan serves as a roadmap for an organization and provides step-by-step instructions on how to achieve company goals. The overall purpose of this strategic plan is to help Give Kids the World (GKTW) manage activities and prioritize functions that will increase operational efficiency, market share and profitability, and establish competitive advantage within the non-profit industry. GKTW was founded in 1986 by Henri Landwirth. The overall mission of GKTW is to ignite an enduring sense of hope in the hearts of critically ill children and their families by fulfilling their wishes through their Village experience.

This strategic plan reviews the organization’s history and identifies key stakeholders and current formal and informal mandates. In addition, the strategic plan highlights GKTW’s internal strengths and weaknesses and the external opportunities and threats by implementing a SWOT analysis. One of the primary strengths of the organization is the distinctiveness of their program and services. There is currently no other organization like GKTW anywhere in the world, as their unique property enables them to host children and families and provide them an unforgettable experience.

One of the primary weaknesses of GKTW is their high dependence on public donations. This weakness is mostly common with many non-profit organizations. However, it is imperative that nonprofit organizations seek other funding opportunities and partnerships that may yield both tangible and intangible resources.

This strategic plan also includes a PEST analysis, which is used to identify the political, economic, socio-cultural, and technological factors that affect GKTW. The political factors affecting GKTW pertain to consumer safety, tourism and healthcare. The economic factors that potentially affect the company’s success are inflation, interest rates, unemployment, stability of the middle class, etc. The social factors identified in this section pertain to the change in demographics and population growth. Lastly, technological factors identified in this section pertain to the automation and innovation of product/service distribution.

A TOWS analysis is also used in this report to help identify the internal and external impacts and processes that are most important to the overall health of the organization. The TOWS analysis serves as an extension to the evaluation of the organization strengths, weaknesses, opportunities and threats. This section of the report provides details on how the organization can improve the internal functions and how it can survive and conquer the external factors that the organization will face in the present and future.

Next, the issue management section of the strategic plan discusses three critical issues based on the findings from the SWOT and TOWS analysis. The three issues are: organization's impact online via website and social media, resources to combat weather/environmental challenges, and the dependence on public donations. To help address each issue, strategic goals, objectives, and indicators are listed to assist GKTW in the implementation process.

This plan also includes an implementation and evaluation plan to help address the three issues listed in the issue management section. The implementation plan includes a timeline, actions items, the responsible parties, and the cost associated with each process. The evaluation plan serves as a benchmark that will help assess the quality and progress of each action item.

With all the information gathered and produced within this strategic plan, GKTW can certainly benefit from the ideas and goals presented in this report. Moreover, this report can serve as a guide to assist in any modifications to the organization's operational functions and goals, as well as with knowledge of components of a successful strategic plan.

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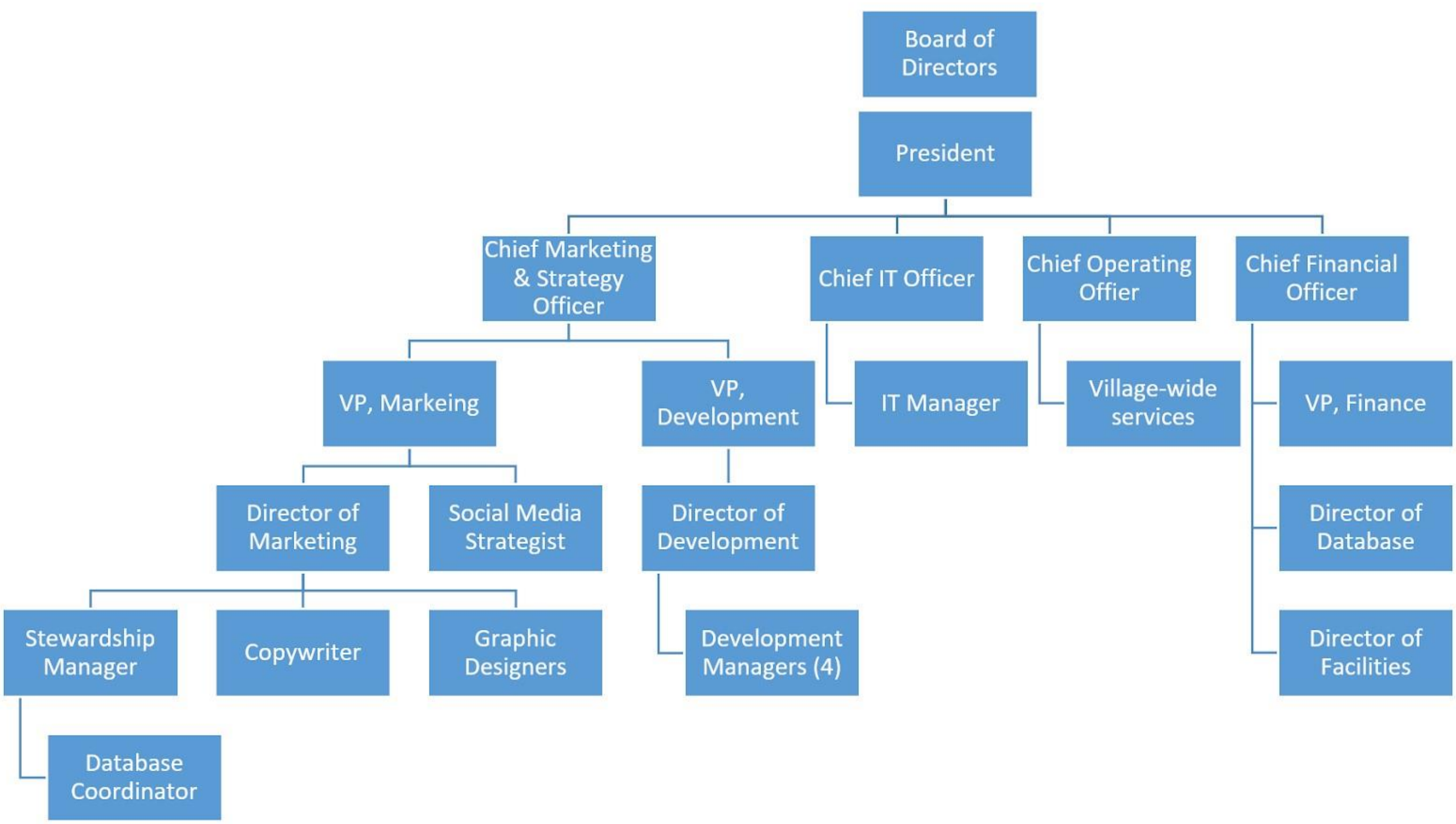
Organization History

Give Kids The World was founded in 1986 by a man named Henri Landwirth. Henri, a survivor of the holocaust, traveled to the US with only $30 in his pocket. He found himself in the hotel business in Cocoa Beach, FL. Many wish granting organizations, like Make-A-Wish used to call Henri and ask if a wish child could stay at his hotel for free. Of course, he said yes, and this was a continued partnership for many years. One day, a family was supposed to come stay at the hotel and they didn't show up. Henri reached out to the organization and asked why the reservation never showed. He learned that the little girl's wish that was being granted actually passed away before she could reach Florida. Instead of Henri moving on, he began asking many questions. He wanted to know how he could prevent this from happening again. The wish granting organizations told him that they needed an actual place for the families to stay.

From that moment, Henri founded Give Kids The World Village and it officially opened in 1989. The Village only had a couple of villas and a handful of staff members. Although the mission statement has been fine tuned over the years, it is currently stated as "we ignite an enduring sense of hope in the hearts of critically ill children and their families, by fulfilling their wishes through our Village experience" (Give Kids The World, 2019). As the years went by, entertainment aspects were added because Henri saw a family sitting on their porch one day and asked them "why aren't you at the (Disney) parks today?" The family responded and let Henri know that their child was too sick that day to travel and spend all day at the park. Henri then incorporated entertainment aspects into the Village. There is now a 7-hole mini golf course, two amusement rides which are wheelchair accessible, an arcade, two pools, and thanks to Disney, a theater that shows movies before they are released in theatres.

Today, the Village has 180 staff members, 166 villas and fills 1700 volunteer shifts a week (figure 1 illustrates their organizational chart). In 2018, the Village was able to house just 8,000 families that year alone. Recently, the Village just had their 170,000 family stay at the Village. Unfortunately, Henri passed away in 2018, but his former wife Pamela Landwirth has been able to maintain and grow the organization. The organization believes now is the perfect time to look towards the future. Creating a five-year strategic plan will allow the organization to continue to grow and serve more families as long as the need is still current.

Figure 1: Organizational Chart



Formal and Informal Mandates

Formal mandates refer to laws, agreements, and legal bindings that are developed by the organization to govern practices. Whereas, informal mandates refer to the unwritten and unspoken social norms, traditions, and values that have been created by an organization (UniversalClass, n.d.). One of the formal mandates of the organization is the contracts shared between the organization and its partners. Included within those contracts are further information that is related to formal mandates and legal agreements set amongst each participant. Some of the organization's most popular partnerships are with major theme parks such as Walt Disney World, Universal, Sea World and more.

Another formal mandate developed by the organization is the statement of values and code of ethics. This particular document includes various mandates, regulations and guidelines that discuss legal compliance, personal and professional integrity, governance and much more (Give Kids the World, n.d.). Based on the foundation of the organization, one of the most valued informal mandates are the efforts to create long lasting relationships with their customers by offering quality customer services. Therefore, customer service is one of the organization's top valued priorities and as a result, the organization customer service rating is almost at 100%.

PEST Analysis

The PEST Analysis is an evaluation tool used in organizations created by a Harvard professor named Francis Aguilar in 1967. Its main purpose is to analyze the external factors and forces, and the positive or negative affect it may have on an organization (Post, 2018). PEST is an acronym for political, economical, social, and technological. The political environment relates to government regulations and legal issues that have an affect on the business profits as well as success. For GKTW, laws that pertain to consumer safety, tourism, and even healthcare are the most relevant. Economic factors evaluate the issues in the outside economy that may affect the company's success regarding inflation, interest rates, unemployment, stability of the middle class, etc. This may impact how GKTW hires and manages its staff as well as volunteerism.

The social factors define the size and potential of the market, which include the change in demographics and the analysis of age, attitudes within careers, and population growth. Such social factors are crucial to understand in order to learn about the consumer. The technological factor is an important tool for advancing business negatively or positively. This factor may have a major effect on the way businesses make and distribute products and services as well as automation and innovation. For GKTW, the technological factor involves how it can take advantage of technology to better serve its customers/beneficiaries in their Village.

External events and trends whether negative or positive can allow for threats or viable opportunities. In different markets many of the opportunities and/or threats are tied to technological trends within the media industry, along with social trends in the amusement park industry as well. When using the PEST analysis, there has to be strategic plans suitable to the external factors put in place to address the effects of the various industries. This is necessary to promote extended stability within the company. By considering external factors as an opportunity or threat, there is potential to grow operations regardless of the vigorous competition. In order for the organization to benefit from this approach, they heavily depend upon the success of strategies and the external analysis applied based on PEST.

The economic trends of non profit organizations like GKTW involve diverse economic conditions, especially considering that some businesses have multinational capacity. The organization's success again depends highly upon the management of strategic plans and its economic conditions linked to external factors. It is important to understand that within the PEST analysis, fast development is great for business growth, and opportunities may exist with expeditious development of progressing markets.

One external event that may be experienced by GKTW is the potential lack of funding. Funding from our government is not distributed equally among the nonprofit sector. Preferences are usually given to service charities like the health and human sector more so than those that are a part of humanities, environment, and education (Navarro, 2005). Even with the health and human services sector, they are not necessarily safe from budget cuts. With GKTW, a lot of their funding is due to the generosity of individual and corporate donors that aid in continuing this non-profit organization. As a result, its customer ratings can also serve as an external event that may potentially impact the organization's well-being.

Ratings given by external factors are not always so favorable. 1 in 10 Americans believe that charities like GKTW are honest in the use of the funds that are being donated (Rhode & Packel, 2009). Some believe that the charities may have gone in a different direction than when it initially began. As a result, this could become a great concern for the organization as their funds are highly dependent on contributions from various external sources.

Organizational Values

The organization holds four different values that they stand by and constantly work on making it better. The first value is "Quality Guest Experience." This value focuses from the beginning stages of the wish, which is when the organization learns they are going to be granted their wish, from flying to driving from wherever they call home, to experiencing the magic of the parks. It is necessary for each member of the family to feel happy, and believe their experience could not have been better. The second value is "Quality Staff Experience." The Village focuses on a "competency-based management system." This is something that is used to make sure the staff is focused on the mission at hand. Staff members should also be able to change and grow with the Village, as by improving themselves they can improve the quality of the Village.

The third value is “Quality Stakeholder Experience.” The Village wants to make sure that all stakeholders are provided with the necessary information regarding their role and how they can help the Village. All volunteers that willingly give their time should be appreciated at all times and feel like they belong. Finally, the fourth value is “Quality Businesses Practices.” The Village wants to ensure they are taking the appropriate measures to save funds, spend money on necessitates and use key performance indicators (KPI). This includes standing by risk management principles and maintaining a secure and safe property.

All of these values help to make the mission statement what it is. Without these values being in place, many things may slip through the cracks such as customer safety, taking care of their employees, and so forth. The Village is making sure all wish families are able to have the best possible and unforgettable experience. The values support the formal mission statement and this can be seen by looking at value number one, which is the main value presented in the mission statement for Give Kids The World.

Evaluation of Organizational Mission Statement

As mentioned previously, the current mission statement for GKTW is “we ignite an enduring sense of hope in the hearts of critically ill children and their families by fulfilling their wishes through our Village experience.” In this section, the report will assess the organizational mission statement using the six questions from the text and the module. The six questions that will be used to assess the organizational mission statement are as follows:

- Who are we as an organization?
- What are the political needs or social problems we exist to address?
- How do we recognize and respond to these problems?

- How should we respond to our key stakeholders?
- What is our philosophy and what are our core values?
- What makes us distinctive or unique?

In this mission statement the organization could have presented more specific adjectives to define who they are. However, there is information presented on their website that clearly addresses who they are as an organization. Per the website, it states that the organization is an 84-acre, nonprofit resort in Central Florida that provides weeklong, cost-free vacations to children with critical illnesses and their families (Give Kids the World, 2019). This particular statement gives a more defined explanation as to who they are and what they stand for.

GKTW did a great job at presenting the social problems that they seek to address in the mission statement, as they included that their main goal is to aid critically ill children and their families. The organization responds to these problems by fulfilling what may be the last wishes of critically ill children, through their Village experience. The response to their key stakeholders is to ignite an enduring sense of hope in the hearts of the children and families. In addition, one of the core values presented in the mission statement is the goal of fulfilling wishes through their Village experience. As a result, the organization puts high importance on their efforts to increase the customer experience, and to ensure that they leave each child with a sense of hope.

The mission statement did not present any definitive verbiage relating to their uniqueness, however, based on their website, one aspect that is most unique about the Village is the aim to provide hope to children no matter their sickness or its severity. For example, if a child is not able to visit the theme parks, GKTW will provide a similar, yet unique experience within their village for children who otherwise are too sick to visit any amusement parks.

Stakeholder Analysis

The identification of all the major personnel that may influence an organization and its programs are described as its stakeholders. It is crucial to fully understand an organization's key stakeholders, which may help the organization strategically plan its goals and activities. Recognizing and utilizing the strengths of each stakeholder can lead to effective operations and may also address any possible issues and/or concerns. It is also beneficial to prioritize stakeholders for an organization, so that when needed, the correct personnel are engaged.

Internal Stakeholders

The internal stakeholders of the organization are any staff members, the board of directors, volunteers, and donors. The role of the staff members vary because of their different job titles, but in the end, they are all working together in order to make sure the organization remains successful. The board of directors have a huge role of letting the organization do different things. They have the best perception of the organization, while being able to look at it from the outside. They aren't involved in the day-to-day activities, but rather are responsible for general oversight on its overall functioning.

Another large internal stakeholder is the volunteers, especially for GKTW, which fills around 1700 volunteer shifts a week. Many of the volunteers are retired, and some are even "snow birds" who come to Florida in the colder months. They work in the volunteer services, operate rides, help wish families get from the airport as well as arrive at their villa. Regardless of the task, they play a crucial part in the day-to-day operation of the Village.

The organization wouldn't be what it is today without the helpful donors. Many individuals as well as corporations are able to see and appreciate the work the Village is doing.

They are filling a vital need for critically ill children that wish to experience Central Florida, and their financial contributions and in-kind donations strongly support GKTW.

The role of the internal stakeholders is to hold the Village accountable. They see the things that are happening at the Village, and they need to speak up if it is something they do not agree with. They are able to change the rules, make new ones, and hold the organization in the palm of their hands. They are able to continuously push all members of the team to help the organization grow into bigger and better things in the future.

External Stakeholders

Some of the external stakeholders are wish granting organizations, wish families, and partners of the organization. For example, the wish granting organizations have to have faith and trust in the Village that they are going to help the family have the best experience possible. Only certain people in the organization understand what the child is going through, so the Village does everything they can to help the family escape the bad moments they are experiencing at home. The goal is to allow the ill children to be able to focus on simply being a kid.

Another major stakeholder is the wish families. Their child wishes to come to Central Florida, more than likely to come to Disney World, Universal, or SeaWorld. Even better, the Village gives all of the families 4-day tickets to Disney, 2-day tickets to Universal, and one day at SeaWorld. These families are able to experience these magical memories that will last them a lifetime. They trust the Village to take care of them from the very beginning until they fly home. Therefore, GKTW has a reputation for going above and beyond as well as having a 99.4% customer service rating. The organization hopes to increase this to 99.6%.

Finally, another set of stakeholders are the partners that work closely with the Village.

These include Disney, Universal, and SeaWorld. All three parks are able to provide in-kind tickets to all of their parks. The Village relies on these companies to help them provide wish kids with the best possible experience in helping their wish come true. Without these partnerships, the Village would have to raise even more money to provide for the whole experience.

The role of the external stakeholders is to trust the Village. They have built many agreements and contracts, which will benefit both the organization and the children they serve. As a result, they don’t have to put a lot of work into the relationship as long as they are able to provide the agreed upon items. To conclude, it is important to consider the value each stakeholder brings to GKTW, so that the organization can effectively work on decision-making and achieve its overall mission of spreading happiness among children.

SWOT/TOWS Analysis

For an organization to conduct effective decision-making, it is important to be aware of the internal and external factors that may influence the decision. A comprehensive understanding of the environment is crucial, and therefore, a SWOT analysis can be done, which is a strategic planning tool that provides an organization a breakdown of its internal elements, namely its strengths and weaknesses, along with its external elements, particularly its opportunities and threats (Schooley, 2019). Additionally, after completing a thorough SWOT analysis, an organization can also build a TOWS matrix, which arranges and matches the learned strengths, weaknesses, opportunities, and threats from the SWOT analysis into a broader framework to identify potential issues and areas of improvement (Woodruff, 2019).

Figure 2 below illustrates the SWOT analysis for Give Kids The World. Each strength, weakness, opportunity, and threat is labelled and prioritized within the appropriate section. Data was gathered from GKTW's website and available public documents such as its financial statements and returns. Additionally, to gain better insights, direct communication was made with the director of development at GKTW, Mr. Sean Gross, and related comments and/or responses from the GKTW marketing team were used. The process of collecting information was divided into two main parts, where first the data was collected on the internal strengths and weaknesses, and then the data was gathered on the external opportunities and threats. This was done for accurate representation of data and to ensure that no duplication had occurred.

Figure 2: GKTW SWOT Analysis

Strengths	**Weaknesses**
S1: 99.4% overall guest satisfaction S2: Capitalizing Disney & SeaWorld partnership S3: Large volunteer network S4: Distinction and uniqueness of services S5: Years of work experience (legacy) S6: High transparency and accountability	W1: High dependence on public donations W2: Insufficient material to showcase impact and testimonials (website) W3: Slow innovation and development W4: Limited village resources
Opportunities	**Threats**
O1: Availability of federal grants O2: Start individual fundraising stories O3: New villages in new markets O4: Increase signature events	T1: Partners enter GKTW's industry T2: Competition among other FL nonprofits T3: Weather/environment dependence

SWOT Analysis

One of the most important aspects of a strategic plan is to develop a SWOT analysis. A SWOT analysis observes the strengths, weaknesses, opportunities, and threats that are facing an organization. Strengths and weaknesses are internal factors, whereas opportunities and threats are external and refer to future potentials for good or ill (Bryson, 2011, p.152). There are several different approaches to gathering data for a SWOT analysis. Some data collecting tools consists of conducting interviews of stakeholders, surveys, questionnaires, or group workshops.

The method that was used to collect data for GKTW was through financial reporting records and a questionnaire that was sent to a select group of individuals via email. The questionnaire consisted of four (4) questions that were specifically designed to get feedback on the organization's strengths, weaknesses, opportunities, and threats. Mr. Sean Gross, Director of Development, also assisted with gaining feedback from other select groups within GKTW.

Strengths

Give Kids the World has a strong and proven ability to provide quality customer service (S1). According to UniFocus, an independent research company, and highlighted in its annual report, GKTW has an overall rating of 99.4% in guest satisfaction (GKTW, n.d.). Another strength of the organization is the distinction and uniqueness of their services (S4). As stated by a representative of GKTW, there is no other organization like the Village anywhere in the world. Every state has a food bank, an animal shelter, a support system for the homeless, but there is no other organization known to have such a unique property that hosts the customers they serve.

An additional strength for GKTW is the years of work experience in charity, specifically in granting wishes to children and families (S5). The common expertise amongst GKTW and other wish organization is their success in granting wishes. However, GKTW's unique development of the Village and the personal involvement in the lives of children and families they serve gives them a competitive advantage in this specific niche. For any developing organization embarking on this path of granting wishes, GKTW will definitely earn the place to be the model and standard for other charitable organizations to use as an example.

GKTW also has an amazing group of dedicated volunteers and staff members who work long hours to further the mission (S3). GKTW already has a large pool of volunteers, however, the staff consistently provides much support and dedication to fulfilling the needs of the organization beyond their respective job requirements. In addition, GKTW has prestigious partnerships with countless individuals, organizations and corporate entities who all share the responsibility of providing happiness for the children and families they serve (S2).

GKTW has developed a strength in submitting themselves to transparency and accountability (S6). The organization has a proven track record for transparency and accountability, as they were awarded a four-star rating, which is the highest rating possible from Charity Navigator. The organization has received this award for 13 consecutive years to honor their governance, transparency, and financial accountability.

Weaknesses

Like many other nonprofit organizations, there is often high dependence on public donations (W1). There is always the fear of losing donors and not being able to sustain the financial needs of the organization. As a result, it is imperative that nonprofit organizations seek other funding opportunities and partnerships that may yield both tangible and intangible resources. The next section will discuss this issue further and identify some opportunities and recommendations in regards to funding resources for Give Kids The World.

GKTW showcases great content about their impact, however, the method in which it was communicated may not be the most impactful (W2). Majority of the information provided on the website is textual. The organization may consider adding other methods to communicate their impact better. For example, adding more videos, photos, customer survey results, and testimonials from wish children and families may help increase interest and impact to visitors and potential donors who may want to support the organization.

Another weakness that many organizations experience is slow innovation and development, and this is also the case for GKTW (W3). It is usually challenging for the organization to work on diverse projects or campaigns due to their current goals and responsibilities, which is to serve children and families. However, expanding their services and developing new projects may be difficult to prioritize, propose, and fund. Regardless, constant improvement and growth is essential to long-term survival.

The organization also has limited village resources (W4). Like most nonprofit organizations, GKTW may have limited resources to spare to other project campaigns and new endeavors. Limited resources are indeed a trend within the nonprofit sector, so this weakness is difficult to overcome. Additionally, these limitations can have a negative effect on the ability to pay wages, which could result in a high turnover rate. Nonetheless, nonprofits grow accustomed to sustaining themselves on limited resources and they contend with more stringent budgetary constraints than their counterparts (CBR, 2018).

Opportunities

GKTW can identify many opportunities based on new trends, new advances in technology on a broad and narrow scale, government policies, changes in social patterns and the population that they serve. One of the opportunities that are presented in this report is the availability of federal grants (O1). The government typically funds ideas and projects that are geared towards providing public services for the community. In addition, the government offers benefit programs that are designed to help individuals and families in need.

Another opportunity to consider is starting individual fundraising stories (O2). As mentioned previously, the organization may consider adding other methods to communicate their impact by adding more videos, photos, and testimonials of the children and families they serve. Hearing the stories of the children and families can definitely attract visitors and motivate potential donors. When viewers are able to see the faces and hear the stories of those being impacted, rather than just general data, supporters will be able to form genuine connections with the children and families and will be more willing to help (Kavanagh, 2019).

GKTW may also consider expanding their services and projects to new markets in the near future (O3). As previously discussed, the organization may currently face restrictions and limitations to start new ventures, however, the planning process and goal setting can be started to prepare for expansion. Business expansion can also increase competitive advantage, provide access to new talent pools, and result in diversification in their assets (Van Rossum, 2017).

One more opportunity for the organization is increasing its signature events (O4). GKTW may benefit from increasing stakeholder participation, promotions, offering raffle prizes or free amenities to those who participate and possibly connect with organizations that provide charitable services. By expanding its signature events, the organization may increase their sales, expand its donor database, increase brand awareness and establish or grow relationships. As a result, GKTW will also increase its credibility and legacy to the nonprofit industry.

Threats

One of the threats or challenges facing the organization is the competition amongst the nonprofit sector (T2). There are so many different nonprofits in Central Florida alone that the organization is competing with, especially for donor dollars. What must an organization do to establish themselves as the charity to give to? Organizations that provide similar services usually tend to request funding from the same donorbase. Similar organizations also tend to invite or attend the same events and campaigns. However, one of the primary fundraising strategies of GKTW is bringing new people and businesses into their database, which is an ever-growing need for the organization, so that they can gain a more diverse set of donors.

Surprisingly, the weather and environment could also come as a threat to the operating functions of GKTW (T3). Environmental conditions such as rain, hurricanes, heavy storms and tornadoes are all prominent factors that can impact the customer's experience at the Village. Many activities at the Village or visits to the local theme parks in the Central Florida area may have to be postponed or cancelled if these environmental factors were to occur. Therefore, GKTW must find ways to mitigate the risks from such an unpredictable yet major threat.

Another threat to the organization can be other companies or partners that may enter the same industry to develop their own village for children and families (T1). If they choose to, partners such as Disney and SeaWorld may have the financial capacity to develop such an organization that provides similar services as GKTW, resulting in the end of their partnerships and increase in competition. Currently, GKTW is the only nonprofit organization that is set apart and unique in the services they provide. Nonetheless, there will always be the threat of new organizations who may try to compete in offering better or specialized services.

TOWS Analysis

To better understand the strengths, weaknesses, opportunities, and threats identified from the SWOT analysis, an organization can also conduct a TOWS analysis to strategically plan for any issues or challenges. A TOWS matrix is designed to combine a set of strengths, weaknesses, opportunities, and threats for a big-picture analysis of the organization. By developing a TOWS matrix, GKTW can learn if there are any strategic issues that they can solve and engage in effective strategic planning for the organization. Figure 3 below illustrates the TOWS matrix for GKTW with a prioritized set of strategic issues.

Figure 3: GKTW TOWS Matrix

	Strengths	**Weaknesses**
	S1: 99.4% overall guest satisfaction S2: Capitalizing Disney & SeaWorld partnership S3: Large volunteer network S4: Distinction and uniqueness of services S5: Years of work experience (legacy) S6: High transparency and accountability	W1: High dependence on public donations W2: Inability to showcase impact (website) W3: Slow innovation and development W4: Limited village resources
Opportunities	**Future**	**Internal Fix-it**
O1: Availability of federal grants O2: Start individual fundraising stories	S2O3: Can local partnerships open up possibilities of expansion for new villages in new markets? S3O4: Can the large number of volunteers help increase signature events?	W1O1: Can GKTW use federal grants to diversify its revenue sources and lower its dependence on public donations?

O3: New villages in new markets O4: Increase signature events	S4O2: Can GKTW utilize its unique expertise to create individual fundraising stories?	W2O2: Will highlighting individual fundraising stories help better display impact on GKTW website? W3O4: Can increasing signature events overcome lack of innovation and development?
Threats	**External Fix-it**	**Survival**
T1: Partners enter GKTW's industry T2: Competition among other FL nonprofits T3: Weather/environment dependence	S4T2: How can GKTW use its unique expertise to overcome competition among other FL nonprofits? S5T1: Can GKTW use its valuable experience gained over the years to outweigh any partners that might enter into its industry? S1T3: Can GKTW continue to keep its 99.4% guest satisfaction rate in despite of its work depending on the weather?	W2T1: Can GKTW show its long history of impact online to beat newcomer partner organizations? W4T3: How can GKTW improve its resources to limit any threats from the weather/environment? W1T2: Can GKTW lower its dependence on public donations, while increasing more revenue sources, to overcome its competitors?

Future Quadrant

The future quadrant focuses on the combination of strengths and opportunities. In other words, it identifies the strengths that an organization can use to avail its current or future opportunities. S2 and O3 explain how GKTW can utilize its strength of having local partners in order to take advantage of the opportunity to expand their villages in different markets. The organization has a great relationship with top companies such as Seaworld and Disney, which is a major strength they possess. With the support of these partners, it is possible that GKTW can open up new villages or provide similar services in other places that its partners operate in. For example, GKTW can partner with Disney's California branch and begin offering its vacation packages there. Hence, S2 and O3 combined can produce a favorable outcome for GKTW.

One more beneficial strength GKTW possesses is its huge number of volunteers. With more than four million volunteer hours logged till now, GKTW on average operates close to 1700 volunteer shifts per week ("Volunteer," 2019). Such a support can be extremely useful for the organization, especially in the case of the opportunity to increase their signature events. Currently, GKTW hosts signature events such as their Challenge For Hope runs, Hope in One golf events, and entertainment galas, which help raise awareness and fundraise for the organization (Give Kids The World, 2019). With S3 and O4, the organization can use its strength of having a great number of volunteers to hosts more signature events that can continue to spread awareness of their mission and raise funds as well.

GKTW is unlike any other nonprofit, simply because of its unique expertise and area of work. The organization has the power to directly change the lives of medically ill children and their families, which results in amazing success stories. This opens up an opportunity for

GKTW, where instead of asking for a general sum of money to go towards the organization's overall operations, they can highlight individual stories on their website and fundraise based on them; direct donations towards families not towards GKTW. Thereby, with S4 and O2, GKTW can utilize its strength of distinction and uniqueness of services and creatively build a platform to connect and share individual stories to improve their total fundraising.

Internal Fix-it Quadrant

This quadrant focuses on how an organization can improve its internal weaknesses to fix or better capture its external opportunities. It is a difficult task to convert weaknesses into opportunities, but if done effectively, it can be greatly beneficial. GKTW has a weakness of having high dependence on one single primary source of donations, which is through the general public. According to its 2017-2018 statement of activities, from a total revenue of about $60 million, GKTW received about $35 million from non-cash unrestricted contributions, which is more than 50% of its total revenue (Give Kids The World, 2019). GKTW has an opportunity to diversify its revenue sources through capitalizing on federal grants, hence, W1 and O1 describes this unique combination that can ultimately reduce the organization's financial burden.

As described in the previous section, the opportunity of showcasing fundraising stories can definitely be captured through GKTW's expertise in the field, but it is also possible to take advantage of this opportunity by improving an internal weakness the organization has: limited display of impact on its website. Despite the great impact the organization has created, their main website does not effectively translate the success. Through W2 and O2, GKTW can better highlight their success stories online by improving this current weakness, resulting in the opportunity to expand the online presence into individual fundraising stories for enhanced web awareness and improved online fundraising capacities for the organization.

Another weakness that can help GKTW with an opportunity is W3 and O4, which focuses on the ability to increase the organization's signature events to overcome its lack of innovation and development. The organization is an expert at what it does and truly very few nonprofit organizations can match their level of work, but having a narrow focus can hinder innovation, which is a weakness for GKTW. Nevertheless, by adding more signature events, the organization can cover up for its limited and slow innovation and yet seem to be growing.

External Fix-it Quadrant

As all organizations operate within a bigger external environment, they are likely to face some threats that can potentially damage their work. This quadrant examines such threats that can be reduced through an organization's strengths. Firstly, S4 and T2 focuses on GKTW's ability to use its unique service expertise to overcome the threat of competition from other Florida nonprofits. Competition exists in every industry, and if organizations fail to find successful methods to beat their competition, they will be left behind. Therefore, in order for GKTW to challenge its competition, it can use its distinct services that others don't have.

S5 and T1 describes a similar strength-threat situation, where GKTW can use its strength of having valuable industry experience gained over the years to outweigh newcomers or any new nonprofit organizations that might be interested in entering GKTW's area of work. Such a threat is always possible, and experience is key when it comes to effective operations. New organizations can bring in more money and resources, but one thing they will always lack is the level of experience. Hence, GKTW will always be on top of the threat of such new competitors when they make use of their strength of industry experience.

An outstanding achievement or strength GKTW possesses is its guest satisfaction rate, which as per its 2017-2018 annual report is 99.4% (Give Kids The World, 2019). This is an incredible success for the nonprofit organization, as achieving its mission of providing medically ill children a happy vacation is the primary goal. Furthermore, with S1 and T3, it can be possible for GKTW to use their strength of having high guest satisfaction to tackle the unseeming threat of extreme weather in Florida. Weather plays a huge role for GKTW, as all its main activities involve theme parks, which obviously cannot operate in bad weather. However, since GKTW has a guest satisfaction rate of 99.4%, they have somehow managed to keep this threat in control and continue to provide top-service to their beneficiary families.

Survival Quadrant

The survival quadrant is challenging to achieve due to its nature of improving organizational weaknesses to limit external threats. In the case of GKTW, W2 and T1 focuses on how by enhancing its weakness of showcasing impact online, the organization can potentially limit new organizations from entering the market. Once GKTW has better displayed all the success it has achieved, no other new nonprofit organization would be able to challenge that claim or even compete at that level. In comparison to the new organizations, GKTW will ultimately be seen as a nonprofit organization that has achieved significant change in the community. This will in turn serve as a strategic tactic or tool for GKTW to compete with new organizations, which will greatly benefit its current work as well.

The environment, more specifically bad weather, is no doubt a threat to GKTW, but through developing appropriate resources, the organization can successfully fight against such a threat. This is the case for the combination of W4 and T3. Limited resources is usually a burden nonprofit organizations have to deal with. On the other hand, for-profit organizations have much more access to resources that can help promote their organizations. If GKTW improves or adds more resources, such as access to environmental data or indoor recreation spaces for their activities, they can tackle the threat of bad weather and still effectively operate.

Lastly, W1 and T2 explores the notion of diversifying financial/donation sources to challenge competitors. In the nonprofit industry as a whole, there is a limited number of resources and funding that are equally available to all eligible nonprofits. Therefore, it is a race on who can avail the resource or funding faster than the other organization. However, if a nonprofit manages to capture even a single source of funding, they are a step ahead of the competition who could not. If GKTW can find such funding opportunities, it will lower their dependence on public donations, which in turn would help them outweigh their competition.

Critical Issues

By conducting the SWOT and TOWS analysis, we have learned what internal and external factors are affecting GKTW and its work. Through this gained understanding, we can now derive a list of strategic issues for the organization to focus on.

Survival Quadrant

1. (W2T1) Can GKTW show its long-history of impact online to beat newcomer partner organizations?
2. (W4T3) How can GKTW improve its resources to limit any threats from the weather/environment?
3. (W1T2) Can GKTW lower its dependence on public donations, while increasing more revenue sources, to overcome its competitors? **External Fix-it Quadrant**
4. (S4T2) How can GKTW use its unique expertise to overcome competition among other FL nonprofits?
5. (S5T1) Can GKTW use its valuable experience gained over the years to outweigh any partners that might enter into its industry?
6. (S1T3) Can GKTW continue to keep its 99.4% guest satisfaction rate in despite of its work depending on the weather? **Internal Fix-it Quadrant**
7. (W1O1) Can GKTW use federal grants to diversify its revenue sources and lower dependence on public donations?
8. (W2O2) Will highlighting individual fundraising stories help better display impact on GKTW website?
9. (W3O4) Can increasing signature events overcome lack of innovation and development?

Future Quadrant

10. (S2O3) Can local partnerships open up possibilities of expansion for new villages in new markets?
11. (S3O4) Can the large number of volunteers help increase signature events?
12. (S4O2) Can GKTW utilize its unique expertise to create individual fundraising stories?

Issues Management

As per the strategy change cycle explained by Bryson (2011), which illustrates ten steps in the strategic planning cycle, issues management is the sixth step of the strategic planning process, and in general there are four procedures followed within the issues management process used to effectively resolve issues. First, each strategic issue identified will be reviewed through a specific goal that aims to solve the issue. Then, the goal will be broken down into further objectives that clarify how to achieve the goal. Next, each objective will be examined through strategies, and finally, appropriate indicators will be listed for milestones. It is also important to note that objectives and indicators are specifically written in SMART style.

For GKTW, a total of 12 strategic issues were identified through the SWOT and TOWS analysis. For this paper, the top 3 most urgent strategic issues will be addressed through the issues management process. By definition, issues management is the process of finding, prioritizing, and solving any important issues that may potentially affect an organization's activities and its overall future (Shannon, 2016). By evaluating and eliminating strategic issues, organizations can strengthen their management, mitigate risks, and plan long-term goals (Laurett & Ferreira, 2018). Below are the three strategic issues for GKTW:

Issue #1: Can GKTW show its long-history of impact online to beat newcomer partner organizations?

Issue #2: How can GKTW improve its resources to limit any threats from the weather/environment?

Issue #3: Can GKTW lower its dependence on public donations, while increasing more revenue sources, to overcome its competitors?

Additionally, along with stating the issues as questions, it is beneficial to examine the driving force or reasoning behind the issue and review the consequences of not addressing them. The reason behind issue #1 relates to GKTW's weakness in highlighting its impact on its website and the potential threat of new organizations entering its market. Failure to address issue #1 can result in not only losing credibility among its current donors due to lack of impact display, but also falling behind new competition that may strongly challenge GKTW. For issue #2, the core reason behind it is the threat of bad weather hindering GKTW's work and the organization's weakness of having limited resources. If issue #2 is not fully addressed, the organization will deplete its current resources in order to tackle bad weather, resulting in a loss of operations.

Issue #3 is driven by GKTW's weakness of using public donations as its main source of donations and the threat of current competition diversifying and gathering other sources of revenue. The consequence of not addressing issue #3 may cause GKTW to dry out its existing donors, while the current competition strengthens itself, ultimately resulting in the competition outperforming GKTW. Therefore, all three strategic issues identified are crucial to solve for the long-term survival of GKTW. The following sections explain each strategic issue in detail, along with providing a breakdown of the issues management process in figures.

Strategic Issue #1

Can GKTW show its long-history of impact online to beat newcomer partner organizations?

For over 30 years, GKTW has been granting wishes for critically ill children by providing them and their families an unforgettable vacation. The impact that the organization has made is spectacular, however, much less of it is shown on their online platforms, such as their website and social media. Achieving the mission is the primary goal for any nonprofit organization, which can be evaluated through assessing its outcomes and other success metrics

(Larkin, 2013). Therefore, the display of impact achieved should be of high priority for any organization, especially nonprofits. Furthermore, the nonprofit industry is increasing rapidly, where in 2016, as per the PNP staffing report, the nonprofit sector had grown by 20% in the last 10 years, while the for-profit sector had a growth rate of just 2-3% ("NONPROFIT SECTOR GROWING FASTER THAN FOR-PROFIT," 2016). Although this trend has many positive effects, it also means that there is an increase in new organizations or more competition.

Issue #1 examines how GKTW can better display its impact online to challenge and outweigh new organizations within the nonprofit industry. The below figure 4 shows how this issue can be addressed through issues management.

Figure 4: Issues Management of Issue #1

- Issue: Can GKTW show its long-history of impact online to beat newcomer partner organizations?
  - Goal: Add more visual impact on website and social media to enhance industry presence and goodwill among donors and new competitors.
    - Objective 1: Collect 20 success stories and testimonials of recent GKTW's beneficiary families by September 10, 2019.
    - Objective 2: Convert current blog on website into a visual impact showroom with at least 10 impact stories by October 10, 2019.
      - Strategy 1: Issue personalized surveys to previous beneficiary families and ask for them to share their story through testimonials.
      - Strategy 2: Launch a social media campaign for a unique internship opportunity for a video editor who will compile and arrange GKTW stories.

- Strategy 3: Assign web/tech team to innovate and build impact showroom based on digital storytelling.

    - Indicator 1: Send out personalized surveys each week to at least 10 beneficiary families to create a database of beneficiary stories for website use.

    - Indicator 2: Analyze the data collected through the surveys and social media promotions twice every week for issuing an update on the GKTW internship opportunity.

    - Indicator 3: Find 10 digital storytelling websites to refer to for the impact showroom on the website by the end of August, 2019.

    - Indicator 4: Study the marketing mix of all new/recent competition within Florida by the end of August, 2019 to find or build competitive advantage over them.

Strategic Issue #2a

How can GKTW improve its resources to limit any threats from the weather/environment?

Naturally, weather in Central Florida can result in undesired changes of plans and with the clientele of GKTW this is a tricky issue. GKTW does not currently have enough indoor activity to make up for a missed day at the theme parks. As such it should be a long-term aim of the organization to increase capacity for indoor entertainment. The best method to tackle this issue would be a concentrated and focused capital campaign to expand the current facilities to add an additional indoor recreation center. This is described as the first part of issue 2 and labelled accordingly as issue 2a.

A capital campaign is an option that GKTW should most definitely consider because the pursuit of one will not only provide vital facility needs to further their mission, but as Sprinkel Grace identifies, a capital campaign also has the ability to increase a nonprofit organization's visibility and donor base in the community (2005). Please note the following issue management does not go in depth on the launch or execution of a capital campaign, but merely steps to determine if the organization should pursue that direction.

Figure 5: Issues Management of Issue #2a

- Issue: How can GKTW improve its resources to limit any threats from the weather/environment?
    - Goal: Determine if a capital campaign for additional indoor recreation space is an option for GKTW
        - Objective 1: Conduct interviews with all board members and approximately 20 key stakeholders by June 1, 2020
        - Objective 2: Conduct a feasibility study on capital campaign by December 1, 2020
            - Strategy 1: Develop interview questions for board/stakeholder interviews
            - Strategy 2: Schedule board and stakeholder interviews
            - Strategy 3: Determine additional staffing needs a capital campaign may necessitate
                - Indicator 1: Ensure at least four board/stakeholder interviews per month leading up to June 1, 2020
                - Indicator 2: Determine local philanthropists and stakeholders for feasibility firm by July 1, 2020

- Indicator 3: Conduct audit of staffing activities and necessities by March 1, 2020

- Indicator 4: Gather three capital campaign fundraising consultant quotes by December 1, 2020

Strategic Issue #2b

How can GKTW improve its resources to limit any threats from the weather/environment?

While considering a possible capital campaign would not only provide GKTW with increased recreation space, it is acknowledged that capital campaigns are not always feasible or even possible given current resources and staff. In this instance, this strategic plan also recommends the exploration of unused space in the current facility – specifically the Gallery of Hope, which is explored under issue 2b. While this gallery is primarily used for training purposes, the sponsor names and progress pictures that adorn the walls may prove additionally and unintentionally useful ways to turn program participants into future advocates and donors. Also, if GKTW determines that both solutions for strategic issue 2 are of interest, it is possible that both plans under issue 2a and 2b can run concurrently.

Figure 5: Issues Management of Issue #2b

- Issue: How can GKTW improve its resources to limit any threats from the weather/environment?
  - Goal: Assess use of Gallery of Hope for additional indoor recreation space.
    - Objective 1: Determine exact dimensions of gallery by November 1, 2019
    - Objective 2: Work with program managers to determine appropriate indoor activities for the space by December 31, 2019

- Strategy 1: Utilize either in-house facilities maintenance team or outside contractor to assess dimensions
- Strategy 2: Brainstorm new activities unique to Gallery of Hope
- Strategy 3: Determine additional staffing needs if applicable
- Strategy 4: Reach out to sponsors recognized on wall. This will achieve both their blessing, and potential additional funding
    - Indicator 1: Secure maintenance team for measurements by October 1, 2019
    - Indicator 2: Brainstorm additional activities with programming staff and key board members by September 31, 2019
    - Indicator 3: Draft proposals of activities by December 31, 2019
    - Indicator 4: Conduct programming staff audit by November 1, 2019
    - Indicator 5: Discuss additional staffing needs by December 31, 2019
    - Indicator 6: Reach out to all recognized sponsors by December 31, 2019
    - Indicator 7: Secure appointments with top 10 prospects of future funding from donor wall by February 31, 2020

Strategic Issue #3

Can GKTW lower its dependence on public donations, while increasing more revenue sources, to overcome its competitors?

It should be noted that the most lucrative method of fundraising is through donations from individuals, however, this method is not always the most stable. For this reason it is suggested that the fundraising team at GKTW attends a number of fundraising workshops (potentially from the Edyth Bush Institute for Philanthropy) to garner the most current methods and trends in fundraising. Additionally, GKTW must work to make the fundraising team as a whole less siloed in their working spaces and focuses. Finally, GKTW should consider ways that it may leverage earned income as a nonprofit. Davis assesses that every nonprofit is capable of utilizing earned income, and should maximize this to optimum potential (2014). The below figure 6 examines the strategic issue 3 through an issues management context.

Figure 6: Issues Management of Issue #3

- Issue: Can GKTW lower its dependence on public donations, while increasing more revenue sources, to overcome its competitors?
    - Goal: Diversify funding sources through new fundraising tactics and increased education on fundraising
        - Objective 1: Leadership team should attend four relevant fundraising workshops by September 1, 2020, ideally one per quarter
        - Objective 2: Fundraising staff should participate in separate retreat and/or team building activity by March 1, 2020
        - Objective 3: Increase education of earned income opportunities by December 1, 2019

- Strategy 1: Determine ideal retreat locations, dates, and facilitators
- Strategy 2: Conduct meetings with board members and consultants on marketable commodities available for GKTW
  - Indicator 1: Gather information on staff for ideal retreat dates by December 1, 2020
  - Indicator 2: Source prices for retreat locations by December 1, 2020
  - Indicator 3: Source prices and availability for retreat facilitators by December 1, 2020
  - Indicator 4: Determine staffing and asset necessities for earned income opportunity by March 1, 2020

Implementation Plan

Implementation plans are necessary in order for GKTW to hold themselves accountable with hard dates. Although these should not be dates that are coming up right around the corner, but they should be action items the nonprofit organization is currently working on. Implementation plans help build a timeline for all activities needed to address any strategic issues. The items listed in the tables below are things that GKTW should be able to execute and see results over time in order to improve themselves. These plans will not only keep them on track, but they would also give them a set of different resources and activities, which are deadline oriented for efficiency purposes, as well as several ideas for increased funding. The detailed implementation plan listed below can start as early as August 1, 2019.

Issue 1: Can GKTW show its long-history of impact online to beat newcomer partner organizations?

Goal: Add more visual impact on website and social media to enhance industry presence and goodwill among donors and new competitors.

Objective 1: Collect 20 success stories and testimonials of recent GKTW's beneficiary families by September 10, 2019.

Objective 2: Convert current blog on website into visual impact showroom with at least 10 impact stories by October 10, 2019.

Strategy	Action Items	Anticipated Outcome	Indicators	Resources Needed	Responsible Party	Due Date
Issue personalized surveys to previous beneficiary families and ask them to share their story through testimonials.	Based off of already completed surveys, reach out to those families which want to be an ambassador to the Village. Allow them the opportunity to dive deeper into their personal story	More specific stories to share with stakeholders, board members, and other community leaders.	Send out personalized surveys each week to at least 10 families	○ Willing families ○ Time to copyedit stories written by families ○ Internet access	Copywriter (Marketing dept) Marketing Data Coordinator	09/10/19
Launch social media campaign for a unique internship opportunity for a video editor who will compile and arrange GKTW stories.	Post the need online for looking for an internship opportunity. Must be able to state equipment needed by the Village or if they are able to use some provided by their university or college. Must be able to shoot the video as well as edit it for different desired times.	More visual stories can touch the hearts of everyone involved with the Village. Will be able to use with offsite events as well.	Analyze internship submissions collected through social media every week.	○ Video recording equipment ○ Internet access ○ Video chat to conduct interviews for the position	Social Media Content & Strategist	10/01/19
Assign web/tech team to innovate and build impact showroom based on digital storytelling.	Work with video intern to compile video, photos, and other history of the village into the Gallery of Hope. Should be a number of stories on hand to use.	Allow facility to be open more than just at night. Allow for all interested people to view the Village changes.	Find 10 digital storytelling websites to refer to for the impact showroom by the end of August, 2019.	○ Someone assigned to be in the Gallery of Hope ○ Internet in order to update materials	Marketing team IT intern Video intern	08/2019

Issue 2a: How can GKTW improve its resources to limit any threats from the weather/environment?

Goal: Determine if a capital campaign for additional space is necessary and analyze other space on property to see if this can be used in the case of inclement weather.

Objective 1: Conduct interviews with all board members and approximately 20 key stakeholders by June 1, 2020.

Objective 2: Conduct a study on the different spaces throughout GKTW and how they can be used or slightly modified in the case of inclement weather.

Issue 2b: How can GKTW improve its resources to limit any threats from the weather/environment?

Goal: Assess use of Gallery of Hope for additional space

Objective 1: Determine exact dimensions of galley by November 1, 2019.

Objective 2: Work with program manager to determine appropriate indoor activities for the space by December 31, 2019.

Strategy	Action Items	Anticipated Outcome	Indicators	Resources Needed	Responsible Party	Due Date
Utilize either inhouse facilities maintenance team or outside contractor to assess dimensions (2b)	Measure the Gallery of Hope and internal rooms.	More space for activities. Location is optimal for families.	Secure maintenance team for measurements.	○ Time ○ Measurement items ○ Analysis of unused space	Facilities Engineering Entertainment Director Entertainment Staff	10/01/19
Determine additional staffing needs if	Identify potential changes in	Families at the Village during the	Conduct programming staff audit.	○ Time ○ Potential to use	Volunteer services	11/01/19

applicable (2b)	hours and staff members of GOH.	day have the option to dive into the history while no activities are taking place.	Discuss additional needs.	volunteers in space	Entertainment Director	12/31/19
Brainstorm new activities unique to Gallery of Hope (GOH) (2b)	Activities that can be specific to GOH need to be identified	Adds more knowledge about the Village, and learn history.	Key members of the team can decide upon activities. Draft proposals.	○ Time ○ Proposal of activities	Entertainment Director Entertainment Staff	12/31/19
Reach out to sponsors recognized on walls. This will achieve both their blessing, and potential additional funding. (2b)	GOH update to all sponsors that are included. Brief them on potential changes, and receive feedback.	Potential for increased in sponsor funds. Involving them in changes can better current relationships.	Reach out to all recognized sponsors.	○ Time ○ Internet to communicate with sponsors ○ Analysis of sponsor's opinions	Development Director Development Managers	12/31/19
Determine additional staffing needs a capital campaign or restructure of space may necessitate (2a)	Analyze data from above interviews. Determine which is the correct option for the Village.	GKTW will participate in a capital campaign OR will determine how other space on property can be used.	Conduct audit of staffing activities and necessities by March 1, 2020 Gather three capital campaign fundraising consult quotes by December 1, 2020.	○ Data analysis for collection of information ○ Internet ○ Time	CEO for final decision Development Director Development Manager	03/01/20 12/01/20

Develop interview questions for board/stakeholder interviews (2a)	Form the questions in a way the interviewee won't be persuaded to choose one option over the other.	Questions will be simple in order to get a truthful and helpful answer.	Determine local philanthropists and stakeholders for feasibility firm by July 1, 2020	○ Internet to form questions ○ Opinions of current GKTW leaders ○ Time	CEO CSO VP, Development	06/01/20
Schedule board and stakeholder	Interview these	These members	Ensure at least four	○ Members of the board and	InterviewerVP,	06/01/20
interviews (2a)	members for their opinion and ability to help when confronted with a capital campaign.	will decide which is the best route the organization will take.	board/stakeholder interviews per month leading up to June 1, 2020	○ community Options of current unutilized ○ space Time	Development Additional interviewer Development Director Compile informationDevelopment Manager	

Issue 3: Can GKTW lower its dependence on public donations, while increasing more revenue sources, to overcome its competitors?

Goal: Diversify funding sources through new fundraising tactics and increased education on fundraising.

Objective 1: Leadership team should attend four relevant fundraising workshop by September 1, 2020, ideally one per quarter

Objective 2: Fundraising staff should participate in separate retreat and/or team building activity by March 1, 2020

Objective 3: Increase education of earned income opportunities by December 1, 2019

Strategy	Action Items	Anticipated Outcomes	Indicators	Resources Needed	Responsible Party	Due Date
Determine idea retreat locations, dates, and facilitators	Hold staff meeting with necessary personnel to find out if they know of any upcoming fundraising retreats they'd like to attend.	Staff will have the opportunity to gain more knowledge in their role. New fundraising ideas may be presented.	Gather information on staff for ideal retreat dates. Source prices for retreat locations. Source prices	○ Funding to send development to educational sessions ○ Time ○ Internet to determine worthwhile opportunities	Development Director	12/01/20
	Director to conduct own research of any close by education sessions.	Increased revenue by development staff	and availability for retreat facilitators.			
Conduct meetings with board members and consultants on marketable commodities available for GKTW.	Learn more about available opportunities for development staff.	Increased revenue by development staff. Increased willingness to try new options	Determine staffing and asset necessities for earned income opportunities.	○ ○ Time Learning ○ opportunities Data analysis of leader's opinions	Development Director	03/01/20

Evaluation Plan

Evaluation of programs is a crucial step that every nonprofit organization should engage in. It is a continuous process and consists of two types: formative, where the effectiveness of the outcomes is assessed, and summative, which focuses more on the efficiency of the outcomes. To ensure the success of the implementation plan, a detailed evaluation plan must be in place for desired results to be achieved. This evaluation plan will contain evaluative measures to track both the progress and final results of the implementation measures, as well as measure real-world results of the effects of the implementation. For the purposes of this strategic plan, this evaluation plan will only cover measures to be considered when evaluating the three key critical issues discussed earlier for GKTW.

Formative Evaluation

Issue #1: Can GKTW show its long-history of impact online to beat newcomer partner organizations?

To begin the evaluation of issue #1, the organization must first analyze its current online analytics and public perception of GKTW through online mediums prior to implementation. Methods to consider for this step of the evaluation are surveys to be sent randomly to website and social media platform visitors. These surveys should contain questions pertaining to perception or organizational effectiveness in the minds of visitors as well as demonstration of impact through online platforms.

This method of evaluation is strictly qualitative but will provide evaluators, program administrators and marketing managers the information needed to tailor further effective implementation of an increased online presence. These surveys should ideally contain a Likert scale measurement system so as to ensure an easy coding process for evaluators. In order to provide other quantitative measures before launching the implementation program, analytics of the website and social media traffic should be measured for no less than thirty days to establish a standard baseline measurement.

Issue #2a: How can GKTW improve its resources to limit any threats from the weather/environment?

Evaluation of the implementation of capital campaign preparedness to tackle issue #2a is a bit more nebulous than other issues discussed in this evaluation plan, however, there are some measures that can be explored. For formative evaluation, it is important to note if the outcome is achieved or not. Prior to launching a feasibility study or stakeholder interviews, it is a good idea to assess staff feedback on the matter. This can also be done through a Likert scale survey of all staff. Multiple meetings must be held to ensure all staff and stakeholders understand the scope of the campaign and the effects it may have on the organization as well as senior staff bandwidth.

Issue #2b: How can GKTW improve its resources to limit any threats from the weather/environment?

In the instance that it is determined not to seek a capital campaign, or that additional short-term needs are to be met, the Gallery of Hope should be explored as an option to solve issue #2b. A formative method to determine a baseline for this solution is to assess client satisfaction of indoor activities on days with inclement weather. This qualitative measure is best conducted through a Likert scale survey. Quantitatively, indoor activities can also be measured by numbers of activities performed and numbers of client attendees. It should be noted that this quantitative measure may contain a slight margin of error due to the nature of some clients not feeling well enough to participate on that given day, rain or shine.

Issue #3: Can GKTW lower its dependence on public donations, while increasing more revenue sources, to overcome its competitors?

Ultimately, to determine the success of the implementation plan for issue #3, a comprehensive audit of GKTW's financials for the previous three fiscal years must be explored. These audits, which may or may not already be in the organization's files, allow for a proper analysis of the diversity of income/revenue. Next, these three year's figures should be averaged and a baseline should be established for each type of revenue. With such information gathered, GKTW can assess if they have effectively tackled issue #3.

Summative Evaluation

Issue #1: Can GKTW show its long-history of impact online to beat newcomer partner organizations?

In order to measure the effects of the implementation regarding issue #1, surveys should yet again be created to measure public perception of the organization. Should proper implementation practices been achieved, the Likert scale results on these surveys should be higher than the ones used in the formative evaluation. Website and social media traffic should also be measured and compared to data gained from the formative evaluation. The success of this summative evaluation will be measured by increases in both average Likert scale survey results as well as increased website and social media traffic.

Issue #2a: How can GKTW improve its resources to limit any threats from the weather/environment?

Following the implementation of the first steps for the launch of a capital campaign, the staff and key stakeholders must once again be surveyed to ensure that first steps did not deter any feelings of pursuing the campaign. Additionally, at this juncture, it is crucial that senior staff and board leadership analyze the results of the feasibility study and the fundraising consultant proposals to determine next steps in this plan. Should all signs and surveys point to positive feelings, then GKTW should go through with plans to implement a capital campaign for increased indoor recreation space.

Issue #2b: How can GKTW improve its resources to limit any threats from the weather/environment?

For the summative evaluation of issue 2b, the same measures should be conducted as the formative evaluation. Following the implementation of indoor activities inside the Gallery of Hope, clients should yet again be surveyed and participants should be counted. Additionally, an evaluation should be conducted to measure effectiveness if new staff members were hired to maintain the level of activities. A cost-benefit analysis is the best method in this instance. *Issue #3: Can GKTW lower its dependence on public donations, while increasing more revenue sources, to overcome its competitors?*

With the baseline set from the previous three years of audited financials, GKTW will determine success of diversity of income through the summative evaluation if they find an increase in percentage of earned income and public funds and a decrease in private support. It should be noted that dollars of private support should not decrease, simply the percentage of the total revenue it comprises. If private support sees a significant reduction then further analysis should be conducted regarding duties of fundraising staff and to assess whether the implementation plan around this issue caused a deficit in that area.

Evaluation Summary

It is of high importance that both the formative and summative evaluation steps are followed. The formative evaluation measures seek to establish a baseline for the implementation of this strategic plan and the summative evaluation measures will ultimately determine the success of the plan and the individual implementation measures contained within in. Together, the formative and summative evaluation can help GKTW better understand their success metrics. Should success be achieved and measured in all three critical issues, the organization will not only have tackled the critical issues presented to it, but it will also have enough crucial information to use for future growth and development.

Vision Statement

The vision statement of a nonprofit organization highlights the long-term impact it plans to achieve, or in other words, what legacy it wants to leave behind. Focusing on a set of problems to fix, the mission statements of nonprofit organizations usually depict why the organization exists, while their vision statements showcase the deeper purpose of their activities. An effective vision statement describes the future of an organization and is meant to be positive and inspirational. Without a proper vision, an organization does not have a clear path to work towards, thereby, can hinder growth and change.

The vision statement of GKTW is: “We deliver magical, memorable experiences for our guests; continually striving to create the Perfect Guest Experience.” This vision statement indicates the long-term goal the organization hopes to attain, and effectively lists an ambitious vision for the organization to chase. With the execution of this strategic plan, we expect that GKTW can continue to successfully work towards its vision and build the perfect guest experience filled with magical and memorable moments.

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PAD 6149 Nonprofit Administration
Leadership Case Study

Introduction

The Homelessness in Harvard Square case study examines the situation of homelessness present in the area of Harvard Square in Cambridge, Massachusetts, where in spite of the increased awareness and advocacy efforts of local stakeholders, the area continues to attract the growing homeless population present both within the state, the regulars, and from outside the state, the travelers, leading to potential public dangers such as open drug use and rising criminal activity (Jayawickrama, 2014). In order to analyze and assess this situation, it is first important to note the main contributors towards the problem as well as understand the key stakeholders involved who are working to solve the problem. The case study described several collaboration efforts done by various interested groups, both public and private, which through leadership and teamwork implemented targeted solutions to tackle the homeless situation, such as establishing the Harvard Square Homeless Coalition (HSHC) to provide year-round portable toilets for the homeless to use, aiming to solve the problem of overnight defecation (Jayawickrama, 2014).

Among the many set of problems conveyed in the case study, the general root cause of the problems stem back to the growing rate of homelessness. This leadership case study paper will address this problem and comprehensively explain the situation along with the position of the multi-stakeholders present. As a part of recommendations, strategies and solutions will be provided for combating the issue of homelessness in Harvard Square and an innovative model of problem-centered leadership will be discussed as well. The criteria for the solutions will be based on the information gathered from the case study and only aim to reduce the problems mentioned in the case study. Furthermore, all solutions presented will target the root cause of homelessness, which when effectively controlled, will result in the reduction of other existing sub-problems such as drug use, alcoholism, public safety, and unlawful behavior.

The Situation & Problems

What is your experience with homelessness in your own hometown? What are your observations about homelessness in Harvard Square?

Currently, my experience with homelessness in my own hometown, Orlando Florida, is limited to the extent of passive-participation due to my involvement with other causes. However, it was not always like that, as about 3-4 years back, I was actively involved with local community causes such as homelessness through volunteering with Project Downtown, a student led initiative to feed the homeless. The mission of Project Downtown is “to provide essential services to homeless and impoverished segments of the United States of America” (“Mission,” n.d.). Project Downtown in Orlando gives the homeless of Central Florida basic food and water items donated by local residents. Initially, I felt the impact I was creating, however, after volunteering for several weekends, it was clear that this solution was not sustainable. Despite all the hard work, homelessness did not reduce, and the same people that were suffering last week, were still suffering the next week. Now, this is not to state that Project Downtown did not make a difference; many lives were improved significantly and a strong community of helpers was built. But the solutions being provided did not aim to tackle the main problem: homelessness.

Based on this experience, I have learned that the problem of homelessness cannot be solved through working on one solution or sub-problems like hunger. It must be approached in a holistic manner involving many players at both the public and private level. Therefore, my overall observations about homelessness in Harvard Square are that the problem is much more complex than it is being perceived as and that the solutions implemented till now, despite being in the right direction, require much more context and resources to fully combat the level of homelessness present in the area. The situation and its related problems can be analyzed, understood, and broken down into two main components: the actual level of homelessness and the realized level of homelessness. The actual level of homelessness, which for the sake of this paper will be abbreviated to AH, is the current state of homelessness in the area, which includes the data and statistics on the increasing homeless travelers and rising issues such as theft and bad behavior. The realized level of homelessness, abbreviated as RH, is the reaction of the main stakeholders and city in general based on the perception of the current state of homelessesness.

What do you see as the key problems or challenges in this case? What's the nature of the problem? Is there even a problem?

To thoroughly understand the situation, based on the information described in the case study, the RH has led the city of Cambridge, or at least the area of Harvard Square, to cultivate a secure and welcoming environment of homelessness to an extent that it is mentioned as "a popular summer destination" for the homeless (Jayawickrama, 2014). Rather than building policies and practices that control the homeless population and keep them accountable for their actions and behavior, which is done for any other resident in the area, the homeless have been granted special protection for panhandling under the Massachusetts law and cannot be charged for loitering (Jayawickrama, 2014). In other words, the public laws are neither promoting nor punishing any sort of behavior, but are demanding the private sector to step up, as mentioned in the case study by Reverand Joe Robinson of Christ Church, "the city has a very open policy towards people living in the streets....the city does not see the connection between the policy of openness and the responsibility to provide basic services for people who come here." (Jayawickrama, 2014). This is the first key problem based on the RH, where the city, being a major stakeholder, must not ignore and take the issue lightly, but should be actively supporting the reduction of homelessess through their own initiatives and support of other programs.

Other key problems and challenges include lack of public facilities, drug usage, increasing travelers, and criminal activities. These all tie back to homelessness, which is a real problem that does exist in Harvard Square, however, it is not being dealt as one due to the RH. Although the homelessness numbers and complaints by business owners are increasing, contributing towards the AH, there seems to be a slow and almost forced reaction by stakeholders, where some individuals such as Ayala Livny are leading the way forward to find the best solution towards homelessness, while others are only moving when pushed to. The nature of the problem is multifaceted and complicated, as there is no single answer towards its origin. The case study mentioned two major trends that lead to the increase in homelessness in the United States: higher rental housing costs and rise in poverty (Jayawickrama, 2014). However, these two trends do not exclusively affect homelessness, as issues such as rising poverty impact many other causes. Therefore, to narrow down the exact nature of homelessness is challenging, but other problems that originate from homelessness mentioned before can be directly connected to its growth and therefore be used to understand its true nature.

Who is trying to work on this problem? What are they trying to do? What are the areas of overlap among groups? Where are there potential coalitions that don't already exist? Who is leading this multi-stakeholder collaboration?

There are several stakeholders working on the problem of homelessness like the Cambridge Police Department, nonprofit service providers, local churches, business owners, and city agencies. This multi-stakeholder collaboration has led to some success with the improved communication among each other and formation of HSHC. The main aim of all these stakeholders is not to eradicate homelessness, but to find the best solution to effectively facilitate the homeless population in the area, establishing a balance between them and the other residents. This can be reflected through the conflicting actions and intentions of the stakeholders where as per the case study, when Ayala Livny was told to fully collaborate with the Cambridge Police Department on reporting suspected travelers at the Youth on Fire day shelter, she responded that she does not want to be seen "in cahoots with the police" and her "primary obligation" is to the shelter's members: the young homeless population (Jayawickrama, 2014).

There were some areas of overlap present for example the business owners participation in the HSHC and the Harvard Square Business Association (HSBA). Although serving different missions, both of these groups have certain overlapping agendas and information. Also, it is possible to form other potential coalitions such as a more formal and active participation between the Church and the homeless population, where as per the case study, currently the Church is not a part of the HSHC, but perhaps by more involvement, faith can be a positive force that helps improve the homelessness problem (Jayawickrama, 2014). Another potential coalition is between the various nonprofit service providers like the Harvard Square Homeless Shelter, CASPAR, and Bread & Jams, which can join hands together to better achieve their shared goals. Among this huge network of multi-stakeholders combating homelessness, it is vital to have leadership solutions to ensure collective action and actual results, and as stated in the case study, Ayala Livny seems to be the main person leading the HSHC and Youth on Fire (Jayawickrama, 2014).

Solutions

Is there a "good" outcome in this situation? Is there an effective strategy for collective impact?

One good outcome in this situation is that due to the leadership efforts done by certain individuals, as well as the constant communication and advocacy efforts, there has been real changes implemented within the society and a dialogue has begun between the people on the ground who live through the situation on a day to day basis such as the business owners and the people on top who are tasked with policy making and overall macro-management such as the city and Cambridge Police Department. Often times, getting everyone involved towards a single cause is the greatest challenge, but in this case, that step has been achieved and should be celebrated with great pride. Collective impact is the key towards fighting complex problems like homelessness, and in terms of effective strategies, one important element is to ensure a strong collective impact framework. As collective impact initiatives include a combination of individuals, businesses, and organizations, a shared framework that incorporates a common vision of change, measures for monitoring and accountability, constant open communication, and sufficient resources is crucial to the success of the initiative (Kania & Kramer, 2011). Another effective strategy for collective impact is to manage all activities through a backbone organization that is solely dedicated and focused towards solving the problem and is deemed the responsible agency in terms of the administrative and financial obligations required (Turner, Merchant, Kania, & Martin, 2012). As many parties are involved, setting a backbone organization can promote a strong culture of togetherness along with accountability, and for this case study, HSHC can serve as the backbone organization.

How would you describe an innovative model of problem-centered leadership to solve this problem?

There are many potential solutions that can be introduced to further tackle the issue of homelessness in Harvard Square. But as the problem consist of many complexities, in order to effectively solve the problem, an innovative collective impact approach is needed backed by problem-centered leadership (PCL). Both the approach and leadership of the solutions will be fundamental towards their success. Based on this understanding, one solution that can immediately be implemented is to form or assign a backbone organization that is the main agency responsible, accountable, and in-charge of the oversight and management of the homelessness situation in Harvard Square. The case study noted that with the rise in awareness of the problem, many service providers and organizations are now actively pursuing efforts to combat homelessness, such as the HSBA, under the leadership of Denise Jillson, created a brochure called ‘Help for the Homeless’ to provide general information about the problem, and Youth on Fire had set up clean-up days for the area (Jayawickrama, 2014). Although all the efforts contribute positively towards the situation, for a collective impact approach based on PCL, various individual led activities may result in duplication of efforts and impact as well as make the measurement of change difficult. Instead, a backbone organization can help organize and collaborate with these individual activities, ensuring that no effort is overlapping and that every activity is recorded and accounted for towards the shared vision and goals.

Problem-centered leadership, as the name suggests, involves thoroughly learning about the problem before implementing any type of solution. When a collective impact group is established, PCL techniques are needed to jointly solve the problem at-hand. There are four key elements of PCL: it focuses on the situation not the people, avoids suggesting solutions, incorporates mutual interests, and promotes only one specific objective (“Problem Centred Leadership,” n.d.). Therefore, as a potential solution, understanding the problem through a bottom-up approach rather than the current top-down approach should be implemented, where the knowledge gained about the problem through the homeless population is key, not the promotion of ideas and solutions thought by others. The pros of this solution is that it will provide an accurate needs assessment and as mentioned before, shift the level of understanding of the situation from RH to AH, or from realized or perceived to actual. The cons of such a solution include that it is very time consuming, consists of raw data gathered needed to be converted to useful information, and may not be robust enough to bring change quickly.

As it is clear that managing collective impact initiatives requires a high-level of leadership, another solution to combat the complex problem is to improve and incentivize leadership to maintain the effectiveness and efficiency of the efforts and activities being done. For this case study, an empowering PCL is required. Leaders who focus on solving problems are not interested in building followers, but are energized through enthusiasm and the ability to utilize their expertise towards the resolution of issues (Ancona & Gregersen, 2018). Currently, the leaders in the fight against homelessness are not incentivized, encouraged, or rewarded by others to work on the issue. Providing basic rewards, even intangible praise or appreciation, can lead to increased happiness, refueled motivation, and better productivity (Hamlin, 2019). Such rewards are necessary to continue inspiring the leaders, especially when the challenge of homelessness is such a great obstacle and can lead to rapid burnout. Furthermore, the leaders are varied, shifting from single individuals like Ayala Livny and Denise Jillson, to at times being larger groups such as the city. Just as the backbone organization solidifies and singularizes the organization that leads the solutions on the problem, having a single person or even better, a single collective group that is the main lead towards combating the problem is vital.

Conclusion

This paper began with the introduction of the situation and problem of homelessness being faced in Harvard Square in Cambridge, Massachusetts. Through the analysis of the case study, the situation was thoroughly examined and multiple stakeholders were identified that contributed towards the solution-building of the issue. Based on the learnings from my personal experiences on homelessness, and through understanding the case study, a difference between the actual level of homelessness and the realized or perceived level of homelessness among stakeholders was observed. Further key problems were explored such as the conflicting support from public agencies in terms of diplomatic policy making and limited access to basic public facilities like toilets. Appropriate overlaps in stakeholder groups such as among business owners were noted and missing gaps in potential coalitions like among nonprofit service providers were described. Overall, a comprehensive analysis of the problem was conducted.

In terms of the solutions presented, three main solutions were provided, where each solution was built upon the foundation of collective impact and problem-centered leadership (PCL), both of which were determined to be key elements in the success of solving the complex problem of homelessness. The first solution offered was to build a backbone organization to effectively manage and oversee all efforts being done on the solutions towards homelessness in Harvard Square. The second solution involved gaining a better understanding of the problem through a bottom-up approach and engaging local on-ground players to acquire critical knowledge and information that will be useful in combating the problem. The third solution proposed was to enhance leadership through incentivization, where the leaders for this issue are continuously supported for better motivation and productivity. Throughout the process of understanding the situation, problems, and solutions, the role of the leadership along with the solution’s approach were found to be highly significant towards combating homelessness.

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Evaluation Plan: Bound For Peace Program

Children Beyond Our Borders

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CHILDREN BEYOND OUR BORDERS

Table of Contents

Introduction

The evaluation plan for the Bound For Peace (BFP) program of Children Beyond Our Borders (CHBOB) analyzes the impact on the service trip volunteers that participated in the program. This paper will cover the overall program background, the evaluation questions, measures, and criteria used, review of current literature, the evaluation design and analysis techniques used, and finally the evaluation implementation plan. Firstly, the program background will go over what is being evaluated. This section will highlight the organization's mission, goals, need, target population, and stages of development, as well as provide a logic model illustrating the various evaluation inputs, activities, outputs, and outcomes. The evaluation questions, measures, and criteria will describe information about the purpose of the evaluation and also provide a list of evaluation questions (process, outcome, and efficiency type).

Afterwards, the literature review section will summarize recent literature related to the Bound For Peace program, which is used to assess the effectiveness of the evaluation and its designs/techniques based on findings from similar research. Next, the evaluation design and analysis techniques section presents the overall design of the evaluation along with the data collection methods and analytical techniques used. The fifth and last section, the evaluation implementation plan, describes how the evaluation will be implemented based on a fixed timeline where roles and responsibilities are divided for effective management. Together, these sections build a complete evaluation plan that will thoroughly assess the impact on the service trip volunteers that participated in the Bound For Peace program.

Program Background

Program Mission Statement & Need

The BFP program's mission is to provide educational opportunities for children and youth affected by armed conflict and social injustice to find peace, prosperity, and well-being. The BFP program does this by sending volunteers on service trips to various schools where they help organize workshops to educate the local students. The overall goal of the program is to empower children by encouraging character development, entrepreneurship, and self-sufficiency.

There is a great need for the program, as these children are not exposed to education due to poverty and social injustice. Short-term objectives include recruiting top volunteers through associated student organizations within local US universities, establish proper training of the selected volunteers, and improve involvement of the local population through spreading awareness. Long-term objectives include extending operations beyond Colombia and improving overall administration so that the BFP program can grow worldwide.

Program Description & Target Population

The BFP program has an extensive application process, starting from an online application, then an interview process, and then selection and training. Since the BFP program works closely with children, all volunteers are thoroughly trained on how to properly interact with children, families, and people from different cultures, which is one environmental factor that affects the success of the BFP program. Every country has different values, cultures, laws, customs, and traditions, hence it is key to understand them in order to maintain a healthy relationships between the organization and the people they help. One way a program can clarify its target population is by defining its theory of change (Miller, 2017). Identifying a target population is important because it tells who the program is designed to serve, and for the BFP program, the target population are 5-15 year old children in Latin America.

Stage of Development & Logic Model

The BFP program began in 2003 with four UCF students who felt the need to give back to their home country of Columbia (Children Beyond Our Borders, n.d.). Today, after 16 years, the program sends many volunteers to different parts of Latin America facilitating workshops on topics such as self-esteem, bullying, goal setting, and self-care. According to Newcomer, Hatry, and Wholey (2015, p.10), the placement of a program in its life cycle can make a big difference in determining its need for an evaluation, and currently, the BFP program is considered to be in its fully-developed stage with three university chapters in Florida.

Logic Model and Theory of Change: *to evaluate overall impact on service trip volunteers*

Resources	● Staff of 3 - 1 service trip director and 2 interns (human resource) ● 3 university chapters for volunteer recruitment and engagement ● Technology support (Skype, Survey Forms, etc.) & local partnerships with foundations (implementation)
Activities	● Application process for recruitment and selection ● Extensive training of volunteers via workshops and tests ● Implementation of service trip (on-site workshops, cultural immersion)
Outputs	● Tools given for service trip (trip kit, phones, working space, etc.) ● From training, various templates provided for guidance to volunteers ● Scenario preparation via workshops for inclusive growth ● Educational knowledge and skills shared, learned culture/values
Outcomes	● Short-term: recruitment & training of volunteers, local engagement ● Intermediate: experiential learning of volunteers & growth ● Long-term: gained value from trip, children educated & empowered

Evaluation Questions, Measures, and Criteria

EVALUATION HIERARCHY	VARIABLES	MEASUREMENTS	CRITERIA
PROGRAM PROCESS			
Did the service trip meet the expectations of the volunteers?	Satisfaction level of volunteers based on personal experiences	Questionnaires and surveys to gather feedback on volunteers	Majority of volunteers (50% above) overall agree to benefit from the program
PROGRAM OUTCOMES			
Did volunteers experience positive culture immersion or negative culture immersion?	Experience is the key variable	Surveys of volunteers by measuring cultural awareness	Calculate average of the tests measuring cultural awareness with a passing grade of 75%
PROGRAM EFFICIENCY			
Are all training workshops efficiently used to prepare volunteers for the trip?	Volunteers knowledge of their service communities, Costs	Costs of the different elements, and level of knowledge (foreign cultures)	Benchmarking with other similar programs from the viewpoint of costs and acquired knowledge (volunteers' knowledge)

Purpose of Evaluation

The purpose of the evaluation of the BFP program will focus primarily on the volunteers/participants. The rationale behind this evaluation is to establish if the program is generating the intended outcomes for program volunteers/participants. Another important dimension is the expected results for the cultural immersion. This evaluation could help to improve the current processes and increase the number of volunteers.

Program Process

For the program process, the evaluation question chosen was "did the service trip meet the expectations of the volunteers?" The objective of this program is to send volunteers abroad to help youth in Latin America gain valuable education and skills. Since the overall evaluation is being performed on the volunteers going on the service trips, volunteers are assessed on the impact of the program according to their previously thought expectations.

Program Outcome

The BFP program has three main objectives for the participants that take part in its program. The participants consist of the children that receive services as well as the volunteers that administer services to the children. The three expected outcomes of the BFP program are to educate youth in Latin America, to immerse volunteers in the culture of the children they serve, and to help volunteers who participate in the program to become more socially aware. The program outcome question chosen for the BFP program is: did volunteers who complete the BFP program experience positive culture immersion or negative culture immersion? The key variable is experience. Surveys and questionnaires can help and essays from the volunteers are important here, which are standardized tests for countries such as Colombia.

Program Efficiency

To better understand if the BFP was effectively training their volunteers, training workshops were chosen for evaluation. The question “are all training workshops efficiently used to prepare volunteers for the trip?” was chosen because volunteers are in direct contact with the organization’s clients and it is vital they remain respectful. In the interview with Ms. Segura mentioned that proper training was an environmental issue they faced (M. Segura, personal communication, January 27, 2019). Cost is a very important variable. The training workshops can be compared with other similar programs, such as those provided by United Planet. It was determined that testing volunteers on the knowledge and skills gained through workshops is the best way to prepare them to deal with a different culture as well as grow the organization.

Literature Review

Organizations who serve their communities are obligated to define the effectiveness of their program truthfully (Waters, 2011). According to Gilfillan (2015), evaluation plays an important role in the implementation cycle of a program. It has the potential to provide some insight on the progress, impacts, and outcomes of a program.

Evaluation of Similar Programs

According to Steele, Dredge, & Scherre, (2017), very little has been published on the evaluation of volunteer tourism. It is challenging to evaluate volunteer tourism programs because of the difficulties in defining exactly what constitutes as ‘volunteer tourism.’ Volunteer tourism generally involves groups of volunteers traveling to a certain location for a short term to contribute to the local community (Gilfillan, 2015). A similar evaluation program as the BFP program is the study ‘Effective practices of international volunteering for health: perspectives from partner organizations’ by Lough, Tiessen, and Lasker, which evaluated multiple international volunteer health programs (2018). A cross-sectional design was used to survey 288 organizations and their travel volunteer programs. The main focus was on the benefits and disadvantages of international volunteering, both to the volunteer and the community they served (Lough, Tiessen, and Lasker, 2018). The study found that short term volunteers with a high skill set made the most impact (Lough, Tiessen, and Lasker, 2018).

Evaluation Methods Used in Similar Program

The evaluation study by Lough, Tiessen, and Lasker used many different methods to evaluate the programs success (2018). Firstly, an online survey was developed to assess the multiple outcomes of international volunteering. As per GuideStar, collection of data depends on the accuracy and reliability of the data; bad data collected is of no use (Wells, 2018). Also, the design and technique of the data collection is an important task, but overall data analysis is key to finding success metrics (Newcomer, Hatry, and Wholey, 2015). Therefore, the data collected through the surveys had to be thoroughly analyzed through principle components analysis (PCA). A variety of variables were developed that assessed the duration of volunteer services, as well as the volunteer's education, skills, and competencies (Lough, Tiessen, and Lasker, 2018).

Evaluation Methods Proposed in BFP Program

The design using cross-sectional surveys is very convenient for our purposes too. For our program, in addition to building case studies, surveys are beneficial. This can be a good point to form the required evaluations and then the respective analysis for an effective feedback. Principle components analysis and cases as used by Lough et al. (2018) is also an effective evaluation method. The surveys must allow for responses on a 5-point Likert scale, which require a minimum number of responses for effective results due to the statistical nature of them (Joshi, Kale, Chandel, & Pal, 2015). Similarly, emails and social media can be used to communicate with the survey participants and facilitate these surveys.

Our analysis can also include principal components analysis (PCA) to find correlation (Morgan & Hunt, 1994). Another interesting design as presented by Water (2011) emphasized the approval by the Institutional Review Board (IRB). Water (2011) focuses on the analysis of the frequent activities through a survey to gain knowledge of the perceptions being evaluated. Additionally, there is also a potential for the applications of qualitative methods, which are also important components to analyze in the evaluation of the BFP program.

Evaluation Design and Analysis Techniques

Evaluation Design

The BFP program aims to send volunteers to facilitate and develop educational workshops for youth in Latin America (Children Beyond Our Borders, n.d.). The evaluation being conducted for this paper is to evaluate the impact of the BFP program on the volunteers participating. In order to effectively evaluate this, the evaluation design selected is a one-group pretest-posttest design to examine whether individuals participating in the program have benefited from the workshops and experience gained due to their efficient utilization.

The basic regression-adjusted covariate design will not work due to the difficulties to study non-participants in similar situations; it will be very expensive to do. The same is valid for a comparative interrupted time-series design. The notion of communities will be incorrect to apply, as the evaluation relates to an individual level. On the other hand, the participants in these workshops are very close in socioeconomic status and this disqualifies a matching approach. The randomized controlled trial (RCT) is not a good method as well because of the two populations required. Hence, a one-group pretest-posttest design is the ideal program evaluation design.

Data collection will be done mainly through new or primary sources and not compiled from secondary sources. This can be complemented with interviews of the participants, observations of their behavior, and the initial questionnaires/surveys of attitudes and leadership styles of the participants. For best results, the collection of data should address the validation of the pre-test and post-test results. The analytical techniques provide descriptive statistics and a before/after comparison on volunteers. For this section, we will focus on the program outcome question to explain the design, the data collection, and analytical techniques used.

Design Pros & Cons

Pros of the pretest posttest method include guaranteed response because,volunteers would be surveyed at the facility before the trip. Furthermore, they would be surveyed at the facility immediately after they return. Another pro is that it is cost effective. Other methods of collecting data involve extensive research which can raise the budget and delay results. Also, repeated testing allows more reliable results that requires a smaller sample size because, volunteers will be asked the same questions (David, n.d.).

One con of this method is getting honest answers. Since the goal is to compare volunteers' initial thoughts/experiences before the volunteer trip and their thoughts/experiences after the trip, it is vital to be able to identify responders. Volunteers might not want to give any negative responses due to fear of backlash and may randomly select answers without giving it actual thought. Another con is that even though the methods help advance internal validity, it does not give a certain description of external validity (Shuttleworth, 2009). Since this method only focuses on the volunteers in the program, researchers have little to no way of knowing if these results are how volunteers truly feel.

Data Collection Methods

According to Newcomer, Hatry, & Wholey (2015), reaching the appropriate respondents in order to learn about their experiences and opinions can be challenging. For this specific evaluation, the best method of collecting information will be the use of surveys. Surveys can be used in a variety of ways in order to collect information on experiences, attitudes, and opinions. Although evaluators are unable to probe responses on a survey, they are known to be more convenient and more cost efficient.

For the program outcomes question, in order to measure whether volunteers who participated on the BFP trip experienced positive cultural immersion, a Likert Scale survey will be conducted at the end of each trip. These surveys will be administered in person on the same day participants return from their trip. Doing this will help participants provide the most accurate information as the overall experience will be recent in their memory. Once completed, the surveys will be compiled for analysis at the end of the year period.

Analytical Techniques

In order to analyze the information compiled from participants, both a quantitative and qualitative data analysis will be conducted. Quantitative analysis methods can be used in a variety of ways to support evaluations (Newcomer, Hatry, & Wholey, 2015). Descriptive statistics, which will be applied for this evaluation, can be utilized to summarize, organize, and describe data. The goal is to calculate the percentage of participants, 50% or higher that returned from their trip having experienced a positive immersion into the culture where they traveled.

Qualitative data is also another form of data that is often overlooked, however, can be very beneficial to learn from. For the qualitative analysis, volunteer satisfaction will be assessed and the criteria will be 50% or more for success, which means that through the use of surveys, we can calculate if the volunteers indeed experienced positive culture immersion from the service trip or if they did not. If 50% satisfaction is not met, then the training program is not adequately preparing the volunteers and changes must be made.

Evaluation Implementation Plan

In order for evaluation of a program to successfully deliver results, planning is essential and must effectively cover all elements of the evaluations design and implementation (Newcomer, Hatry, & Wholey, 2015). The evaluation implementation plan for BFP program will be divided into three phases: phase 1 will cover the development of the plan, phase 2 will begin collection of data both before and after the trip, and phase 3 will analyze the data collected. The implementation plan will begin with a meeting with the board members to create a strategic plan. Hudson expresses the importance of having a clear plan in writing for proper implementation (2005). A group will be organized to implement the evaluation and collect all data, and create surveys for volunteers to assess their experience before and after the trip. The questions will focus on the cultural experience, training methods, and overall impact on volunteers. Once completed, this data will be collected and analyzed together to share with stakeholders.

Table 1. Roles and Responsibilities of the Evaluation Team Members

Individual	Title or Role	Responsibilities
Andrea Ortega	Executive Director	Stakeholder engagement
Yanelis Diaz	Operations Director	Organize evaluation team , Pre and Post test surveys Data preparation, Presentation of findings, Post evaluation meetings
N/A	Administrative Assistant	Pre and Post test surveys, Data collection & examination
Marian Segura	Service Trip Director	Pre and Post test surveys, Data collection and examination, Data Preparation, Presentation of findings, Post evaluation meetings
Student Volunteers	UCF Engineering dept.	Data examination (excel, statistics, visual analytics, graphics)

Table 2. Data Analysis Plan

Analysis	Data to Be Analyzed	Person(s) Responsible	Due Date
Quantitative Data Analysis	Percentage of volunteers that responded positively or negatively to survey questions	Operations director UCF student volunteers	August
Qualitative Data Analysis	Questions used in the surveys (descriptive statistics used for analysis)	Operations director UCF student volunteers	August

Communicating and Reporting

Upon completion of the data analysis, the findings of the evaluation will be presented to the CBOB board, which will be done in a presentation format during the board meeting set in place for that quarter. The findings will be communicated using excel, statistical, and visual analytics. The presentation will cover a step by step summary of the evaluation process, detailed report of findings, and recommendations, and every board member will be provided with an individual copy of the report for further discussion. Following the presentation several follow up meetings will take place between board members as well as the management team to determine when and how reccomendations of the evaluation can be implemented, for which the operations manager and the service trip manager will be responsible. The findings of the evaluation will be used to improve trainings and workshops for future service trips.

Evaluation Timeline

The evaluation for trip will begin from January till September (9 months). Phase 1 (before service trip) is set to occur between January and April. Phase 1 will begin along with the application process of the trip, which starts from the initial development of applications to the round of interviews (Children Beyond Our Borders, n.d.). During this 4-month period, a strategic plan focusing on the evaluation methods, evaluation implementation, and respective costs will be developed and shared with stakeholders. During this phase the operations director will also put in place and organize the evaluation team that will be conducting the evaluation as well as look into appropriate computer software and the materials and supplies that will be utilized throughout the evaluation process. Furthermore, a questionnaire and survey based on a 5-scale Likert model will be formed for later testing. This process is important to carefully build as the complete evaluation implementation plan depends on the effectiveness of the material prepared.

Phase 2, which is set to take place from May to July, will consist of collecting data from before and after the service trip. This processes will take approximately 2-3 months. Before the service trip begins, the survey developed in phase 1 will be administered to the selected volunteers for the trip, gathering valuable information to be examined for an individual pre-service trip report. After the service trip ends, another survey will be provided to the volunteers in order to collect data post-trip. Similar to before the service trip, data collected will be individually tested for a post-service trip report.

The final and third phase, which is set to take place from August to September, will last for about 2 months after the completion of the service trip. During this time, the surveys will be analyzed and a comparison report will be generated to better understand the program's impact and outcomes. During phase 3, results will be analyzed for both quantitative data and qualitative data collected through technological support. Any feedback provided will also be gathered from the volunteers and staff involved. Finally, the evaluation completion report will be designed and presented to upper management and stakeholders for future trips and improvements.

Evaluation Budget

The cost of an evaluation can vary widely depending on the type of evaluation that is being conducted. (W.K. Kellogg Foundation evaluation handbook, 2005). For the evaluation of the BFP program, many factors are being considered and budgeted for the entire process. To keep cost low, the use of an independent evaluator will not be necessary. As an alternative, program staff and existing volunteers will be utilized. We will also seek to cut down on cost by utilizing the BFP facility for meetings and other needs during the evaluation process.

The total estimated cost for this evaluation has been set at $12,895.00 with $6,595 allocated to phase one, $2,500 for phase two, and $3,800 for phase three. The source of these funds are expected to come from donors and federal grants. During phase one, the cost of pre evaluation meetings are being accounted for which include evaluation-planning meetings held with stakeholders and board members to discuss overall evaluation design and implementation. It is estimated that a total amount of $2,000 will be needed to cover the use of volunteers and program staff to assist in administering surveys and collecting data before and after the service trip. The total cost of materials and supplies, which include clerical supplies and necessary equipment, are also being accounted for in phase one. $1,595 has been set aside for the use of a computer software that will be used for analyzing the data collected.

During phase two and part of phase three, the estimated cost is set to cover the overall collection and analysis of the data. Not many staff or volunteers will be utilized during this process. This is because the software cuts down on the amount of labor that would be required to examine the data and it does not require many staff to operate. Lastly, the cost for phase three is set to cover the preparation for reporting and presenting the findings, which include printing, visuals and illustrations, as well as preparation time and follow-up meetings.

Conclusion

The BFP program has many elements that can be evaluated, however, the evaluation conducted by our team focused on the experiential benefits or downsides of the BFP program from the volunteers perspective. In other words, the purpose of the evaluation was to assess what the impact was on the volunteers who participated in the trip. In order to do so, a complete evaluation plan was built ranging from the framing of evaluation questions and criterias, designing of the evaluation techniques, and the establishment of an implementation plan. Knowledge gained from CHBOB and through conducting research on academic literature was also utilized to assist in the overall evaluation process.

The design chosen was one group pretest-posttest, where 5-scale Likert surveys were used to collect data both before the volunteers went on the trip and after the volunteers came back from the trip. The reason why this type of evaluation design was used is because it allowed guaranteed responses from the volunteers and was a cost efficient evaluation method. Although not all information gained from these surveys may be helpful, it is the best type of evaluation design for the evaluation of the BFP program.

To conclude, through the use of this complete evaluation plan, the CHBOB staff will be able to analyze how the BFP program benefits or limits its participants and what its strengths and weaknesses are. With the discovery of such information, the organization can improve and further develop the BFP program, especially since their long-term goal is to expand its operations globally. Additionally, by learning about the volunteers experiences through their feedback, the organization can better train its volunteers and reduce the program’s risks, which prepares themselves for any future challenges or obstacles.

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Appendix

A. BFP Program Pretest Survey

1. Have you ever traveled to (trip destination)?
    a. Yes
    b. No
2. How much do you know about the Country's culture?
   (Please explain answer)
3. On a scale of 1-5, with 1 being the least and 5 being the most, how well has the training prepared you for the trip?
4. Did the training answer all your questions and concerns?
    a. Yes
    b. No, (please explain)
5. Is there something that you wish the training explained?
    a. Yes, (please explain)
    b. No

6. On a scale of 1-5, with 1 being the least and 5 being the most, how confident do you feel in the ability of the trip leader to keep you safe?
7. On a scale of 1-5, with 1 being the least and 5 being the most, how confident do you feel in your understanding of the emergency procedures explained in the training?

B. BFP Program Posttest Survey

1. On a scale of 1-5, with 1 being the least and 5 being the most, how beneficial was the training throughout your the trip?
2. On a scale of 1-5, with 1 being the least and 5 being the most, please rate your overall understanding of the culture after the trip.
3. Is there something that you wish the training explained now that you have completed your service trip
    a. Yes, (please explain)
    b. No
4. On a scale of 1-5, with 1 being the least and 5 being the most, how effective was the trip leader in their ability to keep you safe and informed during the trip?
5. On a scale of 1-5, with 1 being the least and 5 being the most, how beneficial was the emergency procedures training provided prior to attending the trip?
6. On a scale of 1-5, with 1 being the least and 5 being the most, please rate your overall experience of the trip.
7. On a scale of 1-5, with 1 being the least and 5 being the most, how likely are you to recommend this trip to others?

VOLUNTEER PROGRAM

CASE STUDY

FOR TAYYAB TRUST

By: Tayyab Qasmi

University of Central Florida

(PAD 5145)

TAYYAB TRUST

FOR RELIEF & DEVELOPMENT

Executive Summary

Purpose

The purpose of this case study is to assess the volunteer program at Tayyab Trust and provide recommendations along with developed templates for improvement. As Tayyab Trust has developed an extensive network of volunteers across the globe, this case study will explore the origins, functioning, and management of such a powerful force the organization possesses: their volunteers. The case study will analyze the organization's recruitment, selection, training, and retention of volunteers along with a thorough evaluation on the established risk management system. Based on findings from literature and knowledge gained from the analysis, the best tools, strategies, and policies will then be recommended to the organization.

Description

Tayyab Trust was established in 2012 on the idea of fighting poverty in India. The team began with a humble start, studying the need among the communities and villages first. After analyzing the root problems, Tayyab Trust built its first low-cost hospital that provided affordable healthcare, maternity, and child care services to thousands of families in need. Today, the organization operates globally with offices in the US, UK, and India (Australia coming soon), and aims to 'empower the impoverished' by reducing poverty through emergency relief and human development. Such rapid growth, in terms of work, impact, and influence, was possible due to one of the greatest strengths the organization has: its volunteer network.

Key Findings

One unique strength the organization possesses, which has highly supported their volunteer management program, is the family history behind Tayyab Trust. For the past 150 years, the Qasmi family has been involved in giving back to the society and has a huge following of millions of people around the world that respect them and support their work. As operations grow, the number of volunteers must grow, which ultimately requires the amount of resources to increase as well. This is one challenge Tayyab Trust faces as they expand; they must be able to contain their growth yet still innovate and be effective in achieving their mission.

Recommendations

1. *Have a standardized policy manual for volunteers* - A set of rules and dos/don'ts that incorporate Tayyab Trust's policies and procedures should be developed for every volunteer to examine and better understand the task as per the cause taken.
2. *Use data to facilitate the recruitment process* - Established measures and metrics must be advance and dynamic enough to strategically recruit new volunteers and data should empower the experience of managing and facilitating Tayyab Trust volunteers.
3. *Install an online training program for volunteers worldwide* - Shifting from on-site training to online training will save time and costs for Tayyab Trust and will expand their reach, making volunteerism much easier to both maintain and grow.
4. *Invest more on volunteer growth* - Tayyab Trust should include more opportunities for volunteers to explore the current task and develop themselves, which will ultimately strengthen the organization's efforts and build a relationship with the volunteers
5. *Facilitate engagement among volunteers* - Despite having many volunteers, Tayyab Trust lacks communication between them and activities that increase their engagement will create value and appreciation, build a positive environment, and increase retention rates.
6. *Post analysis measures for risk management* - After the risk is dismissed or averted, efforts should be made to evaluate the key success factors (KSFs) so that Tayyab Trust can analyze the best and not-so-best practices being implemented.

Table of Contents

List of Tables and Figures

Introduction

Nonprofit organizations are tasked with solving the world's greatest problems. No matter how big an organization is, in order to achieve any impact, they must have a great set of individuals that are motivated and passionate towards their mission. Along with the paid staff, an organization's volunteers play a crucial role in promoting and implementing their work. As nonprofits invest in their volunteer programs, they add value to the society at large, strengthen the camaraderie among employees and volunteers, and boost the organization's overall productivity (Manetti, Bellucci, Como, & Bagnoli, 2015). Therefore, for best results, every nonprofit must develop and enhance their volunteer management structure.

The purpose of this report is to analyze the key components of the existing volunteer program at Tayyab Trust through recent literature and research based on volunteer management. Tayyab Trust's volunteers are utilized in its two main project areas: human development and emergency relief. Data was organized through several means such as conducting interviews with the organization's staff and collecting surveys from current and past volunteers. Being the International Program Coordinator at Tayyab Trust, it was also possible to gain valuable first-hand information through participating in a multi-day relief distribution event in Kerala, India.

This report will layout and examine the main highlights of Tayyab Trust's volunteer program by exploring its history and context, organizational structure, volunteer recruitment and selection, volunteer training, assessments, and feedback, volunteer retention, and risk management. A comprehensive analysis will be made of the current practices within the organization and based on the learned literature and research, various recommendations will be provided to improve the existing program. Additional materials/templates have also been included under the appendices to further build and support the recommendations listed.

Tayyab Trust History and Context

In terms of years, Tayyab Trust is relatively a new organization, however, in terms of impact, the organization has managed to accomplish wonders; they have positively impacted millions of lives (“Our Impact,” n.d.). Tayyab Trust was established in 2012 and from then has continued to work solely on one main cause: fighting poverty in India. The founding members of the organization have a unique history with the country and have utilized their expertise and network to strengthen the organization. With 3 international offices now, the organization continues to grow in terms of work, impact, and influence, which was possible due to one of the greatest strengths it has: its volunteer network.

Tayyab Trust works in two broad areas: human development and emergency relief. Within human development, the organization operates different projects such as providing access to water, food aid, affordable healthcare, etc. Under emergency relief, the organization delivers appropriate rehabilitation aid to the disaster-affected in a timely manner. “Volunteers are administrators for charity organizations,” and occupy both formal and informal roles (Hotchkiss, Unruh, & Fottler, 2014). Regarding Tayyab Trust, volunteers have been the center of action and whether they work in human development or emergency relief, they continue to contribute meaningfully.

Mission, Vision and Values

The mission of Tayyab Trust is to empower individuals to rise out of poverty through relief and development (“Our Story,” n.d.). The organization aims to strengthen the vulnerable sections of the community and provide them a means to contribute towards the society in a positive manner. The vision of the organization is to inspire and uplift individuals from the struggles of poverty. By ‘empowering the impoverished,’ individuals break free from poverty and begin utilizing their lives towards a better cause, gradually uplifting their families, then their village, and ultimately the world. Tayyab Trust's values (transparency, commitment, integrity, teamwork, and compassion) are instilled in every project and cause the organization works in. Their volunteers are trained to adhere to these principles and are constantly motivated through proper guidance and support.

When the mission, vision, and values of an organization align with a volunteer's own ethos or philosophy, they can truly commit towards the work and be fulfilled with their actions. A diverse set of volunteers add their own expertise and experiences to the organization, which diversifies and strengthens the organization's activities (McAllum, 2014). Tayyab Trust's volunteers are regularly asked for feedback and at times they are directly involved in the development and implementation of the programs. Many volunteers also join in later as employees, therefore, there is a great relationship and communication among the paid staff and volunteers of the organization.

Strengths and Weaknesses

There are many strengths that Tayyab Trust possesses such as their international network and partnerships, extensive on-ground experience, and the founder family's legacy. The organization has managed to build strategic partnerships with international nonprofits and have pooled resources together in order to effectively work towards the shared mission of combating poverty. Such connections have mutually benefited Tayyab Trust and its partners, making way for certain opportunities which were not possible working alone. Over the years, the organization has built a strong on-ground base within India, utilizing volunteers to operate when possible.

Despite having a huge group of volunteers, Tayyab Trust has limited opportunities for volunteer growth and engagement. There is no means to interact and connect with other volunteers, and the organization does not have an internship program either. These weaknesses hinder the progress of the volunteer and the overall organization. To gain a big picture of Tayyab Trust's volunteer program, refer to figure 1 below.

Figure 1: Tayyab Trust Volunteer Program SWOT Analysis

Strengths	Weaknesses
• International network & partnerships • Extensive on-ground experience • Founder family legacy	• Poor volunteer communication • No system for volunteer growth • Lack of volunteer engagement
Opportunities	**Threats**
• Huge Indian youth population • Millennial mindset shift • Technological improvements	• Volunteer overuse & burnout • Rapid growth but few resources • Corruption within developing countries

One interesting and unique strength of the organization is the history of the founders: the Qasmi family. Over the past 150 years, each generation of the family has continuously been involved in serving others in their unique way; promoting a legacy of giving back towards humanity. The Qasmi family has founded many renowned institutions and organizations that have attracted a big following of supporters and volunteers. Millions of people all around the globe respect and follow the teachings and works of this family, and therefore, they have always had an active part in community affairs like policy framing, decision making, and charitable giving.

The same legacy is continued through Tayyab Trust and now the family's followers support the organization's work as well. In terms of volunteerism, this means there is a huge population of individuals who are committed towards the organization. Such a volunteer base has been a great asset for Tayyab Trust and has helped it develop and grow so quickly within the industry. However, this strength must be properly managed always to make sure that it doesn't become a weakness.

Opportunities and Threats

Within the macro-environment, there are several factors that can affect an organization, which are usually highlighted through a PESTEL analysis (political, economic, social, technological, environmental, and legal). Technology is one area that can strengthen the organization's management and operations. Within the economic landscape, one opportunity for Tayyab Trust is the rising youth population in India. With 1.32 billion people, and half of the population under 25 years of age, India by 2020 will become the youngest country ever with an average age of 29 (Jack, 2018). Over 600 million people will join the workforce, changing not only India but the whole world. This huge pool of talent are the next changemakers and such numbers highlight great potential, especially in terms of volunteerism.

Additionally, the current millennial's mindset is shifting from profit to purpose, as Mr. Nadeem Akhtar the HR manager at Tayyab Trust states, "youth are now more interested in jobs that create true impact and give meaning to their work" (N. Akhtar, personal communication, November 5, 2018). These social trends are transforming the nonprofit industry and Tayyab Trust hopes to gain not lose from such opportunities. In spite of many opportunities, threats are still present. The great number of volunteers for Tayyab Trust must be correctly maintained so that they don't experience burnout, which is defined as "the occupational stress that results from demanding work-related tasks and relationships" (Allen & Mueller, 2013).

Resources are also limited for the organization, and as fast as they are expanding, they must be able to cope with the growth. It is important to have established risk measures to protect the organization and its volunteers from external threats such as corruption within developing countries like India. Planning is key, and for optimal results, organizations should include their staff and volunteers in decision making and framing of roles, policies, and structures (Fox, 2010).

Organizational Structure

Volunteer management has shifted over the years. The current roles and responsibilities have evolved and nowadays there is a high need of establishing and maintaining an effective framework for volunteers. The structure of a volunteer management program has to be dynamic enough to incorporate new technological advancements and ensure maximum productivity. Both formal and informal organizational structures need to focus on the development of their volunteers, promote and enhance their unique skills, and ensure that they succeed so that the organization succeeds (McAllum, 2014). If utilized properly, volunteers can significantly benefit an organization's operations and strengthen their programs.

The current organizational structure of Tayyab Trust focuses on the different sections within the organization. It is divided as per the roles needed to function; management responsibilities, financial responsibilities, charity responsibilities, etc. Currently, there are a total of 54 employees within the organization, most of which work on local projects, whether that's project development, coordination, or implementation. Since one of the main strengths of Tayyab Trust is its presence on the ground, the organization ensures that they have enough personnel present to effectively operate when needed.

The organizational chart is illustrated in figure 2 below, identifying the volunteer program under the charity committee branch of Tayyab Trust. There are 12 board members in the organization and over 1200 volunteers have actively volunteered with Tayyab Trust at least once. According to Mr. Anas Khursheed, the Volunteer In-Charge, annual volunteer hours for 2016 were over 250 hours (A. Khursheed, personal communication, October 30, 2018). Traditionally, volunteers are mainly recruited for emergency relief situations first, then for human development projects; refer to figure 3 below for statistics.

Figure 2: Tayyab Trust Organizational Structure

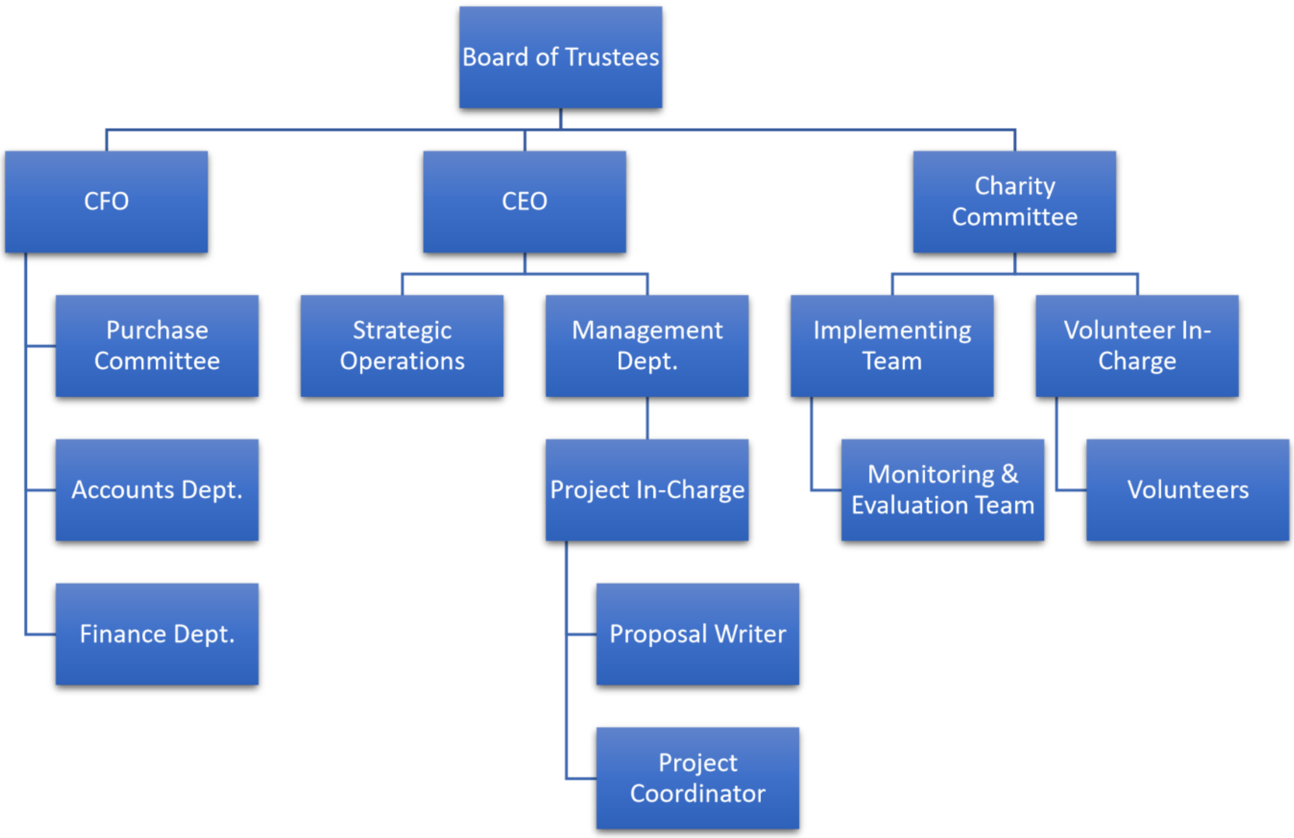
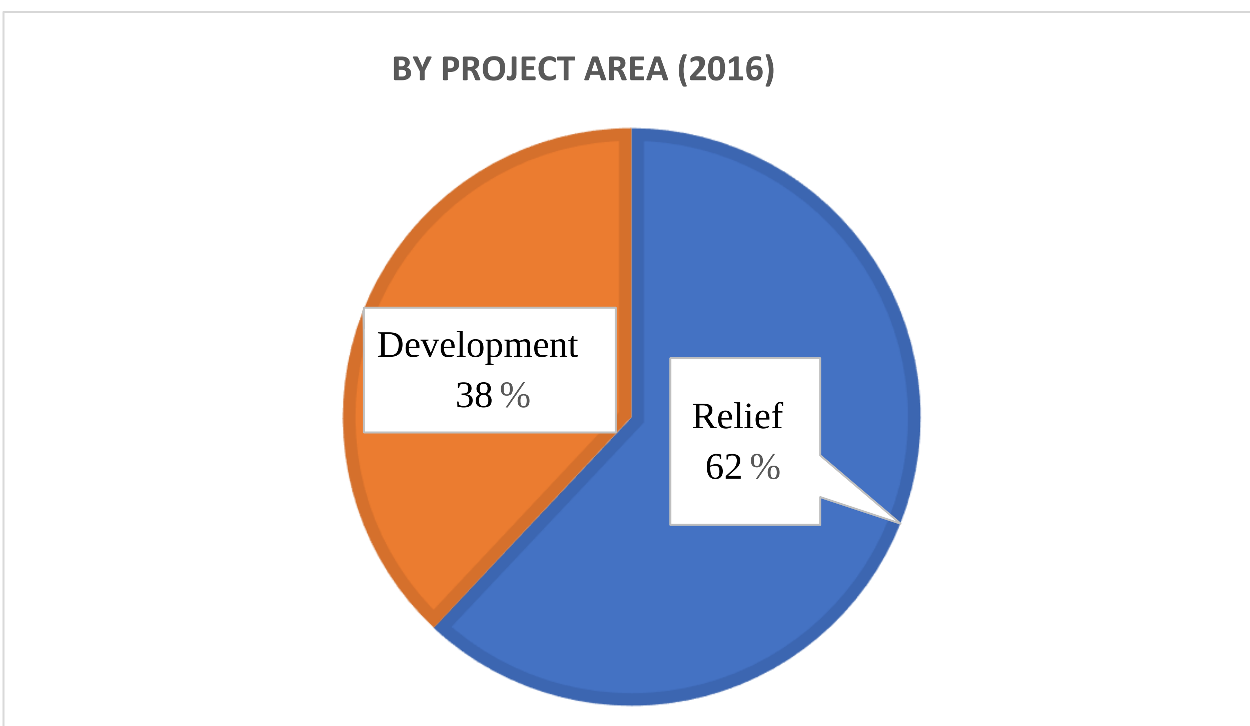


Figure 3: Tayyab Trust Volunteer Distribution



The functioning and design of volunteer programs has to do a lot with how effective the organizational structure is. No matter how many volunteers an organization has, they will not perform in the best manner if the structure does not allow them to. Conversely, even a few volunteers can maximize productivity if they are given the power to. At times, the programs are designed in a manner that is suitable for the organization but may not be appropriate for its volunteers. Such programs are extremely rigid and limit the volunteers from doing their best. “Overly formalizing and controlling the volunteer experience reduces pathways for engagement and opportunities for volunteers to flourish in their work” (Barnes & Sharpe, 2009). Therefore, flexibility, for both the organization and the volunteers, is one component to understand and utilize while developing organizational structures and volunteer programs.

Leadership also plays a key role in the success of an organizational structure. When individuals are both effectively managed and led by example, their engagement and outcomes increase. In comparison to employees, volunteers need the same if not more direction by the leadership. Formal top-to-down control is at times insufficient and rather strategies such as integrating volunteer’s opinions, building up their potential, and creating a stimulating environment yield best results (Jäger, Kreutzer, & Beyes, 2009). Hence, organizational structures must streamline communication and allow its employees and volunteers to effectively perform.

Just like in other organizations, there are different types of volunteers for Tayyab Trust. There are those who sit on the board as policy volunteers, those that are completely committed and volunteer regularly, and those who from time to time volunteer with the organization. Episodic volunteering, also called ‘new’ volunteering, refers to short-term or discrete, task-specific volunteering (Brayley et al., 2014). Such volunteers contribute their time occasionally, and despite their random involvement, episodic volunteers tend to gradually connect with the organization as they start to enjoy and find fulfillment in their volunteer experience (Hyde, Dunn, Bax, & Chambers, 2016). Regarding Tayyab Trust, these volunteers mostly consist of those that are volunteering for emergency relief situations. As the situation improves, there is no need for these volunteers to continue helping, and therefore they tend to leave.

On the other hand, there are certain situations where Tayyab Trusts utilizes long-term volunteers. These volunteers are called service volunteers, who are passionate towards an organization or specific cause, and at times may be found working equal to the organization's employees. According to Huynh, Xanthopoulou, & Winefield (2014), service volunteers eventually achieve organizational connectedness, which is defined as "a positive state of wellbeing that results from an individual's strong sense of belonging with other workers and the recipients of one's service." These types of volunteers are extremely important for an organization and Tayyab Trust should do the best they can to keep them motivated and committed.

Volunteer Management Program

Despite having a diverse set of professional employees, Tayyab Trust's volunteers are probably their secret sauce. Over the years, the organization has learned the value of attracting volunteers of different backgrounds and age groups, making sure that their own unique experiences elevate the organization's work. As mentioned above, Tayyab Trust engages both episodic and service volunteers, but as volunteer roles differ for relief and development programs, Tayyab Trust has to separately manage each group of volunteers as per the task. Therefore, the volunteers can be categorized in two distinct groups: volunteers for emergency relief projects and volunteers for human development projects. Similarly, recruitment, training, motivation, and retainment efforts are crafted separately for each group; in most cases, strategies and tactics used for relief volunteers are not applicable for development volunteers.

One example to highlight the dual nature of managing the volunteer program is by understanding the volunteering experience itself. Luckily, being the International Program Coordinator at Tayyab Trust, it was possible to gain first-hand information on how volunteers work by participating in a multi-day relief distribution event in Kerala, India. On August 15th, the state of Kerala in India was ravaged by floods and landslides, leaving hundreds dead and over a million people displaced. In response to the disaster, Tayyab Trust team distributed requested food and household items to affected families in various regions of Kerala. Below are a few photos showcasing the first distribution held, where in total 36 volunteers joined in to help Tayyab Trust organize and implement the aid to the local community members in need.

Volunteers played a huge role in the success of this distribution. They were appointed with different tasks such as spreading awareness of the distribution among communities, assigning tokens to the beneficiaries, and even serving as translators since language was a barrier. However, lots of precious time was spent on the development of the volunteers and they constantly needed guidance because there is no established volunteer policy manual or handbook which explains the volunteer's roles. In this situation, the group of volunteers were emergency relief volunteers, and the volunteer team had to prepare their strategy and goals as per the situation in-hand. This creates a challenge for the organization since there is no one fixed method to handle volunteers. Therefore, a volunteer manual is recommended where according to the organizational structure, both volunteer groups can be effectively managed (see appendix A).

Policies and Procedures

Established policies and procedures may also affect the functioning of volunteers. Policies developed must highlight the organization's values, clearly depicting what beliefs are followed by the organization and how they are linked with its mission and vision. Certain restrictions and prohibited actions are also necessary to state so that there is no confusion later. This lowers the chance of risks and empowers the organization along with its staff/volunteers. Effective policies guide and improve organizational practices, and through systematic efforts, organizations can build a strong and structured culture (Haski et al., 2018). Gradually, through effective policies and procedures, organizational programs can improve and help boost the organization's operations.

When it comes to Tayyab Trust, the Volunteer In-Charge has the special responsibility of managing the organization's volunteers and establishing policies and procedures. At times, potential volunteers need just a small push to become pro-active and with the right guidance and support they are willing to contribute their time towards the organization's cause. From a manager's point of view, motivating volunteers can be done through existing methodologies used for common morale boosting, however, customized techniques might be necessary in different volunteerism situations (Kay, Polonsky, & Inglis, 2017). It is the job of the Volunteer In-Charge to develop, monitor, and implement such techniques, and regarding Tayyab Trust, they must be customized for emergency relief volunteers and human development volunteers separately. Hence, effective policy making is vital as it lays the foundation for building such techniques and tools.

When questioned about the role of policies and their value in terms of volunteerism, Mr. Khursheed mentioned the importance of best practices and how Tayyab Trust needs to evolve its current structure to incorporate policies that foster volunteer engagement and growth; "Tayyab Trust has grown in size because of its great team, its management, employees, and its volunteers too. One area that needs improvement is volunteer growth. We need to start with structuring a step-by-step guide for all our volunteers, explaining the rules and restrictions.” As policies dictate action, volunteers that have no guidance are left idle and as a result their motivation and productivity decreases. For optimum results, it is crucial for policies to be set in a smart manner.

To create a firm organization structure, policies must be built around ethical standards. Ethics is defined as the principles, rules, virtues or habits of behaving that allow us to live and work together and pursue common and individual interests (Hamilton & Slatten, 2013). According to the Council for Certification in Volunteer Administration (2016), the five core values of ethical practice for volunteer administration are citizenship, respect, accountability, fairness and trust. These core values act as pillars for an organization's code of ethics and strengthens its ethical frameworks and practices. Tayyab Trust also makes sure that they align their own values with such set ethical practices. As nonprofit organizations need to be transparent and showcase their impact, ethical procedures help make sure that they are on the right path at all times.

Recommendation: *Have a standardized policy manual for volunteers*

To enhance the current volunteer management program at Tayyab Trust, it is important to have a standardized policy manual for volunteers. This manual will serve as a go-to handbook explaining the set of rules and dos/don’ts for the volunteer. Each step will incorporate and be aligned with Tayyab Trust’s values and policies so that the volunteer can better understand the task he/she will perform. Since the organization functions in two areas (emergency relief and human development), for best results there should be two separate manuals for each set of area. Therefore, under appendix A, an outline of a volunteer manual has been provided for Tayyab Trust to refer to and build its volunteer handbook. As a result of this addition, the organization will be able to properly guide its volunteers and ensure that they are able to perform at high levels.

Recruitment and Selection Based on Motivation and Values

The art of selecting and managing volunteers can be a tedious task. Customized recruitment tactics such as brand marketing/promotion are now being used more often, which ultimately spread the mission and create awareness, build goodwill and value, and improve the organization's performance (Devaney et al., 2015). However, without the right volunteers, these strategies cannot succeed. It is essential to recruit the best volunteers fit for the job as their unique skills and traits can benefit the organization's work tremendously. As Mr. Akhtar, the HR manager at Tayyab Trust said, "we look for two things when recruiting: passion and execution. If the person absolutely loves what he does and is great at it, they're simply hired. As simple as that" (N. Akhtar, personal communication, November 5, 2018).

Nowadays, innovative methods are being used to attract young and fresh minds towards philanthropy. Most millennials are leaning towards a career that offers meaning rather than a few extra dollars. Nonprofit organizations must realize this opportunity and do their best to bring in the best talent available. Proven recruitment methods such as referrals, offering flexibility in scheduling, and future career/business opportunities should be used to highlight the benefits of joining nonprofit organizations (Blum, 2008). The cause comes first, but with the combination of such amenities, individuals are ready to join in and contribute.

At times, lack of professionalism due to misunderstandings or misuse may result in issues that damage the organization. Nonprofit organizations sometimes struggle with resources that are easily available to for-profits, and thereby, eventually have to strategically plan their expenses, making the process of recruiting even more challenging (Boezeman & Ellemers, 2008). Along with employees, volunteers play a huge role in maintaining organizational flow and therefore they must be effectively managed. Before the actual recruiting process begins, a proper selection policy should be enforced where a structure is determined in order to sort the potential volunteers. The better the established policies, the better the recruitment process.

When selecting volunteers, one major criteria evaluated by Tayyab Trust is the task itself; the project area and theme. If there is an educational development project being implemented in a school, then young adults within the community are gathered to volunteer. If there is a special development project being done in a rural setting, then local community leaders are brought in for decision making as they have the best knowledge of the area. In disaster situations, teams of volunteers are either selected through local agencies or partners, otherwise a set of volunteers that have been provided extensive training are sent for emergency relief. Regardless of the situation, Tayyab Trust does make sure that at all times their volunteers are safe when working.

Looking back at the Kerala distribution, prior to the distribution, an on-ground assessment was done through a local partner who conducted surveys to exactly find out the current needs and situation on-site. Volunteers were then recruited and brought in for a quick training and orientation. Currently, Tayyab Trust focuses on two main elements when recruiting volunteers: gathering the volunteers and organizing them as per their characteristics. Firstly, a message is sent out to gather volunteers. Tayyab Trust uses mostly informal methods such as its vast network and one-to-one communication when it comes to finding volunteers. Since their network is well connected worldwide, it usually takes 48 hours to begin locating individuals willing to volunteer with the organization. This comes extremely handy in emergency disaster situations, where time is limited and action is needed immediately. Therefore, the formal methods of recruiting are still yet to be used at a large scale and is one area the organization can explore.

Table 1 below describes the volunteer recruitment process at Tayyab Trust. All steps are reviewed and managed by the Volunteer In-Charge: Mr. Anas Khursheed.

Table 1: Tayyab Trust Volunteer Recruitment Process

STEPS	TASK
1.	Establishment of hiring criteria as per the positions available. In-depth description provided and listed.
2.	Recruitment strategy decided. Usually sent out through established networks, uploaded on website, and spread through word-of-mouth.
3.	Volunteers selected are pre-screened and evaluated by HR.
4.	Placement of volunteers in specific roles and arrangements are made for volunteer if needed (travel, insurance, stipend, etc.)
5.	Final orientation and on-site training briefing.

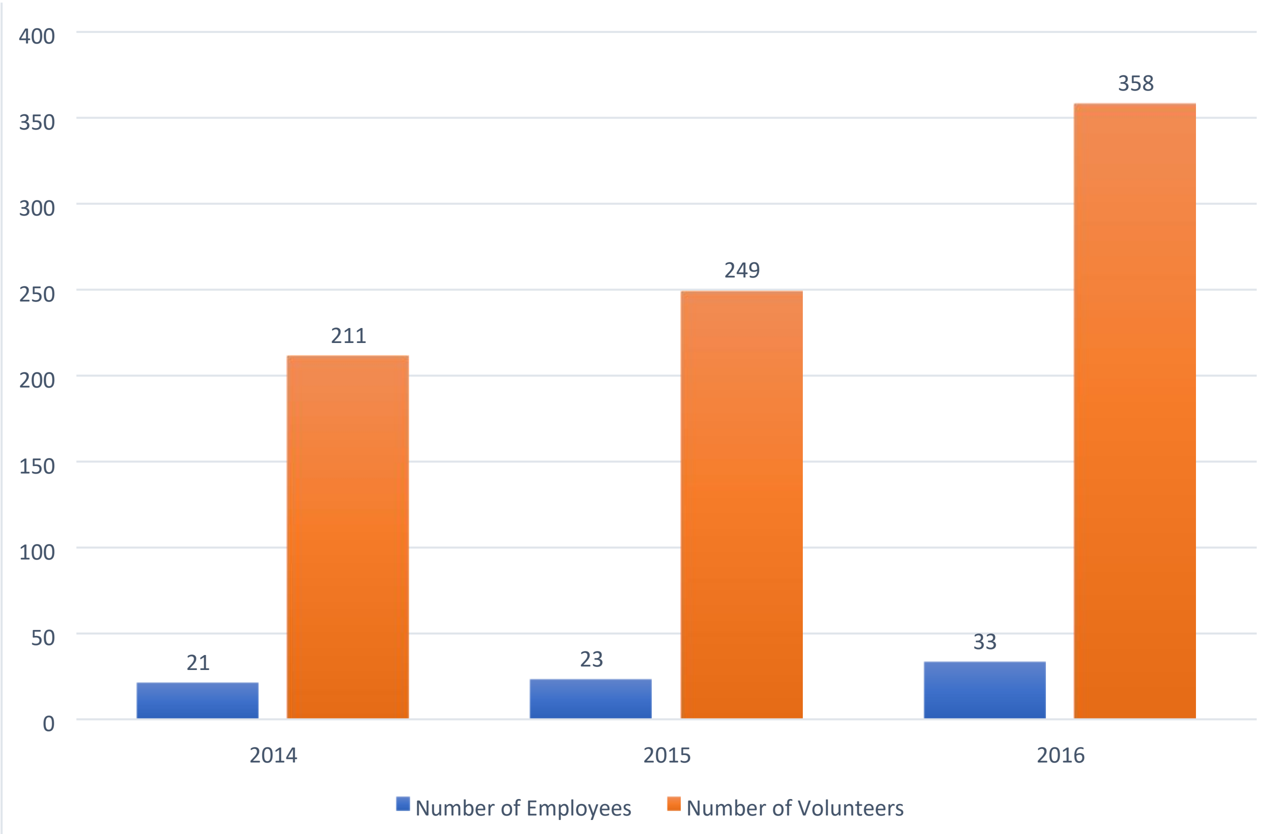
Once the volunteers are gathered, tasks and roles are assigned to them as per their individual traits. This process often takes time, but it's very valuable in the end. Traditionally, strategies such as segmentation have been used to categorize individuals, and at times, apart from their differences, many similarities have been found between two random groups. For example, according to Shields (2009), many motivating factors duplicate among young and old volunteers. Likewise, when organizing volunteers of different backgrounds, Tayyab Trust uses standardized tests such as Myers-Briggs and DISC to categorize them and identify similarities and differences. This creates an engaging environment where everyone understands each other and it also helps the organization empower the volunteer's strengths, increasing their motivation and commitment.

Motivating volunteers can however be a tricky thing to do. Each volunteer is a different person with a different set of experiences and preferences. Someone may be accustomed to working 8 hours a day, while others may prefer night shifts. Apart from work routines, age differences can cause difficulties as well, sometimes triggering sensitivities such as power and superiority. Such challenges have to be addressed by the organization and its staff so that they can effectively utilize the volunteers. At Tayyab Trust, the Volunteer In-Charge has to be both a boss and a friend at the same time. “Volunteers must feel casual and we usually try to break-the-ice during initial orientations, but they must also know that someone is always overseeing them” (A. Khursheed, personal communication, October 30, 2018). Hence, motivational techniques should cover a wide spectrum of methods addressing the diversity within individuals.

Irrespective of the differences among them, all volunteers come together for one cause, whether that’s women empowerment, skill development, orphan care, etc. Motives among these volunteers are grouped and therefore it is easy to engage many volunteers as they all have one mission and one target in mind. Demographically, there is a wide range of volunteers that work with Tayyab Trust, however, taking local cultures and traditions in consideration, not all volunteers can work in certain situations. For example, if there is a maternity program for C-section deliveries, most volunteers will be females. Especially in countries like India, where there is a strong set of traditional values that differ among communities, such projects must be carefully managed. In such cases, decisions are made by the Volunteer In-Charge, who has the appropriate knowledge and experience, ensuring that the dignity and sensitivity of the situation is properly maintained.

Volunteers have always been more than employees within Tayyab Trust and they continue to grow as the organization expands. A 3-year analysis was done to picture the annual growth of Tayyab Trust and compare the number of employees to the number of volunteers who have volunteered at least once with the organization (see figure 4 below). Within the last few years, the organization has managed to recruit a great amount of volunteers and employees both. However, the volunteers are averagely over ten times the number of fixed employees, which states their importance and value within the organization.

Figure 4: Tayyab Trust Growth: Employees vs. Volunteers



Recommendation: *<u>Use data to facilitate the recruitment process</u>*

As the volunteers grow, Tayyab Trust must develop their frameworks and techniques accordingly. The organization primarily uses traditional methods of recruiting and with the number of personnel they have, they should consider innovating and equipping the staff with advanced tools for proper management, especially for their vast volunteers. Established measures and metrics must be advance and dynamic enough to strategically recruit new volunteers. Data is key, and it should empower the experience of managing and facilitating Tayyab Trust volunteers.

In order to properly apply data for volunteer management, managers have to be comfortable and trained with its functioning. Valenti et al. (2017) describes the importance of data for nonprofit program managers and explains the benefit of using data in everyday practice. Results from the study found out that managers utilizing data not only improved in management performance but also enriched their understanding, attitudes, and appreciation towards using data in their work. Based on the results, certain strategies were recommended, which are highlighted below for Tayyab Trust to evaluate and install in their volunteer management program:

1. Experiential learning – Increase participation and engagement among managers through sets of tasks and exercises that utilize data, for example, scheduling a team competition through a quiz/game that evaluates statistical measures.
2. Creating an ad hoc committee – members of the committee come together to work on synthesizing data and finding solutions through systematic collaboration/teamwork.
3. Establish focus groups – by directly including stakeholder’s feedback and providing a platform to share and improve, challenges related to data translation, adaptation, and transportability can be reduced and quality can be evaluated on a consistent basis.

Volunteer Training, Assessment, and Feedback

After the recruitment and selection process, volunteers are placed in training sessions with the organization to ensure that they grasp a thorough understanding of the work. Training modules should be developed in accordance to the volunteer's roles/positions and should emphasize the organization's mission and vision (Brugmann, 2016). As the training progresses, performance assessments should begin and continue throughout the volunteer's work period. Effective assessments clearly highlight the volunteer's tasks and should provide a snapshot of his/her success. For a strong volunteering program, feedback procedures must also be in-built within the program to allow the volunteers to express their thoughts during and after their work.

Training

Effective training of volunteers is a vital task, one not to be ignored. Proper training can build strong relationships and can promote an engaging environment. Volunteer trainings must also be held in collaborating settings along with the organizational staff so that the volunteers do not feel undervalued or unappreciated (Lyles, Schneider, & Oliver, 2010). Nonprofit organizations such as Tayyab Trust should recognize the potential of having this group of passionate individuals and therefore commit themselves towards them in the same manner they wish for them to do towards the organization. The type of behavior that is shown by the organization will be reflected by their volunteers, and thereby, it is essential for Tayyab Trust to strengthen the valuable resource of volunteers they possess and ensure that they are supported at all times.

As communication becomes easier and the world gets smaller, there is driving competition among nonprofit and for-profit organizations. When it comes to training, for-profits tend to have complex and heavy training programs, while on the other hand, nonprofits include simple but more frequent trainings, which are in place to mainly empower the volunteers (DeVaro, Maxwell, &

Morita, 2017). If the volunteers feel empowered, they will in turn empower the organization, and in the case of Tayyab Trust, whose volunteers are in such great numbers, empowering volunteers is highly important. Training should be designed keeping this in mind, and in order to truly assess the value of the training, nonprofits must recognize and understand individual needs (Butler & Lobley, 2016). Only then the training will be fruitful for the volunteers and the organization.

Training programs at Tayyab Trust generally include a step-by-step process to follow. Depending on the type of position/role, programs can be extremely detailed and include thorough examinations and assessments or they can be comparatively simple and straightforward. According to Huang et al. (2014), the layout of the training should be carefully designed and must accommodate flexible measures for proper assessment. Since Tayyab Trust deals with emergency relief situations, the organization has a quick and simple training procedure that covers the main aspects of the job. No extra time is wasted on additional information and volunteers are sent for action as soon as possible. Normally, all pre-checks, information gathering, and documentation formalities are completed before the volunteers begin the training.

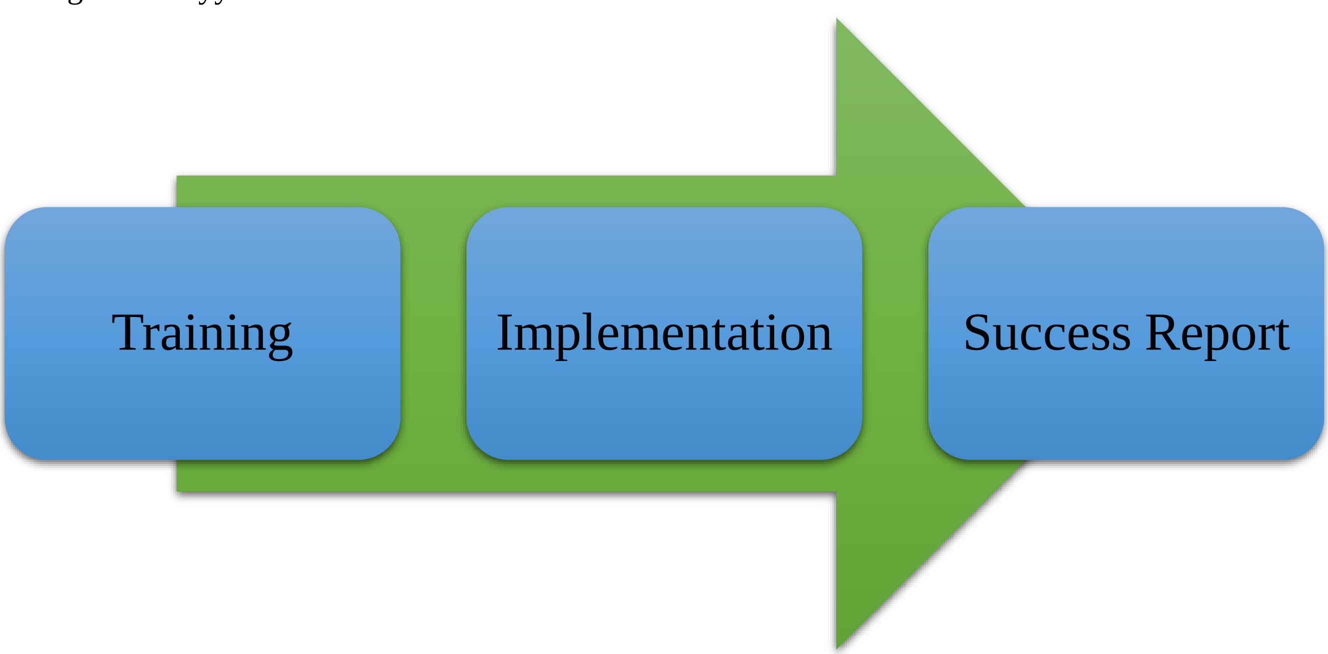
One thing to note is that all trainings are done on-site. Up till now, Tayyab Trust has been managing its training sessions at the distribution site, especially for emergency relief projects. Volunteers are recruited locally in such situations and an orientation is arranged a few hours prior to the distribution. In the Kerala distribution, Tayyab Trust volunteers were gathered the day before the distribution and were debriefed on the steps, measures, tasks, and responsibilities of each volunteer. The next day the volunteers knew exactly what was needed to be done, and under the guidance of the Volunteer In-Charge, the volunteers were properly managed and motivated. However, as Tayyab Trust grows, it is not possible for the organization to continue conducting only on-site trainings and they must evolve their training structure accordingly.

Assessment

Training is crucial for improving volunteer performance, but without proper assessments organizations cannot know the true value of their training. Tools, strategies, and techniques used for assessment are important in gaining knowledge about the existing volunteer management structure, and for best results, they should be accurate, not too rigid or too lenient. Proper assessment is not only beneficial for the organization, but is also helpful to the volunteers being evaluated, as they are informed of the impact they did and start forming a relationship with the organization. On the other hand, volunteers who encounter frequent organizational constraints and role ambiguity are less engaged (Harp, Scherer, & Allen, 2017).

Training and assessments go together. A successful training program allows the opportunity for mistakes to be fixed and continues to strengthen its policies and procedures. Additionally, proper training can boost volunteer motivation and improve their morale (DeVaro et al., 2017). Orientations held by Tayyab Trust explain the 3-fold process the volunteers go through from start to finish of their period of volunteering for Tayyab Trust (see figure 5).

Figure 5: Tayyab Trust Volunteer Work Phases



Once the volunteers are recruited, training is the first step. After training the volunteers, they are immediately put to action and begin implementation. During implementation, whether dealing with emergency relief or human development projects, Tayyab Trust volunteers are tasked with several different roles. Different assessment techniques are used for different roles, but they are always constant for the group or sample of volunteers being selected. For example, when Tayyab Trust assesses volunteers utilized for a rural medical camp, a specific set of assessment tools are used. For a different project, for example a hunger drive, volunteers will be assessed under some different criteria from the one used in the medical camp. As the nature of the work changes, the methods used for assessing the volunteers change as well.

Lastly, when all the work is done, the volunteers are provided a post-work success report, which is compiled by the monitoring and evaluation (M&E) team at Tayyab Trust. Along with working with the Volunteer In-Charge, the volunteers also work closely with the M&E team post-implementation, who are responsible to evaluate the impact of the project and analyze if all the pre-defined goals were achieved in an effective and efficient manner. The Volunteer In-Charge submits a brief individual volunteer assessment to the M&E team, which is then later converted to a complete success report of each volunteer. “The success report shows us the value of our volunteers and lets us know if there are any changes we need to do to improve in the future” (A. Khursheed, personal communication, October 30, 2018).

Table 2 below provides the layout of the main points covered in the success report compiled by the M&E team. Each criteria evaluates a specific element of the volunteer. The volunteer is rated on four different levels: poor, fair, good, and great. After the success report is compiled, an overall score is generated of the volunteer, which is used by management to gain feedback and improve their volunteer management program.

Table 2: Tayyab Trust Volunteer Assessment: Success Report Sample

CRITERIA		LEVEL OF RATINGS			
		POOR	FAIR	GOOD	GREAT
1.	Adheres to policies	*rate volunteer based on above levels and provide comments*			
2.	Willing to learn	*rate volunteer based on above levels and provide comments*			
3.	Shows compassion	*rate volunteer based on above levels and provide comments*			
4.	Positive attitude	*rate volunteer based on above levels and provide comments*			
5.	Enthusiastic behavior	*rate volunteer based on above levels and provide comments*			
6.	Follows instruction	*rate volunteer based on above levels and provide comments*			
7.	Listens to direction	*rate volunteer based on above levels and provide comments*			
8.	Time sensitive	*rate volunteer based on above levels and provide comments*			
9.	Good teamwork skills	*rate volunteer based on above levels and provide comments*			
10.	Takes initiatives	*rate volunteer based on above levels and provide comments*			
11.	Shows leadership	*rate volunteer based on above levels and provide comments*			
12.	Professional conduct	*rate volunteer based on above levels and provide comments*			
13.	Displays respectfulness	*rate volunteer based on above levels and provide comments*			
14.	Passionate/self-motivated	*rate volunteer based on above levels and provide comments*			
15.	Understands mission	*rate volunteer based on above levels and provide comments*			
16.	Willing to help	*rate volunteer based on above levels and provide comments*			
17.	Cooperative with others	*rate volunteer based on above levels and provide comments*			
18.	Displays focus	*rate volunteer based on above levels and provide comments*			

19.	Communication skills	*rate volunteer based on above levels and provide comments*
20.	Willing to improve	*rate volunteer based on above levels and provide comments*
21.	Technical knowledge	*rate volunteer based on above levels and provide comments*
22.	Reliable/dependent	*rate volunteer based on above levels and provide comments*
23.	Can manage stress	*rate volunteer based on above levels and provide comments*
24.	Adheres to deadlines	*rate volunteer based on above levels and provide comments*
25.	Organizational fit	*rate volunteer based on above levels and provide comments*

Feedback

Feedback is an important aspect of volunteer training. Many methods are used to gather feedback such as volunteer surveys where the organization understands the volunteer’s perspective and helps accommodate his/her needs (Yin-Che, Yun-Chi, & Jia-Mi, 2010). Usually it is thought that once the training has commenced, no other work is needed and volunteers are ready to begin. But at such times, there might be many situations where volunteers may be of need of guidance and support. Furthermore, different individuals have varying perspectives of the same situation, and therefore, volunteers may look at a problem and think of a better action plan than others. Feedback is therefore a significant element in improving the training programs established by the organization, strengthening its functioning and effectiveness.

Feedback is crucial for Tayyab Trust to operate at a high level. Internally, the organization uses a 360-degree feedback mechanism where feedback is provided from all levels of the organization. To adhere to maximum transparency standards, Tayyab Trust has also set a feedback process for the beneficiaries (people who received the donations) to understand and listen to their reviews and questions so that the organization can improve their work. A few selected volunteers are solely chosen to manage this special process and make sure that the organization receives honest feedback from the beneficiaries. Since one of the core values of the organization is transparency, Tayyab Trust ensures that every individual has a voice to say regarding their work.

However, when it comes to volunteers, there are no formal feedback mechanisms in place, only informal methods are used to gain feedback from the volunteer. The success report allows the management to assess the volunteer's performance, but the volunteer does not get an opportunity to express his/her viewpoint to the management in any formal manner. At best, the volunteer can explain his/her experience and/or questions to the Volunteer In-Charge. Therefore, appendix B provides a basic feedback survey that Tayyab Trust can use for its volunteers.

Recommendation: *Install an online training program for volunteers worldwide*

Training of volunteers is a major task for Tayyab Trust as it deals with many volunteers worldwide. With having three offices around the world, and planning for two more in the coming year, Tayyab Trust currently manages its volunteers at a local on-ground level and now has to grow its volunteer management at a global scale. As of now, trainings are done on-site, and Tayyab Trust should now incorporate a system of online training so that the organization can enhance its reach and save costs of on-site training. There are many benefits of training on the ground, but with having such wide operations, it may take too much time, effort, and resources for the organization to do so, especially if they continue to grow at such speed. Online training can reduce this gap and still be effective enough to operate. If Tayyab Trust finds a balance between onsite and online training, utilizing them both in the best manner possible, then they will continue to prosper and expand their volunteer program successfully. An online volunteer training manual is recommended under appendix C, describing the agenda and requirements of conducting training virtually for Tayyab Trust.

Volunteer Retention

In today's world, quitting and moving from job to job has become a norm. As compared to a few decades ago, many individuals now have a low sense of pride with their work and find it almost something they ‘have’ to do, not ‘want’ to do. Terms such as ‘work-life balance’ are being used to highlight the separation between work and life, as if they are distinct from each other. These trends can also be found in nonprofit volunteers. Bortree & Waters (2014) explain the reasons of disinterest among volunteers due to the complexities of dealing with different demographics. No matter how beneficial it is, diversity does consolidate individuals into groups and at times may become a challenge in terms of inclusiveness. As a result of increasing complexities within organizations, some volunteers feel left out and gradually burnout from stress (Allen & Mueller, 2013). Therefore, retention rates suffer, and organizations have to carefully design their programs to ensure that the volunteers stay with them long-term.

Mr. Nadeem Akhtar, the HR manager at Tayyab Trust, mentioned a checklist Tayyab Trust holds to self-plan an employees or volunteers journey within the organization. He stated that “volunteer recruitment has never been a problem, but retention usually causes issues” (N. Akhtar, personal communication, November 5, 2018). The checklist acts as a retention plan for HR to oversee and evaluate when necessary:

1. Initial HR meeting with management department (for employees) or charity committee (for volunteers) to discuss and brainstorm recruitment strategies
2. Selection of individuals as per the decided positions in the organization
3. Assortment and distribution of tools and materials provided for training
4. Individuals matched with their respective positions/roles as per the prior individual tests taken for assessing skills and interests

5. Monitor individual progress during work and build a relationship with them
6. Recognize individuals for work done through public events and private appreciation
7. Gather feedback to improve program, reach out to past volunteers/employees, and begin again with recruitment process

A retention plan is a great tool to have but nonprofit organizations need to be able to implement it as well. It is important to understand the volunteer's motivations when framing the retention plan. As volunteers are not offered a paycheck, they must be offered something else in return for their commitment towards the organization, which at times becomes a challenge for nonprofit organizations that only have limited resources. To be able to retain volunteers is not easy, and organizations should utilize the best possible strategies to do so. One way to increase volunteer commitment is to communicate the importance of the work being done (Garner & Garner, 2011). Unlike traditional for-profit companies, nonprofit organizations have the leverage to showcase their charitable efforts and bring people in to their cause. The work itself is a major factor why volunteers join in and it is also why they stay.

Another interesting factor that determines volunteer retention is 'psychological contract breach.' Walker, Accadia, & Costa (2016) describe this phenomenon as psychological contracts between volunteers/employees and the organization they are working with. Factors such as perceived organizational support and coworker support influence the volunteers/employees decision to stay with the organization. Traditionally, it was thought that due to the nature of the work and differences in management, only employees had to face such psychological pressures. However, the results from this study show that both employees and volunteers are affected by psychological contract breach. This is one area Tayyab Trust should be aware of and manage when dealing with volunteer retention and framing its volunteer management program.

Among its different sets of volunteers, Tayyab Trust has more episodic volunteers than traditional volunteers. Therefore, it is difficult to retain these individuals within the organization. Volunteers may stay for just one project and then leave, or they may continue volunteering and adopt a complete cause. For example, they may choose to take part in just one food drive or decide to participate in every hunger project being done. Since there are many causes, and within those causes are many projects, tracking volunteers for Tayyab Trust is a strenuous process. Thereby, annual turnover rates are also scattered and fluctuate over time.

Another unique hinderance regarding volunteer retention for Tayyab Trust is the nature of its work. Since the organization works in emergency relief situations, there is an unknown time gap present i.e. you cannot predict when the next natural disaster will happen. As a result, accurate planning cannot be done regarding volunteer recruitment. Tayyab Trust needs to be prepared for any scenario and has to have their action plans developed beforehand. One volunteer who previously volunteered with Tayyab Trust in an emergency relief project said that it felt like 'lights-camera-action-go' and there was little time to spare. Retention of volunteers in this case is therefore low, and the organization constantly innovates to overcome this challenge.

Currently, Tayyab Trust has adopted a unique method of improving its retention rates. In order to make sure that the volunteers are committed with the organization, Tayyab Trust developed a new training program that provides certain skills and values directly to the volunteers. The training allows the volunteers to enhance their work, cultivate engagement among their peers, and develop their overall personality. Many volunteers recognize the importance and value gained from this training and have much appreciation for the organization. Therefore, they stay with Tayyab Trust to further improve themselves, be a part of a positive and productive community, and be associated with a meaningful cause as well.

Recommendation #1: *Invest more on volunteer growth*

Tayyab Trust should provide more opportunities for volunteers to explore the current task and develop themselves. As displayed in the new training program, the organization is willing to innovate and improve their volunteer program, but for best results, they should include opportunities that will specifically make their volunteers better. Rather than focusing on programs that favor the organization, Tayyab Trust needs to foster volunteer growth, which will ultimately strengthen the volunteers and build a strong relationship with them. Additionally, volunteer support will create an empathetic environment and encourage more volunteerism.

One way Tayyab Trust can invest in their volunteer's growth is by offering incentives to them. Volunteers are hardworking yet unpaid individuals who spend their time and effort towards an organization. By adding meaningful incentives, such as offering discounts at local shops, providing volunteering certifications, and access to future organizational events and social mixers, volunteers feel more involved and cared for. They realize that apart from the personal satisfaction gained from charitable work, there is more to earn by volunteering. These incentives serve as ways to communicate and develop volunteerism within an organization, allowing the volunteers to grow while volunteering with the organization. Volunteers recognize and appreciate such benefits, which play a huge role for them when deciding to quit or stay with the organization.

Recommendation #2: *Facilitate engagement among volunteers*

There is no doubt that volunteers are a great resource for Tayyab Trust. But if they are not effectively managed and their progress is not completely tracked, then they may drift away from the organization. Recruitment and retention strategies should emphasize this element and focus on monitoring the overall development of the volunteers while motivating them to join and stay with the organization. Despite having many volunteers, Tayyab Trust does not have an established method for them to communicate with each other. Communication is a highly important component and Tayyab Trust must include proper practices that increase the volunteer's morale and engagement so that they can be involved with the organization at all times

To facilitate engagement among volunteers, Tayyab Trust can build a volunteer network module or online interface for volunteers to communicate and share their views/experiences. This will create a caring and positive social environment that will promote volunteer commitment and by adding this feature, Tayyab Trust will also be able to express their appreciation towards their volunteers; it will serve as a dual-form of communication between the volunteers and the organization. Formalizing communication online will almost work as a personalized social networking site for the organization, changing its culture to be more youth friendly. Using existing social media to communicate such as Facebook, Twitter, etc. can also work, but at times creates more distraction than benefit for the organization. Regardless of what medium is chosen, if young volunteers, which are the majority, feel more engaged and committed towards Tayyab Trust, the retention rates will increase and the organization will prosper.

Risk Management

Over the years, volunteer management has evolved and as a result, unique risk management strategies are being developed to accustom to the changing situations. As the nonprofit sector grows, more and more challenges rise and therefore related risks must be properly evaluated. The world is rapidly changing and in order to survive, organizations should develop a dynamic risk management process that comprehensively covers their activities (Burns, 2016). Both policy and service volunteers are susceptible to potential risks and it is always wise to invest in quality risk management programs and trainings. Despite being unpaid, policy volunteers are liable to go to jail for fraud and should carefully operate. Similarly, service volunteers can be affected by organizational risks and therefore, established programs must look out for their safety.

Mr. Anas Khursheed, the Volunteer In-Charge, explained the importance of safety of their volunteers, “working in disaster situations is like working in the unknown, you have no idea of the outcomes and there are many risks involved. We take special measures for the safety and security of our volunteers and maintain ethics when planning” (A. Khursheed, personal communication, October 30, 2018). Nonprofits cannot survive with an unethical culture and it is vital for the leadership to establish and maintain a code of ethics within the organization when establishing strategies and plans like risk assessments. These codes serve as a guideline to constitute decision making and ensure that all decisions made are aligned with the organization’s values and mission.

There are multiple ways to ensure that an organization is protected from unseen hazards. Organizations can limit risks by improving communication with its personnel such as paid employees and volunteers, effectively train their staff through role-specific modules, and foster an inclusive and healthy environment (Fitzpatrick, Remmer, & Leimanis, 2015). Certain steps can also be taken to enhance the current risk management strategies. To make sure that risks are efficiently handled, organizations need to first identify the potential risks, assess their probability and impact, look out for opportunities and threats associated with them, and then effectively implement a prevention plan if needed (Domański, 2016). It is better to take precaution than practice prevention. Risk management, when done well, can safeguard an organization from dangers that may hinder their progress, and which may at times result in long-term damage.

As much as trainings and tutorials help, it is important to establish organizational policies and procedures too. These policies should be designed keeping in mind the organizational structure and decision-making hierarchy; more power equals more responsibilities. Dispersion and loss of control can significantly increase chances of fraud, making decision-making a key element in risk management (Murphy, 2015). In terms of volunteers, organizations can provide extra screening and documentation that clearly states their roles and responsibilities along with the risks so that the volunteers fully understand their assigned parts (Groble & Brudney, 2016). Such small yet crucial steps build confidence and trust between the organization and its volunteers, which ultimately benefits both parties and facilitates a strong relationship.

Currently, Tayyab Trust has an established risk management plan that deals with four main areas: identification, evaluation, prevention and action (see figure 6). Along with the detailed risk management plan, there are individual measures taken as per the project need. For example, if volunteers are recruited for disaster relief, Tayyab Trust ensures that proper insurance is provided and other necessities such as accommodation, food, shelter, etc. are handled in time. The first and main priority in such events is the protection of human life. As the team responds within 24 hours of a disaster and usually arrives with aid in 72 hours, implementing these precautions must be done both effectively and efficiently so that the essential work of providing relief can begin. Such emergency situations demand thorough risk analysis to ensure the team's maximum safety.

Figure 6: Tayyab Trust Risk Management Plan

Firstly, during identification, the possible risks are classified and listed. Credible sources within the news channels, social influencers on online media platforms, and individuals within the organization’s personal network are approached for guidance and consultation to discuss the risks. When all the risks are noted, they are sorted as per their likelihood of occurrence and level of impact, which relates to the next step: evaluation. Under evaluation, the team carefully analyzes each risk and assigns a score based on its frequency and danger level. This step helps categorize the risks among other potential risks and gives a better picture to help in decision-making. Later, the sorted and assigned risks move on to the prevention and action phases.

Prevention of the risks examines the most dangerous risks first and determines if it can be prevented or not. Specific mitigation steps are taken to reduce the probability of the risks and ensure the safest situation possible. Lastly, an action plan is written by the staff highlighting the risk management procedures needed to be implemented and monitored. This action plan will cover the basic operations of the project and provide information regarding the risks associated as per the previous studies and analysis. In the complete process, board members and staff have a particular role in framing each step of the risk management plan; there are multiple meetings organized well in advance to discuss the probability of risk occurrence. Volunteers do not directly take part in these meetings since they are not recruited yet, however, a separate discussion meeting is organized with the volunteers to convey the risks, answer any concerns, and ask for opinions.

Despite having a comprehensive risk management plan, there is limited opportunity to report issues and problems if they occur. It is common to have problems arise during project implementation and even after its completion. Organizations can choose to either accept, share, or avoid risks, and measures must be put in place to mitigate the impact of potential risks (Hagel, 2014). Therefore, risks must be examined before, during, and after an organizational project.

Recommendation: *Post analysis measures for risk management*

One part that is missing in the existing risk management plan is the opportunity to evaluate the plan after it is deployed and establish a mechanism to check its success. After its implementation, when mostly many risks are averted due to proper and extensive planning, the risk management plan is ignored. However, even if the risks were minimized, an organization can learn a lot about its practices by re-examining its pre-established plans. If risks occurred, then it is beneficial for the organization to understand them in order to prevent them from occurring again. Therefore, it is necessary to formulate and document a framework for post-analysis of the risk management plan so that Tayyab Trust can continuously improve and understand its key success factors (KSFs); where they are doing great and where they are falling behind.

In appendix D, a sample outline is provided for Tayyab Trust to design its post analysis evaluation of risks and include it in its established risk management plan. By including this element, the risk management plan will complete its framework and process of assessing risk before the project begins, while the project is active, and after it is completed. The existing risk management plan will add one last step (in total 5 steps now) that will strengthen the organization: implementation-evaluation-prevention-action-post analysis.

<u>Conclusion</u>

As the world continues to advance, poverty resumes to exist and cause suffering among millions of lives all around the world. According to the United Nations Development Programme, about half of the world's population (over 3 billion people) live under $2.50 per day ("Sustaining Human Progress: Reducing Vulnerabilities and Building Resilience," 2014). There are many contributors towards poverty such as illiteracy, hunger and malnutrition, poor health and sanitation, etc. As per the United Nation's sustainable development goals (SDGs), which aims for a sustainable humanity by 2030, 'no poverty' is the first and most important goal to achieve ("About the Sustainable Development Goals," 2015). Third-world countries like India, which hosts most of the human population, face the worst of poverty. Therefore, poverty is no more a local issue but is now a global issue, and urgent action is needed to control it.

Tayyab Trust is one of the many nonprofit organizations that have recognized this problem and are working diligently towards combating poverty. Through its great leadership and committed staff, the organization has achieved a great impact in the community. Their vast group of volunteers are passionate individuals who if utilized well, can help the organization grow tremendously. The existing volunteer program has a solid base of recruiting, selecting, training, and retaining volunteers. As the organization expands its operations, it is important to enhance its structure and programs so that it can effectively grow. With implementing the recommendations below and utilizing the supporting materials provided in the appendix, Tayyab Trust can strengthen and improve its volunteer program significantly:

1. <u>*Have a standardized policy manual for volunteers*</u> - A set of rules and dos/don'ts that incorporate Tayyab Trust's policies and procedures should be developed for every volunteer to examine and better understand the task as per the cause taken.

2. *Use data to facilitate the recruitment process* - Established measures and metrics must be advance and dynamic enough to strategically recruit new volunteers and data should empower the experience of managing and facilitating Tayyab Trust volunteers.
3. *Install an online training program for volunteers worldwide* - Shifting from on-site training to online training will save time and costs for Tayyab Trust and will expand their reach, making volunteerism much easier to both maintain and grow.
4. *Invest more on volunteer growth* - Tayyab Trust should include more opportunities for volunteers to explore the current task and develop themselves, which will ultimately strengthen the organization’s efforts and build a relationship with the volunteers
5. *Facilitate engagement among volunteers* - Despite having many volunteers, Tayyab Trust lacks communication between them and activities that increase their engagement will create value and appreciation, build a positive environment, and increase retention.
6. *Post analysis measures for risk management* - After the risk is dismissed or averted, efforts should be made to evaluate the key success factors (KSFs) so that Tayyab Trust can analyze the best and not-so-best practices being implemented.

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Appendices

Note: All appendices are developed by Tayyab Qasmi (student) during October-November 2018.

Appendix A: Volunteer Policy Manual

Tayyab Trust Volunteer Policy Manual (Outline)

1. Welcome to Tayyab Trust
    a. Welcome message/brief organization introduction
    b. Organization mission and vision statement
2. Orientation Guidelines
    a. Introduction of staff and volunteers
    b. Volunteer In-Charge message and role description
3. A Volunteer's Day in Tayyab Trust
    a. Explanation of volunteer work flow and expectations
    b. Description of organization's projects
        i. Emergency Relief Projects
            1. Project protocols
            2. Volunteer tasks and roles
            3. Past volunteering experiences
        ii. Human Development Projects
            1. Project protocols
            2. Volunteer tasks and roles
            3. Past volunteering experiences
4. Volunteer Rights & Responsibilities
    a. Existing organizational culture
    b. Dos and Do nots
    c. Rules to follow

5. Volunteer Benefits
    a. Incentives
    b. Insurance
    c. Stipend opportunities
6. Equal Opportunities
7. Volunteer Disciplinary Protocols
8. Health & Safety Procedures
9. Volunteer Confidentiality Agreement
    a. Signed document

Appendix B: Feedback Survey

Tayyab Trust Feedback Survey

Name: ________________________________ Date: _______________

1. Please provide the project name in which you are volunteering/volunteered:

____

2. Why were you motivated to volunteer with Tayyab Trust?

- For gaining work experience
- To support a charity
- Community involvement
- School requirement
- International exposure
- Other _________________________________

3. How did you find out about Tayyab Trust's volunteer opportunities?

- Website
- Referral
- Email
- Social media
- Approached by Tayyab Trust
- Other _________________________________

4. Please briefly describe your volunteering experience:

5. How is/was your overall experience volunteering at Tayyab Trust?

- Poor
- Good
- Satisfactory
- Excellent
- Amazing

6. Please briefly describe the best part of your volunteer experience:

7. Please briefly describe the worst part of your volunteer experience:

8. How was your overall experience working with the Volunteer In-charge?

- Poor
- Good
- Satisfactory
- Excellent
- Amazing

9. Would you be interested in volunteering again?

- Yes
- No

10. Do you have any additional comments or concerns?

Thank you!

Appendix C: Online Volunteer Training Manual

<u>Tayyab Trust Online Volunteer Training Manual (Outline)</u>

1. Agenda of online training
    a. Brief organization introduction
    b. Online training modules explanation
        i. Module A: Volunteer Preparation
            1. Volunteer e-handbook provided
            2. Roles and responsibilities
        ii. Module B: Volunteer On-site Implementation
            1. Work flow explained
            2. Scheduling
        iii. Module C: Volunteer Post-Analysis
            1. Success reports
            2. Feedback
2. Tayyab Trust Project Overview (volunteer visualization)
    a. Explanation of project scenarios
        i. Emergency Relief Projects
            1. Project overview
            2. Volunteer tasks and roles
            3. Picture/video examples
        ii. Human Development Projects
            1. Project overview
            2. Volunteer tasks and roles

3. Picture/video examples

3. Requirements of online training

a. Access to internet connection

b. Laptop/smartphone for online training

c. Volunteer confidentiality agreement signed

Appendix D: Risk Management Post-Analysis Framework

Tayyab Trust Risk Management Post Analysis Framework (Outline)

S. No.	Description of Activities + Risks	Risk Occurred	Risk Prevented
1.	*Write project activity and associated risk*	✓	
2.	*Write project activity and associated risk*		✓
3.	*Write project activity and associated risk*		✓
4.	*Write project activity and associated risk*		✓
5.	*Write project activity and associated risk*		✓
6.	*Write project activity and associated risk*	✓	
7.	*Write project activity and associated risk*		✓
8.	*Write project activity and associated risk*	✓	
9.	*Write project activity and associated risk*		✓
10.	*Write project activity and associated risk*		✓

Strategic Human Resources Planning

(Service Learning Project)

For: NAAS Welfare Foundation Inc.

Made By: Tayyab Qasmi

University of Central Florida

(PAD 6417)

Fall 2019

Table of Contents

Introduction

This service learning project focuses on the topic of strategic human resource planning for NAAS Welfare Foundation Inc., or simply known as NAAS, which is a 501 (c)(3) nonprofit organization located in Orlando, Florida. The purpose of this paper is to evaluate and assess the organization on five human resource processes, namely position management, compensation and benefits, recruitment and selection, training and development, and performance management. Academic literature is referenced as per each process to support the material. Furthermore, in order to gain accurate information, interviews were scheduled with Mr. Garv Nagar, who is the Operations Manager in charge of the overall administrative and human resource duties for NAAS. After thorough analysis, appropriate recommendations are provided for each process to improve in relation to effective principles of strategic human resource management (SHRM).

Originated in 2015, NAAS aims to combat poverty in India through working on the root level among the most needy communities. A unique element regarding its commitment towards poverty includes concentrating on the reduction of related sub-problems that further strengthen poverty such as poor healthcare, illiteracy, and hunger. The organization’s philosophy is to prevent not cure poverty and therefore, in order to achieve such a comprehensive goal, the organization’s mission focuses on the systematic and holistic development of the community. NAAS believes that their efforts to work with many causes will also promote awareness on the issues, and further encourage philanthropy and its significance among the general public. With a strong commitment towards human welfare, NAAS understands the value of human resources, which continues to be a focal point for management to invest in.

Position Management, Compensation and Benefits

The first two human resource processes are position management and compensation and benefits, which mainly focus on the various roles and responsibilities conducted prior to the hiring of an individual. Specifically, position management includes designing a job analysis, analyzing job data, and creating a job description for a particular position to fill in the organization. The next step is to develop the compensation and benefits for that position, which includes understanding the theory of equity and federal laws governing compensation as well as determining the required and discretionary benefits allowed. For better presentation of both topics, each process will be individually explained as per the analysis done on NAAS.

Position Management

The first human resource process called position management involves the important task of actually defining what the position needs. Nonprofit organizations are engaged in numerous responsibilities, where at times managers need to multitask to complete all duties. Thereby, through designing a formal job analysis, a foundation is built for the identification and classification of all job requirements, which is later on used to develop the job description. By establishing an effective position management system, where the job data and description are well detailed, nonprofit organizations and their managers can facilitate good human resource practices and in turn strengthen their employees (Bingle, Meyer, & Taylor, 2013).

A job analysis is defined as a systematic process of collecting data to determine the knowledge, skills, and abilities (KSAs) needed to successfully perform a specific job (Pynes, 2013). In other words, based on the data collected, it describes what the job is. NAAS is considered to be a small nonprofit organization, and the current positions in the organization are formed in a top-down approach. As per the interview conducted on October 16, 2019, with Mr.

Garv Nagar, the Operations Manager of NAAS, table 1 below lists all the organization positions with their descriptions. Without a human resource manager, many duties are overlapped and several positions lack a formal description. Additionally, most of the programs and services are implemented through volunteers, and along with conducting position management for hired employees, the organization similarly manages volunteerism requirements.

Table 1: Organization Position Description

Position	Description
Board of Director	*Purpose:* to oversee the organization's strategic goals and mission. *Responsibilities:* organizational oversight, strategic planning, policy making, financial guidance, mission promotion, resource management *Qualifications:* senior leadership experience (10+ years), successful nonprofit track record, monthly meeting requirements
Chief Executive Officer (CEO)	*Purpose:* to lead organizations productivity and long-term goals along with human resource duties. *Responsibilities:* leading organizational goals and vision, communication with stakeholders, maintaining organizational partnerships, strategic goal setting and implementation *Qualifications:* senior management experience (7+ years), Masters degree in management or related field, human resource requirements knowledge, commitment toward organizations mission
Chief Financial Officer (CFO)	*Purpose:* to lead organizations financial actions. *Responsibilities:* financial planning and forecasting, risk assessment, financial reporting, fund development, budget development *Qualifications:* senior management experience (7+ years), Masters degree in finance or related field, CPA preferred, industry knowledge
Finance Manager	*Purpose:* to manage organizations financial actions. *Responsibilities:* day-to-day financial management, budget allocation and evaluation, financial reporting, cash flow management *Qualifications:* 4-5 years work experience, Bachelors degree in finance or related field, CPA preferred, financial knowledge
Operations Manager	*Purpose:* to manage overall day-to-day administrative operations including organization IT requirements. *Responsibilities:* implement strategic decisions, manage overall operations process, assist with HR duties, monitor work performance *Qualifications:* 4-5 years work experience, Bachelors degree in

	management or related field, general operations knowledge
Development Manager	*Purpose:* to manage fundraising and development activities. *Responsibilities:* soliciting donations, managing fundraising events, stewardship, communication with donors, and fund development *Qualifications:* 4-5 years work experience, Bachelors degree in nonprofit/business management related field, fundraising knowledge
Program Manager	*Purpose:* to manage all program activities and marketing activities. *Responsibilities:* program development, planning, implementation, and assessment, operations management, performance tracking *Qualifications:* 4-5 years work experience, Bachelors degree in nonprofit/business management or related field, PMP preferred, program management process knowledge
Volunteer Manager	*Purpose:* to manage volunteer program management activities. *Responsibilities:* volunteer selection, training, implementation, and retention efforts, general volunteerism planning *Qualifications:* 4-5 years work experience, Bachelors degree in nonprofit/business management or related field, volunteer knowledge
Accountant	*Purpose:* to provide financial information for financial analysis. *Responsibilities:* financial document and reports preparation, maintain data management and security, auditing, donation handling *Qualifications:* 1-3 years work experience, Bachelors degree in accounting or related field, CPA preferred, accounting knowledge
Project Coordinator	*Purpose:* to assist in project management duties. *Responsibilities:* maintaining project activities and timeline, project tracking and delivery, assistance in project management support. *Qualifications:* 1-3 years work experience, Bachelors degree in nonprofit/business management, project management knowledge
Proposal Writer	*Purpose:* to write and manage organization grant proposals. *Responsibilities:* grant writing, proposal review *Qualifications:* 1-3 years work experience, Bachelors degree in education or related field, industry knowledge
Monitoring and Evaluation (M&E) Coordinator	*Purpose:* to support organization M&E activities. *Responsibilities:* program goal evaluation, program measures monitoring, program reporting *Qualifications:* 1-3 years work experience, Bachelors degree in nonprofit/business management, M&E knowledge

Currently, the CEO is in-charge of human resource activities such as planning job requirements and hiring, along with some support from the Operations Manager, Mr. Garv Nagar. IT activities are also performed by the Operations Manager, and stated by Mr. Nagar, “there are many duties for managers that keep shifting, which perhaps is part of working for a nonprofit organization, especially considering our current size and resources” (G. Nagar, personal communication, October 16, 2019). Similarly, marketing activities are done by the Program Manager, intentionally delegated to a lower-level for better program marketing.

Based on these findings, recommendations for NAAS in regards to position management include hiring a Human Resource manager to thoroughly develop job descriptions for each position, starting from gathering job data and conducting new job analysis, which can also utilize table 1 as a reference template. Since the identification and design of organization positions is mainly done at the top-executive level, hiring a mid-level HR manager will bring in more value in terms of facilitating the human resource process and overall SHRM. Another recommendation is to consider hiring an IT Manager and Marketing Manager instead of passing such crucial tasks to other managers, who are probably not well-suited due to the distinctiveness of the positions.

Compensation and Benefits

The second human resource process includes two important and interconnected human resource functions, namely compensation and benefits. In comparison to the for-profit sector, nonprofit organizations tend to have less financial resources available and thereby they provide more opportunities to avail better benefit packages including more paid family and vacation time (Akingbola, 2013). The balance between distributing compensation or pay vs. benefits is an important element when designing the job description, which also affects the other human resource processes such as performance management. Effective compensation and benefit plans can serve as great motivational tools too, where desired working conditions can be negotiated through better flexibility, which is something typically not possible in other jobs (Pynes, 2013).

When identifying the compensation and benefits level of a position, it is important to compare similar positions in other organizations, focusing on external equity, as well as compare positions internally known as internal equity through evaluation methods such as ranking, job classification, factor comparison, and point method (Akingbola, 2015). Apart from evaluating external organizations, NAAS primarily utilizes an internal ranking system for compensation purposes, where each position is ranked as per its value in the organization, which results in five key levels in the organization: the board, executive level consisting of the CEO and CFO, mid-level including various managers, entry level comprising of coordinators and assistant positions, and volunteers. Hence, compensation follows an established hierarchy system.

Despite the unstructured job descriptions, each position fully complies with federal laws such as The 1938 Fair Labor Standards Act (FLSA) and The Equal Pay Act of 1963, and as mentioned by Mr. Nagar, "the organization prides itself in the diversity and equality promoted" (G. Nagar, personal communication, October 16, 2019). In terms of benefits package, NAAS provides all required benefits including basic health insurance with additional discretionary benefits such as generous employee assistance programs (EAPs) and paid time away from work. One recommendation regarding compensation and benefits is to incorporate more discretionary benefits that directly relate to the organization's work, such as providing incentivized education benefits to employees who further enhance their knowledge and skills, which in turn brings more value to the organization. Another recommendation is to enhance health insurance benefits.

Recruitment and Selection

Although recruitment and selection functions are collectively managed, both terms involve distinct processes altogether, where recruitment for a specific position occurs before the selection of an individual. The human resource process of recruitment and selection initiates by first establishing systematic recruitment methods, in which applicant pools are created, and then the right employee with the right KSAs is selected for a particular position (Pynes, 2013). In other words, anyone who applies for a job is recruited, and then later considered for selection. Often times organizations forget that their most important resource is human resources, and investing in effective human resource procedures and practices like efficient recruitment strategies will strengthen their overall operations (Ridder, Piening, & Baluch, 2012).

Recruitment, whether done internally or externally, vary in terms of hiring strategies from using online job portals to in-person applications. For NAAS, there are two main recruitment strategies: social media recruitment and word-of-mouth. Social media recruitment has revolutionized human resources, where applications like LinkedIn are on the rise of becoming preferred online hiring methods for recruiters as it offers customized search filters and a large database of applicants for selection with little to no cost involved (Madia, 2011). Utilizing these powerful mediums, NAAS lists job openings on LinkedIn and similar other career portals online, allowing them to somewhat maintain a cloud-based job tracking system, to which Mr. Nagar stated, “even if we recruit people from other sites, we ask for their LinkedIn page and keep a track of them through that” (G. Nagar, personal communication, October 16, 2019). In the future, the organization plans to develop their own career page for recruitment and selection purposes.

Regarding word-of-mouth as a recruitment strategy, data has proven that referrals do matter, where according to the 2015 Recruiter Nation Survey, 78% of recruiters recommend referrals as the best source for hiring quality candidates as referred applicants are 15 times more likely to be hired than applicants chosen from a job board (Shetelboim, 2017). The board of directors present in NAAS, along with certain managers, have been assigned the duty to use their networks and professional involvements to help in hiring well-suited candidates. Since they possess a strong understanding of the organization's mission, and are directly involved with the overall process of strategic planning, the board serves as a great source for recruiting high level positions. But due to many board members, it is also important to facilitate such an effective means of recruiting through proper channels, considering any biases possible.

After the recruitment process has gathered a number of candidates, the organization is ready to move on to the next important step of selection, where all applicants will be analyzed and shortlisted for further interviews and discussions as per the selection or hiring process. There are several structures of the selection process, shifting from one industry to another, and a successful selection process smoothly facilitates the various stages of hiring, taking into consideration the reliability and validity of all tests along with the time, cost, and resources needed for the overall process (Word & Sowa, 2017). NAAS begins its selection process through conducting dual screening, where first any applicant who does not meet the minimum requirements is discarded and the remaining are scheduled for a phone interview for further screening purposes. Next, selected applicants are invited for an interview, which depending on the position can be done once or several times. Finally, a job offer is presented to the most favorable candidate, and any negotiations and final checks are performed.

One interesting point to note in the selection process for NAAS is its utilization of technology, where all of its selection process can be completed without even physically meeting with the selected candidate. Such high dependability has its pros and cons for both the applicant and the organization. The applicant can remotely engage in the hiring process, which saves time and money but may prevent learning about the more intricate details of the organization such as its culture and working environment. For the organization, having a virtual selection process where interviews and negotiations can be done through video can result in the quick analysis of the multiple candidates required to go through the hiring process. However, this may sacrifice quality over quantity. Therefore, using technology in the selection process should be assessed based on its benefits and drawbacks, and organizations must realize that technology should support face-to-face communication and decision-making, not replace it.

Upon asking about both the value and risks of technological hiring, Mr. Nagar stressed that he encourages the use of technology in recruiting and selecting employees for simply one main advantage, “it prevents human error and biases” (G. Nagar, personal communication, October 16, 2019). By using machine learning and/or artificial intelligence technologies, organizations can control human judgement, which often times may result in the intentional or even unintentional hiring of an individual (Blacksmith & Poeppelman, 2014). For some, such as NAAS, using technology for recruitment also keeps them aware of the trends, and as stated by Pynes (2013), recruitment and selection techniques are constantly changing, and nonprofit organizations should continuously adapt themselves to reflect the current needs of the industry.

Despite possessing some recruitment strategies and a systematic selection or hiring process, NAAS still requires a formal recruitment plan that incorporates the complete recruitment and selection process together. Mr. Nagar explained that human resource procedures are limited for NAAS, and that it is the “missing link” in terms of long-term success for the organization (G. Nagar, personal communication, October 16, 2019). Based on the 2017 Nonprofit Employment Practices Survey by Nonprofit HR, which includes responses from 362 nonprofits in the U.S. and Canada, only 33% of nonprofits had a formal recruitment strategy (Nonprofit HR, 2018). Talent acquisition has been a constant problem within the nonprofit sector, which is also a significant challenge faced by NAAS. Unique solutions are being developed to tackle the issue of nonprofit HR recruitment, where nonprofit organizations such as Direct Employers, recognized this gap in the community and began offering member-based services and personalized support for various recruitment activities (Doherty, 2010).

As a recommendation to improve overall recruitment and selection processes, Nonprofit HR provides three key solutions: the development of talent acquisition, retention, and diversity, equity, and inclusion (DEI) strategies, the alignment of recruitment strategies with the organization's strategic plan, and spreading awareness for higher investment in nonprofit talent (Nonprofit HR, 2018). NAAS can greatly benefit from these potential solutions, which in short focus on the creation of sound recruitment strategies as per the organizational long-term goals. By incorporating them into a formal comprehensive recruitment plan, which should be the first step towards the enhancement of their recruitment and selection efforts, the various strategies mentioned by Nonprofit HR can not only identify and cultivate better talent, but also allow for improved retention of human resources. Also, factoring in procedures for effective DEI would prepare NAAS to further enrich its management on the currently diversified team.

As nonprofit organizations serve as a voice between the government and the general public, advocating for more investment on human resource recruitment would signal the importance of the topic and gradually raise the bar on nonprofit SHRM expectations. Public policy making is driven by the people's needs, and focusing on recruitment issues would push the development of future industry solutions. Among all issues, traditionally employee retention in the nonprofit sector has been a constant problem, where 1 in 5 nonprofit employees voluntarily leave their job each year, advancing the turnover rate to 19% annually, which is comparatively higher than the all-industry average of 12% (Branson, 2017). As good retention strategies begin with sound recruitment plans, another recommendation for NAAS regarding its recruitment and selection process is to prepare for recruitment requirements and vacancies in advance.

Successful planning of the recruitment and selection process includes forecasting for industry trends as well as capacity building of the organization based on those forecasts. Since NAAS already utilizes technology and social media in their recruitment activities, another recommendation to enhance the recruitment process is to invest in automation software and applications based on an established workflow. The first step would be to narrow down the exact hiring process and represent all activities required step-by-step, which can then be translated into automated procedures performed online. This would result in the saving of time and money spent on organizing social media hiring. Such a solution would also be ideal for the organization to incorporate along with its new website career page.

Training and Development

After an individual is recruited and selected, and the formal hiring process is complete, human resource functions shift in focus towards training and development. Every employee, no matter how knowledgeable and skilled, requires some form of training and development in order to effectively contribute to the organization's needs. For nonprofit organizations in particular, training can also lead to the revitalization of social and economic benefits for certain employees who find value in their work (Butler & Lobley, 2016). As talent rapidly moves within the nonprofit sector, there is a growing demand to structurally adapt nonprofit organizations as per the generational shifts occurring in the industry, where the Gen X workforce is moving on to the current Millennials, leading on to the upcoming Gen Z (Stahl, 2013). Therefore, there is a constant requirement of training and development, which is simply just not for the employees, but also to ensure that the organizations can cope with the changes of the industry.

The training and development process involves five steps organized in the acronym ADDIE: analysis, design, development, implementation, and evaluation. Firstly, the analysis process determines a problem or obstacle to be solved, which is further explored through conducting a needs assessment. After learning about the problem, the solution is designed through creating an outline for the actual training along with any needful activities or exercises. The next process focuses on the development of the training material and eventual prototype, which after completion is ready for the implementation process, where the training is delivered. Lastly, the evaluation process serves as a review of the training results, determining the value and effectiveness of the training content and objectives achieved. As per ADDIE, the following sections describe the analysis and findings for NAAS's training and development process.

Analysis

In regards to new employee training done in NAAS, the organization initially conducts a thorough review of its current situation and compares it with their annual strategic plan, which highlights the organization's desired situation for the year. This analysis is then broken down to the employee level, where long-term plans are converted into strategic issues, which are then assigned specific goals to achieve within a specific time period, ultimately being delegated to appropriate departments and their employees. Therefore, for NAAS, the strategic planning process is intertwined with the training and development process. But despite the detailed procedures followed in the analysis phase of training and development, it is challenging to achieve such high expectations. In other words, developing such highly comprehensive trainings are relatively easier to plan than to manage and implement.

There is obviously much thought put into the analysis process, and as a recommendation, the organization should consider evaluating the root-cause of the problem it plans to solve, instead of falling into the trap of doing too much that achieves too little; they should aim for quality of success achieved from training, not the quantity of success possible. When questioned on this potential risk, Mr. Nagar said, "the organization understands the implications of working or planning too much, but as the problem of poverty continues to grow, our solutions need to be bigger and better" (G. Nagar, personal communication, October 16, 2019). Therefore, as of now, employees training are analyzed with the devotion to enhance employees to reach the strategic goals that NAAS envisions it needs in order to solve the great problem of poverty. However, if the recommendation of setting achievable training priorities is applied, NAAS can realistically develop their employees strengths, which will eventually add value to the organization.

Design

The process of training design focuses on how the organization plans to train and develop their employees. A blueprint of the training is crafted with any necessary materials and modules needed. The important task of establishing objectives is done through the design process, and since NAAS aligns its strategic goals with the training agenda, the objectives are already created in the form of the strategic goals. For most employee training, the knowledge, skills, and abilities (KSAs) to be learned are fixed, but the material and content may change over time. Online training has become more widely used due to its ease and limited costs. One thing to note is that currently NAAS does not have an orientation training but instead provides an orientation presentation to each new employee as supportive material before the training begins.

As a recommendation, the training design should also consider more short-term SMART objectives for the employees, along with the strategic goals already being mentioned. SMART goals are goals that are specific, measurable, attainable, realistic, and timely, which allow employees to understand the step-by-step process needed to reach bigger goals, such as the strategic goals stated by NAAS, and further promote more interest and productivity (Sutevski, n.d.). Also, developing a reward system within the design would entice more productive behavior, which could be a part of the material and content created in the training.

Development

After the design of the training is finalized, it is time to get creative and develop the actual training. Many organizations create a pilot or prototype at this stage of the process, which serves as a review tool that checks and verifies the training’s overall value, ensuring that it all ties back to the training objectives. As stated in the design process, the material and content utilized in the training often times changes, and with every new calendar year, NAAS assesses what material and content should be created and what should be removed, keeping in mind the current trends within and outside the nonprofit industry.

NAAS specifically does not have a development process, as much of the actual development of the training occurs simultaneously along with its design. Consequently, there is also no prototype or pilot training that is developed, assuming that the training will automatically be valid. As a recommendation, the organization should consider physically separating the design process and the development process into two different procedures in order to achieve better clarity on the training's true value. Furthermore, by creating a sample prototype or even a pilot training session, the organization can learn about any areas of improvement needed before the real implementation occurs, which is highly recommended considering the cost, monetary and in time, of re-doing the training for getting better results.

Implementation

Perhaps the most important training element, implementation consists of the execution of the training. Mr. Nagar noted, "plans do nothing without action, and implementation can make or break the training" (G. Nagar, personal communication, October 16, 2019). It is also important to address that, through the training and development, NAAS is trying to strengthen their employees in order to better achieve their present goals and improve productivity within the organization now. This is the sole focus of the training, and thereby, there are no processes implemented for other reasons of training and development, such as succession planning or developing future leadership within the organization.

Since it is beneficial for employee training to not only emphasize current goals, but be future-oriented as well, as a recommendation, NAAS should invest in more training elements that focus on succession planning. The 2015 Software Advice Survey found that 94% of surveyed employers mentioned having a succession plan positively impacts employee engagement, which also further improves transparency in the organization and increases overall employee retention (Nouri, 2019). Incorporating aspects of career advancement within training would highly benefit NAAS and add to the value gained from the trainings.

Evaluation

The final step of the training and development process occurs after the completion of the training, however, it is not to be ignored as evaluation of the training can provide insightful findings, both good and bad, that could be utilized to improve future trainings. Despite the clear gap between implementation and evaluation, the evaluation step is closely tied with the implementation step in relation to observation recording. Things can only be evaluated if they are recorded, and failure to record information in the implementation phase of the training would make it more difficult to actually evaluate any effects created by the training.

NAAS does not have any set methods for training evaluation, which is mostly due to the fact that most of its attention is spent on the implementation of the training. Therefore, it is hard to assess whether the training objectives or content were effective or not. As a recommendation, NAAS can evaluate its training through various methods such as feedback surveys, quizzes and tests, performance evaluations, and whiteboard feedback (Pynes, 2013). As the organization learns about the value of training evaluations, it continues to emphasize its significance to the employees, conveying a sense of importance behind the training (Shenge, 2014).

Performance Management

Nonprofit organizations operate in the public environment, where they must at all times be compliant to the government agencies as well as to the needs of the general public. Such purpose-drive organizations are led by the people, who are the backbone supporting all social change generated. Thus, nonprofit organizations must continuously invest in their human resources and ensure that they are allowed to grow and improve themselves, which will in turn strengthen the organization at whole. One valuable method in making sure that employees are assessed and appreciated appropriately is to conduct frequent performance appraisals and effective performance management, which as per Selden and Sowa (2011), builds stronger organizations and creates positive employee outcomes such as better turnover rates, job satisfaction, enjoyment in work, and commitment to the job.

Nonprofit organizations can also rely on the for-profit sector for advice on sound performance management techniques that have been more well-utilized and practiced within traditional companies. If there is a match between the for-profit and the nonprofit organization's work and its environment, in most cases, performance management methods of employees in the for-profit sector can directly be implemented in the nonprofit sector (Speckbacher, 2003). This provides much encouragement for nonprofit organizations that have limited SHRM experience, and according to an Accenture survey, 89% of employees surveyed believe that their job performance would significantly improve if the performance management processes in place were changed (Brew, 2016). However, there has been a lack of meaningful performance management standards implemented within the nonprofit sector, and it is time to rethink how the monotonous process of performance management can be of more value and worth.

Managing employee performance is a critical SHRM issue, and although sudden changes in the management structure can result in initial employee backlash and disappointment, research suggests that those nonprofit organizations that involve their staff in the improvement process of performance management, as well as successfully communicate that the organization's values and mission will be respected and improved as a result of better performance management, can greatly benefit from the strategic value gained from effective performance management systems (Becker, Antuar, & Everett, 2011). The current employee appraisal process at NAAS happens once a year, where a formal performance evaluation interview is scheduled and all documented work of the employee is evaluated. Considering that employees require feedback at a continuous basis, one recommendation for NAAS is to conduct more frequent performance evaluations, preferably organized after a set period of time passes or when goals are meant to be examined, which could be quarterly or monthly as per the organization and employee needs.

There are mainly two performance appraisal techniques used in NAAS, which are mixed together for evaluation purposes, the first being the absolute method that focuses on the performance of the individual employee without regarding other employees, and the second being a goal-setting approach that assesses whether the employees achieved their pre-established goals or not. These two techniques are well-utilized within the organization and ensure that not only do the employees receive a personal and direct assessment based on their own performance, but they also clearly understands where they stand in terms of the prescribed goals achieved. Therefore, two areas are measured extensively, the employees performance and their goals accomplished. It is possible that the employee might have performed well, but due to other circumstances beyond control, the goals could not have been met. It is also possible that the goals were attained, but not due to the employee's performance. Hence, this type of performance measurement takes both factors into consideration and offers a precise analysis of the employee.

Additionally, it is important to note that within NAAS, there are no trainings offered to the staff on how to properly evaluate the employees performance, which poses the risk of the raters falling into common rating errors such as the halo effect. About 70% of supervisors admit that they at some point have either inflated or deflated evaluations (Akingbola, 2015). This is a serious issue for NAAS, and as a recommendation, it is advised that the organization invest in both rater and ratee training. For rater training, it is beneficial to consider providing instructions on the effective development of performance standards and objectives, ensuring that the raters fully understand what the performance evaluations convey. Furthermore, they should learn about the various evaluation instruments and be trained on communicating useful feedback without the influence of any personal biases. For ratee training, NAAS should inform its employees on the overall performance evaluation process and its significance, along with explaining the role of the employee and how the evaluation would benefit them.

Another crucial element to understand in terms of performance management is the idea of motivation. There are primarily two categories of motivation: the content theories of motivation and the process theories of motivation. The content theories of motivation involves the satisfaction of more physical needs and rewards, and incorporates famous theories such as Maslow's hierarchy of needs, the ERG theory, McClelland's theory of needs, and Herzberg's motivator-hygiene theory. While on the other hand, the process theories of motivation include focusing on the cognitive and behavioral processes behind motivation, examples being Vroom's expectancy theory, Adam's equity theory, and Locke's goal setting theory.

By recognizing the importance of the utilization of these motivational theories, nonprofit organizations can better understand their employees and cultivate performance management standards that are of high significance for the employee. This would in turn allow the organization to establish a rewards and punishment system directly attached to the personal values and actions of the employees. For example, taking NAAS into consideration, there are no visible rewards or corrective action plans tied to the performance of the employees, at least not openly expressed within the organization. Instead, as per the analysis done and information gathered, there might be informal incentives suggested throughout the organizational culture, such as if you meet your goals and have high performance, you will be rewarded. As a recommendation, table 2 below lists important characteristics for establishing a rewards system, as well as examples of reward programs that NAAS can implement.

Table 2: Performance Evaluation Rewards System

Characteristics of a Rewards System
1. Understand what level of employee performance and behavior will encourage the distribution of what type of reward or punishment. Define what is good and bad performance and divide them into measurable sets, for example, very poor, poor, basic, good, very good. Associate specific rewards for each particular set.
2. Recognize what rewards support and what rewards hinder the organization and its mission. Does offering extra two week of paid leave really add value to the organization? Does it boost employee well-being and engagement or simply add costs to the organization to be burdened with? Conduct cost-benefits analysis.
3. Consistency in the measurement of performance, as per the rewards provided, is key. Past performance should be evaluated at the same perspective current performance is being evaluated, and high ethical and equity standards should be maintained at all times. The same level of performance should always result in the same reward offered.
4. Fully communicate the rewards system to the employees so that it is clear what type of performance is being rewarded and recognized by the organization, so that the

employees can effectively work towards the achievement of those rewards at a fair basis that is attainable by all employees no matter who performs the tasks.
Examples of Reward Programs
1. Pay-for-performance: a portion of pay for an employee is dependent on the success of a variable factor such as the specific program results or personal achievements, which is used as encouragement to perform better in order to gain certain rewards.
2. Membership access: employees are offered to special access to organizational memberships including discounts and other valued perks.
3. Bonus: special pay or compensation provided to the employee based on high individual performance tied to the level of personal work successfully completed.

The current quality of the performance management process at NAAS is of high value, and through the implementation of recommendations provided, it can become more effective for both the employees and for the organization. One beneficial component of effective performance management that NAAS can incorporate in their performance appraisals is to ensure that all feedback provided focuses on future improvements through professional development, and not rely on past mistakes and errors. In this way, the organization is first listening to what the issues were, then examines and understands how it can be fixed, and lastly provides opportunities for the employee to improve. Such a comprehensive approach towards performance management will result in the betterment of the employees and reduce the chances of performing similar errors as done in the past. Overall, through the study of effective SHRM principles, NAAS can continue to strengthen its human resource processes and in turn the organization at whole.

Conclusion

This service learning project comprehensively analyzed strategic human resource planning for NAAS Welfare Foundation Inc., or simply NAAS, with a focus on the five main human resource processes: position management, compensation and benefits, recruitment and selection, training and development, and performance management. The findings gathered from each process were addressed and appropriate recommendations were provided. Position management for NAAS identified the gaps in the organization's positions as per the job responsibilities, and the recommendation included adding more formal positions that distribute the responsibilities among specialized personnel. The organization's compensation and benefits process explained the hierarchy system of employee compensation, and the recommendations focused on more discretionary benefits along with better health insurance.

Regarding recruitment and selection, applicants were found to be recruited through either social media or word of mouth, and selection was determined through dual-screening and interview processes, with high utilization of technology. Recommendations focused on better talent acquisition as per organization strategic plans, more awareness on investment for hiring, and planning recruitment efforts in advance. Training and development findings examined the ADDIE model, with recommendations for consolidating training objectives, forming SMART goals, separating the design and development steps, focus on succession planning, and setting training evaluation methods. Lastly, performance management described how NAAS assesses both the performance and the goals achieved by employees and recommendations consisted of providing rater and ratee training and adding a rewards system. Altogether, the analysis of NAAS determined the value of effective SHRM, for both the employees and the organization.

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PAD 6335 Strategic Planning and Management

Stakeholder Analysis

Internal Stakeholders

The internal stakeholders of the organization are any staff members, the board of directors, volunteers, and donors. The role of the staff members vary because of their different job titles. But in the end, they are all working together in order to make sure the organization remains successful. The board of directors have a huge role of letting the organization do different things. They have the best perception of the organization, while being able to look at it from the outside. They aren't involved in the day-to-day activities, but rather look at the organization as a functioning whole. Another large internal stakeholder is the volunteers. GKTW fills around 1700 volunteer shifts a week. Many of these people are retired, and some are even "snow birds" who come to Florida in the colder months. They work in the volunteer services, operate rides, help wish families get from the airport as well as arrive at their Villa. They play a crucial part in the day-to-day operation of the Village.

The organization wouldn't be what it is today without helpful donors. Many individuals as well as corporations are able to see the Villages work. They are filling a vital need of critically ill children that wish to come experience Central Florida. They help by providing financial contributions as well as giving in-kind donations. The role of the internal stakeholders is to hold the Village accountable. They see the things that are happening at the Village, and they need to speak up if it something they do not agree with. They are able to change the rules, make new ones, and hold the organization in the palm of their hands. They are able to continuously push all members of the team to help the organization grow into bigger and better things in the future.

External Stakeholders

Some of the external stakeholders are wish granting organizations, wish families, and partners of the organization. For example, the wish granting organizations have to have faith and trust in the Village that they are going to help the family have the best experience possible. Only certain people in the organization understand what the child is going through, so the Village does everything they can to help the family escape the bad moments they are experiencing at home. Another stakeholder is the wish families. Their child wishes to come to Central Florida, more than likely to come to Disney World, Universal, or SeaWorld. Even better, the Village gives all of the families 4-day tickets to Disney, 2-day tickets to Universal, and one day at SeaWorld. These families are able to experience these magical memories that will last them a lifetime. They trust the Village to take care of them from the very beginning until they fly home. This organization has a reputation for going above and beyond as well as having a 99.4% customer service rating. The organization hopes to increase this to 99.6%.

Finally, another set of stakeholders are the partners that work closely with the Village. These include Disney, Universal, and SeaWorld. All three parks are able to provide in-kind tickets to all of their parks. The Village relies on these companies to help them provide wish kids with the best possible experience in helping their wish come true. Without these partnerships, the Village would have to raise even more money to provide for the whole experience. The role of the external stakeholders is to trust the Village. They have built many agreements and contracts which will benefit both the organization and the children they serve. As a result, they don’t have to put a lot of work into the relationship as long as they are able to provide the agreed upon items. To conclude, it is important to consider the value each stakeholder brings to GKTW, so that the organization can effectively work on decision-making and achieve its overall mission.

PAD 5145 Volunteerism in Nonprofit Management

Volunteer Motivation Discussion

It is interesting to learn what motivates individuals to do something. In regards to volunteerism, motivation can be fueled by various things and a volunteer can be divided into categories. Dolnicar & Randle (2007) mention how there are different categories such as 'classic volunteers' (those that have experience volunteering) and 'niche volunteers' (those that volunteer based on specific desires or beliefs). We can also categorize volunteers based on the motivation survey, effectively comparing and contrasting the results. Firstly, volunteers are motivated by the cause. Question 3 (much of what I do is for a cause bigger than myself) Spring 2016 results show a high percentages for only 'strongly agree' and 'agree' while during Spring 2017 and Fall 2017, there was some increase in the 'neither disagree' option. This fluctuation shows that the cause itself is a major decider on whether someone will volunteer or not.

Second, money plays a significant factor in volunteering. In question 6, when asked if doing well financially is definitely more important than doing good deeds, Spring 2016 results showed that 85% 'disagree' and 15% 'neither agree/disagree.' Surprisingly, Spring 2017 results showed that 85% 'neither agree/disagree' and 15% 'agree'. The Spring 2016 results clearly identify that money is not the first priority when doing good deeds like volunteering, and Spring 2017 results chose to not pick a side, perhaps due to the sensitivity of the question. As Bussell & Forbes (2002) mention, volunteering allows individuals to act on their underlying values. Such values frame their decisions, and if someone values financial security more than doing the right thing, then they would always choose that first. The opposite is true as well.

Third, professional goals can motivate someone to volunteer. For question 11 (volunteering will help me in my profession) and question 20 (volunteering will look good on my resume), results showed most people either ‘agree’ or ‘strongly agree.’ This depicts the value of volunteerism in work; volunteers are motivated to volunteer as it can boost their career. For the organization, as Millette & Gagne (2008) describe, volunteer performance positively impacts organizational success. Therefore, understanding what motivates which volunteer can strongly help the organization achieve their goals and keep the volunteer satisfied as well.

Fourth and last, volunteers are motivated by their peers. Both question 16 (I volunteer because my friends volunteer) and question 21 (I volunteer because people close to me volunteer) showed majority results for the ‘mainly disagree’ option. Usually, individual decision making is influenced by friends and family, but as these results highlight, somehow it is not the same for volunteerism. I believe this is the case because there are other key factors that impact volunteers prior to their friends and family. Regardless, it is an important area to consider.

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PAD 6237 Ethics and Governance in Nonprofit Organizations

Code of Ethics Discussion

ASPA Code of Ethics:

1. **Advance the Public Interest -** Promote the interests of the public and put service to the public above service to oneself (Code of Ethics, 2019).
    - Professional standard
    - Postconventional
    - Deontological
    - It is important because it allows individuals to maintain focus of their core responsibility of promoting public welfare above all. It is trying to achieve a high level of professionalism towards public service, ensuring that personal goals and desires are not favored over their work.
2. **Uphold the Constitution and the Law -** Respect and support government constitutions and laws, while seeking to improve laws and policies to promote the public good (Code of Ethics, 2019).
    - Ethical principle
    - Preconventional
    - Teleological
    - It is important because without the oversight of governance and law, order cannot be maintained. Individuals must adhere to constitutions set in the society at all times, respecting the legalities and regulations present. It is trying to achieve a systematic control and order over individuals to abide by.

3. **Promote democratic participation** - Inform the public and encourage active engagement in governance. Be open, transparent and responsive, and respect and assist all persons in their dealings with public organizations (Code of Ethics, 2019).
    - Professional standard
    - Conventional
    - Deontological
    - It is important because effective work is done through proper teamwork, which increases the transparency and accountability of the work being done. Democratic practices try to achive proper delegation and involvement of individuals. Additionally, employee engagement is crucial for motivation and also leads to better performance (Mone & London, 2018).
4. **Strengthen social equity** - Treat all persons with fairness, justice, and equality and respect individual differences, rights, and freedoms. Promote affirmative action and other initiatives to reduce unfairness, injustice, and inequality in society (Code of Ethics, 2019).
    - Professional standard
    - Postconventional
    - Deontological
    - It is important because moral standards dictate our behaviors and actions, and without any equity among individuals, there might be discrimination and unfair practices leading to chaos and disruptions in the work. Society holds individuals accountable not only for their work but also their thoughts, therefore, it is key to achieve equity while respecting and enjoying the freedom of differences.

5. **Fully Inform and Advise** - Provide accurate, honest, comprehensive, and timely information and advice to elected and appointed officials and governing board members, and to staff members in your organization (Code of Ethics, 2019).
    - Ethical principle
    - Conventional
    - Deontological
    - It is important because effective communication can lead to improved workflow and successfully strengthen the organizational culture. It is key to be open and truthful to all individuals and organizations at all times. Lack of information or misinterpreted information can hinder and damage work, which should be avoided at any cost. This principle helps achieve that.
6. **Demonstrate personal integrity** - Adhere to the highest standards of conduct to inspire public confidence and trust in public service (Code of Ethics, 2019).
    - Ethical principle and professional standard
    - Postconventional
    - Deontological
    - It is important because individuals represent their organizations, and the highest standard must be set out for the public. Individuals involved in this sector must convey their passion and professionalism both. It is trying to achieve the value of integrity among individuals to maintain a strong ethical foundation.
7. **Promote Ethical Organizations** - Strive to attain the highest standards of ethics, stewardship, and public service in organizations that serve the public (Code of Ethics, 2019).
    - Ethical principle and professional standard

- Postconventional
- Deontological
- It is important because the standards of ethical practice constantly change and individuals must strive for their best versions, which ultimately uplifts the overall organization and its work; a strong workforce means a strong organization. As we live in a multipolar world, it is key to have ethical organizations to adapt to changing times (Schultz, 2014).

8. **Advance Professional Excellence** - Strengthen personal capabilities to act competently and ethically and encourage the professional development of others (Code of Ethics, 2019).
    - Professional standard and process
    - Postconventional
    - Deontological
    - It is important because it strives for the development and advancement of the individual itself. By continuously improving skills and abilities learned, individuals can strengthen the organization and boost its work. As people become better at their jobs, they tend to gain more confidence and work even harder.

AFP Code of Ethics:

1. **Public Trust, Transparency, and Conflicts of Interest** - the first goal of the association and the profession is to earn the public's trust. This trust is placed in the individual and the nonprofit organization they represent (Code of Ethical Standards, 2019).
    - Professional standard
    - Conventional
    - Deontological
    - It is important because public trust plays a huge role in the success of a nonprofit organization. Additionally, trust is built by the organization's employees, therefore, they must maintain a high level of honesty at all times. The work done by these individuals should reflect their character and be transparent too.
2. **Solicitation and Stewardship of Philanthropic Funds** – The fundraising professional represents both their organization and their profession, and seeking funds from donors must be based on an honest representation of the organization's mission and programs and the tax implications of the donation (Code of Ethical Standards, 2019).
    - Ethical principle and professional standard
    - Postconventional
    - Deontological
    - It is important because soliciting donations must be done in good faith with the donor, ensuring that they are satisfied with their contribution. A proper message must be sent out to the donor thanking him/her for their generosity. Stewardship efforts should reflect the impact and effect of the donation.

3. **Treatment of Confidential and Proprietary Information** – Fundraisers have access to very personal financial information in the course of doing their work. This information must be kept private to maintain the implicit contract they have made with the donor and the organization they work for (Code of Ethical Standards, 2019).
    - Ethical practice
    - Preconventional
    - Teleological
    - It is important because such highly sensitive data must be organized and secured by the organization and its individuals at all times. If the donor allows their donation information to be used publicly, then organizations can utilize the information (Boardsource, 2010). However, it must be done with clear consent and failing to practice this may lead to legal action against the organization.
4. **Compensation, Bonuses, and Finder's Fees** – One of the measures of an accountable nonprofit organization is the percentage of donated dollars devoted to administration and compensation. This standard is in place because of past scandals regarding fundraising (Code of Ethical Standards, 2019).
    - Professional standard
    - Preconventional
    - Teleological
    - It is important because today unfortunately incidents have happened where fundraising amounts have been utilized unethically. Public money should go directly towards the cause and individuals must be accountable for their actions.

<u>Independent Sector Code of Ethics</u>:

1. **Personal and Professional Integrity** – The code reiterates the values from the preamble and clearly states how all staff, board members and volunteers are expected to behave when representing the organization (IS Code of Ethics, 2019).
    - Professional standard
    - Postconventional
    - Deontological
    - It is important because the organizations employees represent the organization itself, which is key for public relations. Individuals must carefully behave themselves as the values of the organization must always be kept in concern; leadership should be first to display such integrity (Cooper & Menzel, 2013).
2. **Mission** – The mission of the Independent Sector is paraphrased and the expectation of loyalty to the mission through actions, words, and deeds by everyone representing the organization is detailed (IS Code of Ethics, 2019).
    - Ethical principle
    - Postconventional
    - Deontological
    - It is important because based on the mission of the organization, the motivation and actions are expected. Individuals must be focused on one single goal or target, and the organizational mission should be that key element. All work done should be to achieve that mission and help it grow even further.
3. **Governance** – The code here details the ethical responsibilities of the board of directors in leading the organization. It states that there must be a conflict of interest policy and that

the actions of governing must always be conducted with respect, fairness, and openness (IS Code of Ethics, 2019).

- Ethical principle
- Preconventional
- Teleological
- It is important because having a proper governance and leadership will streamline the organization's work and allow its individual employees to practice under an established framework. Effective governance can lead to the prevention of future problems, which is key for the management to run smoothly.

4. **Legal Compliance** – Here the code states that representatives of the organization are expected to be knowledgeable and comply with all laws and regulations that pertain to the organization (IS Code of Ethics, 2019).
    - Professional standard and ethical principle
    - Preconventional
    - Teleological
    - It is important because legalities will strengthen the existing governance and compliances placed within the organization. As the organization adapts the the changing environment, so should the laws in place. Failure to abide by the laws can have severe complications. Hence, all employees must be knowledgeable.
5. **Responsible Stewardship** – The code details expectations on the responsible and prudent management of organizational funds. As an organization that relies on the trust of the public to continue operating, the responsible management of funds is one of the primary ways the public judges the trustworthiness of an organization (IS Code of Ethics, 2019).

- Ethical principle
- Postconventional
- Deontological
- It is important because donor stewardship is crucial for the organization to operate and communicate its work to its donors while maintaining a healthy relationship with them. Organizational funds should represent the work being done and vice-versa. Effective stewardship improves donor engagement as well, which helps fundraisers to bring in recurring donations.

6. **Openness and Disclosure** – Independent Sector here details the ways in which it shares honest, comprehensive and timely information with the public. This aligns with responsible stewardship, in that the organization must communicate its activities, so the public has the information needed to make judgements about its trustworthiness (IS Code of Ethics, 2019).
    - Ethical principle
    - Postconventional
    - Deontological
    - It is important because of the value of transparency and honesty. Fundraisers must display truthful information to the organization's donors. If the organization hides or falsifies any information from the donors, then they are violating this principle. Therefore, they should properly document and inform their donors when needed.
7. **Program Evaluation** – The organization here makes the commitment to ongoing assessment and review of its work with the intent of using those findings to improve its

services. This expectation is one mechanism by which the organization achieves the mission and responsible stewardship (IS Code of Ethics, 2019).

- Professional standard and process
- Postconventional
- Deontological
- It is important because after soliciting the donation, implementing the project, and completing its goal, it is crucial to properly evaluate its success. Not only does this process involve verifying the impact metrics, but also looks out for any areas of improvement and challenges addressed.

8. **Fundraising** – Independent Sector in this part of the code takes great pains to detail the behaviors that donors and the public can expect when the organization is fundraising. The values of the organization are restated as they apply to interactions with donors and the managing of the donations (IS Code of Ethics, 2019).
    - Ethical principle
    - Preconventional
    - Teleological
    - It is important because organizations should be able to clearly address their fundraising targets, objectives, and goals to their donors so that they can effectively convey the impact of the funds received. Fundraising should directly influence the donor to contribute, and it should enforce the donors trust towards the organization, ensuring that they understand that it is working ethically.

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PAD 6237 Ethics and Governance in Nonprofit Organizations

Advocacy Policy Assignment

1. **Define the public sector, the nonprofit sector, and the private sector citing the literature.**

   Public sector - "those parts of the economy that are either in state ownership or under contract to the state, plus those parts that are regulated or subsidized in the public context" (De Vries, Bekkers, & Tummers, 2015). This definition from literature explains the relationship and ownership of public goods/services within the economy from a public context i.e. the government.

   Nonprofit sector - "The nonprofit or voluntary sector is usually comprised of organizations whose purpose is to benefit and enrich society, often without profit as a motive and with little or no government intervention" ("Voluntary Sector," 2016). This definition from literature explains the key features of the nonprofit sector.

   Private sector - "The private sector is the part of the economy that is run by individuals and companies for profit and is not state controlled" (Kenton, 2018). This definition from literature highlights the nature of the private sector i.e. making profits.

2. **How are these three sectors similar and different?**

Each sector, whether the public, nonprofit, or private, has its own way of operating. There are different standards set and distinct legalities exist. Stakeholders are different within these three sectors, and therefore, the goals differ among them as well. Another unique difference to note is that nonprofits and public sector utilize mission-centric goals, while the private sector aims to maximize its profits in order to beat its competition. This methodology affects the overall industry mindset, as the public and nonprofit sector mostly seek collaboration to achieve their goals, while the private sector must maintain its market share and keep improving. Despite the differences, all three sectors are customer-oriented and focus on their satisfaction. Public sector and nonprofit sector share many similarities, one being that most of the values are shared and consistent between both sectors, adding to the overall ethos of serving others (Grazley, 2014).

3. How are the nonprofit and public sectors similar in providing for the public good?

Usually, the public sector focuses on the macro-environment, while the nonprofit sector operates in the micro-environment. However, the nonprofit and public sector both work towards achieving betterment for the society. Many similarities exist between these two dominant sectors. Motivational techniques are common, where aspects such as flexibility for family and job satisfaction are utilized to encourage employees (Lee & Wilkins, 2011). Community relations is a core principle for both sectors and societal development is emphasized. Advocacy is also a bridge that ties the nonprofit and public sector together. As certain nonprofits participate in policy making, they are ultimately working along public officials/sector, both of which focus on one common goal: provide for the public good (Fyall, 2016a).

4. Relate the role of nonprofit organizations in maintaining a strong democracy by addressing issues that impact the public good and the public interest. In what ways does the use of advocacy by nonprofit organizations advance the public interest?

As the UCF Nonprofit Management Advocacy Toolkit (2017) states, “nonprofits advocate everyday” but the level of advocating varies from one organization to another. There are nonprofit organizations that solely advocate for a cause, while there are others that work in many causes but advocate for a specific group of people. Advocacy deals with influence, and nonprofit organizations have the ability to use their position and reach to support or speak against a particular topic. This unique power can be used to advance the public interest and many nonprofits are now gradually getting more involved in advocacy to help spread their views and attract changemakers as well. On the other hand, those that do not have a platform to engage with others can join hands with such nonprofits and become a part of a movement. Individual stories are often highlighted to the general public, which without the help of nonprofits advocating, would not have existed. Therefore, it is important for a healthy democracy to include such involvements and encourage the development of community relations.

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PAD 5146 Nonprofit Resource Development

Policy Process Assignment

In today's world, the nonprofit industry is constantly changing and organizations must be dynamic enough to adopt such rapid changes. Effective planning is essential as donors and institutions are now openly demanding for proper accountability, reporting, and transparency (Grace, 2005). Similar to the traditional corporate world, the nonprofit industry is connected with other industries that directly or indirectly affect how such organizations function. As they operate in the public environment, nonprofit organizations have to consider the opportunities and threats faced within it such as the complex political domain. Nonprofits are generally thought to be separate from politics, however, they cannot afford to be ignorant about it. Political advocacy can be beneficial or detrimental for an organization's success and therefore is crucial.

Before strategizing on political advocacy methods, it is important to recognize what type of nonprofit organization can legally engage in such activities. In regards to political activity such as lobbying, the common types of nonprofits, 501(c)(3) and a 501(c)(4), follow different standards of ruling, as a 501(c)(4) may engage in a variety of political activities, however, a 501(c)(3) cannot (Fritz, 2018). Therefore, nonprofit organizations must plan, understand, and operate according to their predetermined goals and organize their strengths accordingly. If political activity is a valuable addition to their work, then they should register as a 501(c)(4) social welfare organization, as it directly affects their functioning and management.

Political advocacy can influence public policy and decision making, which if used properly, can be a great tool for a nonprofit organization. Opinions can be made on issues that are important for a cause and action can be taken in favor or opposition. Once the word has spread, communication channels such as news and social media create awareness for the advocates, which provides them the traction needed to strengthen their voices. But there is a difference between speaking out on issues (advocating) and acting on them (lobbying). Advocacy involves making your voice heard on topics that affect your own life or the lives of others, while on the other hand, lobbying means participating in activities that directly support or oppose those topics ("Nonprofit Advocacy Rules & Regulations," n.d.). Generally, advocacy is promoted but governmental agencies keep a keen eye for nonprofits involved in lobbying, especially regarding the amount of funds spent on such efforts.

According to Leroux and Goerdel (2009), nonprofit organizations frame their advocacy practices based on certain experiences such as positive relationships with funding channels, level of accessibility and dependency on government resources, and prior expertise in collaborative networking and professional lobbying skills. These activities create value for the organization and can be extremely helpful, especially in terms of increasing their resources. One method used to promote political advocacy is the utilization of persuasive storytelling. Nonprofits tend to have powerful stories/experiences that can enable and enhance their position to advocate. Having a clear vision and flow, adding photos and videos, and framing a background are all great ways to indulge in successful storytelling ("10 Tips to Harness the Power of Stories," n.d.). This method indirectly affects advocacy as storytelling alone cannot ensure the success of an advocacy campaign, but it can definitely boost its effectiveness and make it worthwhile.

Nonprofit organizations are tasked with bringing social change by influencing existing norms and practices, and as a result, many strategies are pursued based on their level of intended productivity. One such method or strategy implemented for effective political advocacy is researching policy analysis along with mobilization of education, where first the research is done on the current programs and then information is provided regarding their significance (Casey, 2011). Nonprofits that focus on such advocacy use their ability to conduct research and gather data through a wide range of sources such as surveys, policy briefs, and reports, which are then statistically crafted. These data points are also sometimes given to external researchers working on similar issues. Such organizations are also involved in educating the public through distribution of physical or online materials and by organizing local events and community activities as well. This method can directly help increase resources as it allows nonprofits to advocate based on informed data and reach a target audience that is invested in its work.

There are a number of issues that nonprofits can advocate for, but the key is to recognize the amount of resources expended in the process of doing so. Many resources such as time and money are extremely precious for nonprofits organizations and there should be a balance maintained between their under-usage and over-usage. Building relationships with major figures like politicians and community leaders is also a part of this process and should be preserved in a healthy and positive manner (Reid & Montilla, 2001). Advocacy is not a cheap affair, but it is a crucial matter for every nonprofit to consider and plan for. When proper methods are used, they can generate productive results and push the organization to new heights.

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