



Sustainability of Nonprofit Organizations Focused on Gender Equity

*Melissa-Lauren Hooks, Mary Lin,
Gregor Nelson, Suzanne Swann*

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Acknowledgements and Words of Gratitude

Melissa-Lauren Hooks

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Gregor Nelson

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Sustainability of Nonprofit Organizations Focused on Gender Equity

Executive Summary

This project is intended to assist ShowMe50, LLC (ShowMe50) in developing a plan to move from a start-up nonprofit to a sustainable organization. Sustainability for nonprofits is defined as the ability to maintain the organization over the long-term (Sontag-Padilla et al., 2010) so that it can continue to fulfill its commitment to its clients, donors, and the community at large (Weerawardena et al., 2009).

ShowMe50 is a grassroots, nonprofit organization that was incorporated in 2015. The organization was created to bring about the tools and knowledge base needed to propel women to the forefront of executive leadership positions throughout corporate America. ShowMe50's vision is to have a minimum of 50% of leadership roles occupied by women, and it is committed to disrupting the culture of a male-dominated executive suite with equal representation of women (ShowMe50 website, 2022). The organization desires to grow and scale to have the most significant impact on employees of Fortune 500 corporations.

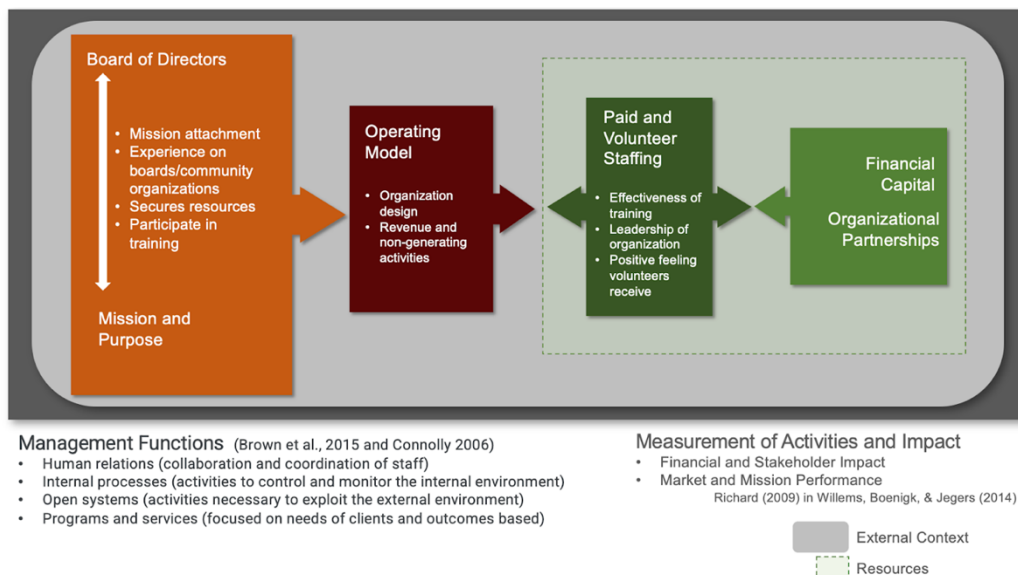
Like other grassroots, nonprofit organizations, ShowMe50 faces barriers in realizing its intended impact. The organization's founder has identified barriers to ShowMe50's ability to

scale, including a lack of committed volunteers, minimal partnerships, and insufficient funding sources to hire full-time staff members to facilitate growth.

In light of these early conversations and a review of relevant literature, we designed three primary questions:

1. What is ShowMe50’s capacity for sustainability relative to the nonprofit sustainability conceptual framework?
2. What is contributing to the gaps in capacity identified in Question 1 that inhibit ShowMe50 from actualizing nonprofit sustainability and scaling?
3. How have peer organizations addressed challenges related to nonprofit sustainability?

We developed a conceptual framework to model how non-profit start-ups can move from startup to a sustainable organization. We developed this framework from relevant literature on nonprofit sustainability and adapted it as we proceeded with data collection and analysis. In short, the model conceptualizes the elements necessary for nonprofits to successfully develop capacity related to the Board, Mission/Purpose, Operating Model, Staffing, Financial Capital, Organizational Partnerships, Management Functions, and the organization’s External Context.



To answer our research questions, we conducted interviews with the ShowMe50 founder and with leaders of five peer organizations, reviewed organizational documents from ShowMe50, and conducted surveys of past and current ShowMe50 board members, volunteers, and customers. Key findings related to ShowMe50's capacity for sustainability include:

1. ShowMe50 demonstrates open systems, a positive volunteer experience, and satisfied customers. Potential for growth, however, is limited by a lack of capacity in both resources (staffing, financial, and partnerships) and management functions (internal processes and programs/services).
2. Several factors have contributed to ShowMe50's barriers in realizing nonprofit sustainability and scaling. These include limited management processes to retain volunteers, limited board expertise and connections and low expectations for fundraising, and limited staffing and programs/services to maintain partnerships.
3. We identified the following themes on how peer organizations addressed similar challenges in nonprofit sustainability:
 - An organization's founder or CEO can play an influential role in fundraising.
 - A virtual operating model allows an organization to reach a wide range of potential volunteers, board members, and other partners.
 - Mutually beneficial partnerships create opportunities for long-term funding and growth.
 - Successful organizations created unique advantages through proprietary programs.

- An ambitious organizational mindset helps in achieving goals.

Based on these findings, we recommend a phased approach to addressing important areas of organizational capacity.

Phase I: Volunteer Program: Invest in activities to recruit, develop, and retain volunteers

Phase II: Operating Model: Develop an operating model to define how the organization will function internally, support innovative program development, and expand board responsibilities and relationships with partner organizations.

Phase III: Fundraising/Revenue: With a robust operating model, we recommend that ShowMe50 focuses on fundraising and revenue-generating activities.

Phase IV: Measurement and Evaluation: An ongoing process of measuring and evaluating outcomes should be implemented. We are proposing a sample dashboard that ShowMe50 can use to track progress against goals.

Introduction

ShowMe50, LLC. (ShowMe50) is a grassroots, nonprofit organization that was incorporated in 2015 in the state of Georgia, U.S. The organization was created to bring about the tools and knowledge base needed to propel women to the forefront of executive leadership positions throughout corporate America. ShowMe50's vision is to have a minimum of 50% of women represented in leadership roles. As major disparities in the area of gender equity continue to exist, ShowMe50 is committed to disrupting the culture of a male-dominated executive suite with equal representation of women (ShowMe50 website, 2022).

Like other grassroots, nonprofit organizations, ShowMe50 has faced barriers in realizing its intended impact. The organization's founder has identified limited financial, human, and social capital as barriers to ShowMe50's ability to sustainably scale. The organization intends to grow and scale to have the most significant impact with Fortune 500 corporations.

This paper provides an evidence-based model of factors that contribute to nonprofit sustainability specific to grassroots organizations focused on gender parity, such as ShowMe 50. A thorough analysis of the current state of the ShowMe50 organization has been conducted to provide sound recommendations for future activity, which aligns to the organization's vision, mission, and purpose.

Organizational Context

ShowMe50 is a 501c3 nonprofit organization whose mission and purpose is to empower both individuals and companies to work towards equal representation of women in corporate senior leadership roles. Elba Pareja-Gallagher (the founder), an executive at United Parcel Service (UPS), founded ShowMe50 in 2015, based on her experiences as a woman in leadership and her frustration at the gender inequality and bias in the corporate workplace.

ShowMe50's vision is to achieve 50% women in leadership positions in Fortune 500 corporations. The mission of ShowMe50 is to provide a platform to engage individuals in actions that level the playing field and actively collaborate with companies to inform and implement a

The mission of ShowMe50 is to provide a platform to engage individuals in actions that level the playing field and actively collaborate with companies to inform and implement a culture of gender equality.

culture of gender equality. ShowMe50 utilizes a combination of training and toolkits to provide its audience with actionable items that can be used to close the gap of gender inequality in the workplace. The seven ShowMe50™ action toolkits, scripted presentations, and the

ShowMe50™ Win-Win Checklist create the foundation upon which to build a pragmatic self-directed, grassroots institutional change movement (ShowMe50 website, 2022). ShowMe50's founder provides access to these tools through training delivered in-person and virtually. The target audience is an employee who would like to learn about enacting change for themselves and/or the corporations where they are employed.

ShowMe50 offers several opportunities to engage individuals and companies on gender inequality in the workplace and to influence its clients to act within their own corporations to advocate for change. These include Lean In Circles, training programs, its website, and other communication channels.

Lean In Circles

ShowMe50 partners with Lean In, a company with similar aims, to sponsor a network of Lean In Circles (Circles). Circles are small groups of women, either interorganizational or mixed communities, which meet regularly in a virtual setting to support each other and learn skills to advance their ambitions. The Circles are led by volunteers, and both ShowMe50 and Lean In provide sample meeting content. As of 2021, ShowMe50 had two active Circles in its network, but it has a strategic focus to grow new Circles and sustain them by providing additional meeting content and ongoing support.

Training Programs

ShowMe50 holds periodic training sessions for groups of individuals and companies. One training course is *50 Ways to Fight Bias* created by the Lean In organization. This training provides realistic gender bias scenarios that occur in the workplace, explains why the scenarios happen, and provides practical suggestions for individuals to push back on or dispel the bias. Another training provided by ShowMe50 to companies and groups of individuals is



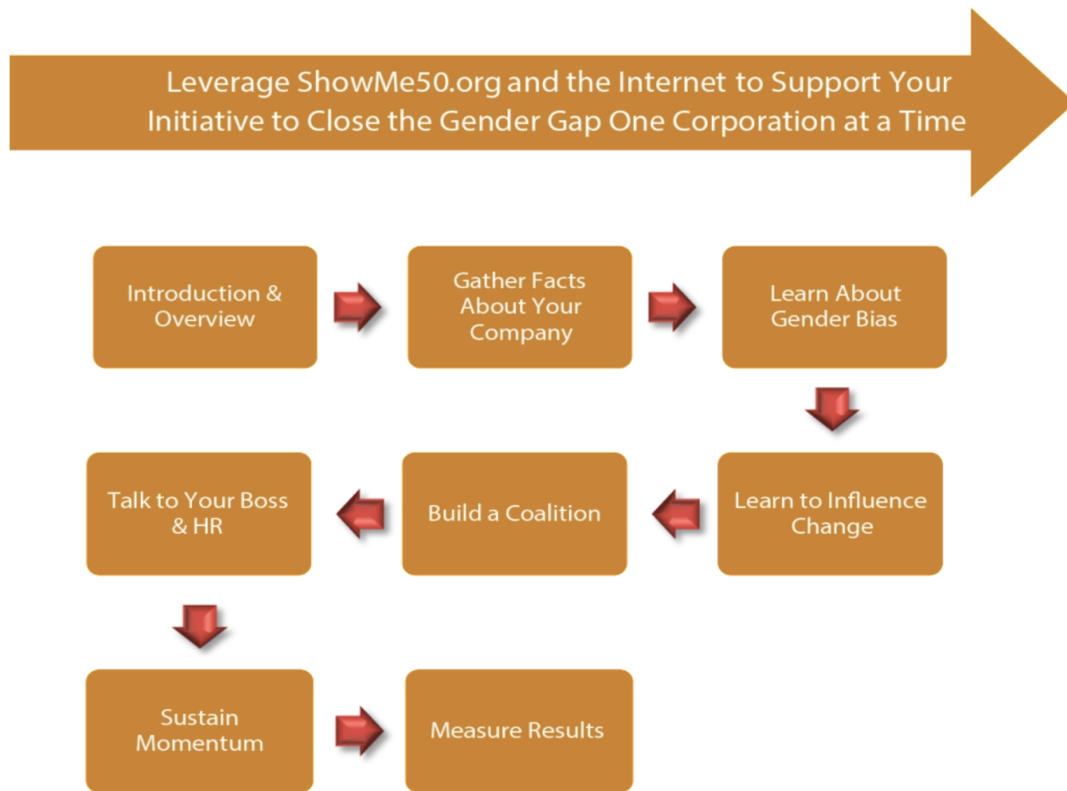
#IamRemarkable. The program is an experiential workshop, developed by Google, Inc., which helps to empower women, especially those who come from underrepresented backgrounds, to gain confidence in speaking about their accomplishments.

Website

The ShowMe50 website was developed to provide practical, actionable tools for mid-level female and male managers to learn, lobby, and influence transformational change. The website tools include:

- Highly condensed social science research on gender bias in the workplace
- Stories of gender bias at work from real women
- Tips for how to talk about gender equity with one’s boss, HR department, friends and family
- The ShowMe50 Win-Win Checklist, describing the changes needed
- Numerous how-to “tool kits” and short videos to illustrate how to be a catalyst for change
- The self-directed ShowMe50 Ambassador concept to inspire results-oriented action

Flow Chart for Process to Develop Gender Gap Initiative



(ShowMe50 website, 2022)

Communication

The founder engages individuals through other communication channels such as speaking at conferences, participating in panels, conducting media appearances, blogging, and posting on social media. Speaking opportunities generally arise through word-of-mouth referrals. The number of events and people impacted are represented below in ShowMe50's 2021 Impact Log (SM50 Board Meeting Feb 2, 2022).

	2015	2016	2017	2018	2019	2020	2021	Total
Webinars	0	2	2	1	3	9	1	18
Panels	3	6	8	4	3	6	3	33
Workshops	2	2	0	1	5	14	10	34
Keynote	0	5	8	5	0	0	0	18
Radio / Podcasts / Video	0	1	10	9	0	3	1	24
Lean In Circle Mtgs	0	2	8	7	4	5	9	35
Total Event Programming	5	18	36	27	15	37	24	162
Companies engaged	1	1	2	1	1	6	5	17
Other					4	4	0	8
Total People We Impacted	215	1,655	2,189	2,905	1,364	7,173	909	16,410

- Companies engaged in programs in 2021: TireHub, Microsoft, AT&T, Turknett Leadership, Jabian, **Corenet Global**
- Other organizations engaged in programs: GA Hispanic Construction Association, TAG BPM, GA State Women Lead, The Stakeholder Podcast. Little Pink Book

Organizational Impact

ShowMe50 has increased its client reach since its founding in 2015, as shown in the following impact statement (2020 Year in Review slides to board, 2020). Starting in 2020 with the COVID-19 pandemic, the organization moved to more frequent virtual programming and expanded its programming and customer base.

Operational Structure and Support

ShowMe50 is run solely by volunteers. The founder is unpaid in her role and has a full-time day job at UPS. Historically, she has relied on ad hoc volunteers to help manage workshops, prepare communications, run the website, facilitate the Lean-In Circles, and support the administrative needs of the organization. The organization's board of directors is also volunteers, and board members consist of the founder and four other members. The founder and the board of directors are the main stakeholders for this project, which can inform future organizational plans and actions for growth.

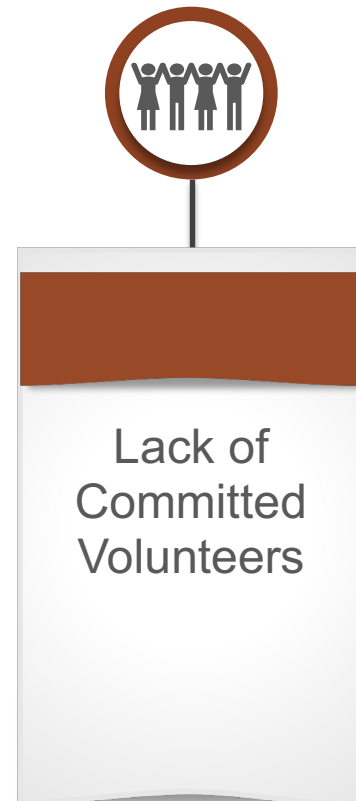
Problem of Practice

ShowMe50 faces several challenges in growing into a sustainable organization. Sustainability for nonprofit organizations is defined as the ability to maintain the organization over the long-term (Sontag-Padilla et al., 2010) so that it can continue to fulfill its commitment to its clients, donors, and the community at large (Weerawardena et al., 2009). Sontag-Padilla et al. (2012) suggest that nonprofits often face sustainability challenges such as maintaining committed volunteers, acquiring financial resources, developing inter-organizational relationships, and measuring program impact. ShowMe50 is currently experiencing four specific challenges as detailed below.

Lack of Committed Volunteers

The founder has expressed that volunteers are often unreliable and do not always follow through on commitments. An accounting of ShowMe50 volunteer hours indicates that over 30 individuals have volunteered for ShowMe50 since its inception (Volunteer Corps, 2021). As of 2021, the organization had ten active volunteers including the founder, board of directors, and other volunteers (Personal communication, 2021). The organization's strategic plan states that ShowMe50 will identify 50 volunteer ShowMe50 ambassadors to create grassroots coalitions in 50 companies by 2023; however, as of

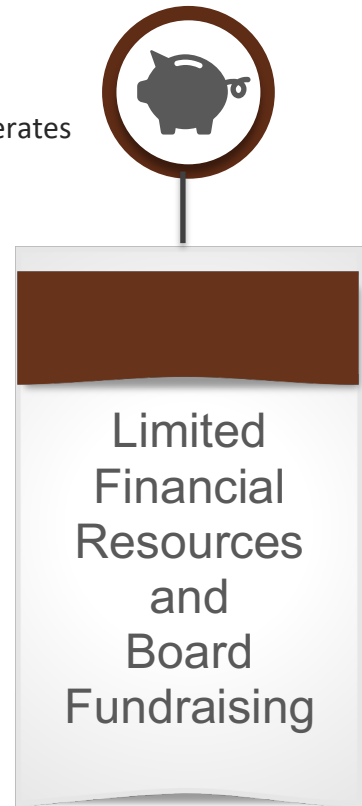
2021, the organization had no official Ambassadors (Personal communication, 2021). According to the founder, the organization was challenged in managing incoming communication through



its website resulting in lost opportunities to engage with potential Ambassadors (Personal communication, 2021). ShowMe50’s operating model and plans for growth are dependent on its ability to retain long-term relationships with volunteers who can support its mission.

Limited Financial Resources

ShowMe50 operates as a nonprofit organization and generates revenue from donations and delivering one-time training programs to companies. In 2021, ShowMe50 generated approximately \$10,318 in revenue. Individuals and corporations donated while programs like the Lean In Circles generated event revenue. ShowMe50’s strategic fund grew from approximately \$2,000 in 2019 to \$34,638 in 2021, mainly because of increased program fee revenue (SM50 Board Mtg slides, 2022). Five-year income statements for the organization are displayed below:



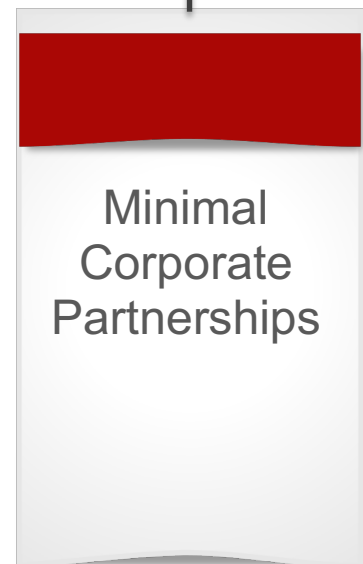
	2015	2016	2017	2018	2019	2020	2021
Donations	\$30,885	\$6,069	\$11,199	\$6,808	\$5,965	\$18,136	\$3,161
Service Revenue	N/A	N/A	\$5,702	\$3,929	\$2,100	\$15,214	\$7,157
Total Revenue	\$30,885	\$6,069	\$16,901	\$10,737	\$8,065	\$33,350	\$10,318

According to the board-approved Strategic Plan (2018), the organization intended to increase revenue for its strategic fund to secure \$360,000 which would support the transition of the founder into a paid Executive Director role by the end of 2023. These funds would come through a mixture of individual and corporate donations, corporate sponsorships, and grants from private foundations. According to the founder, the board of directors is responsible for fundraising to achieve the strategic plan, but they have not fulfilled this role as planned (Personal communication, 2021).

Minimal Corporate Partnerships

Collaborations allow for a unique approach to addressing complex social issues (AL-Tabbaa, et al., 2013). Collaborations and corporate partnerships provide opportunities to generate revenue, reach a broader audience, and increase the impact of ShowMe50. As of 2021, ShowMe50 has engaged with approximately 17 organizations to deliver the training programs previously described. ShowMe50 has also partnered with companies such as the Lean In Organization to leverage Lean In Circles and with Google for training content.

Based on the strategic plan, the organization's goal is to achieve 50 grassroots coalitions at 50 of the top organizations around the United States by the year end of 2023 (Strategic Plan, 2018). The founder's purpose in seeking partnership with these large organizations is based on the belief that these present the greatest opportunity to achieve impact on a large scale (Personal communication, 2021). The founder recognizes that collaborations may take different forms. Some organizations may hire ShowMe50 for a one-off



event, and some may lead to longer term partnerships. The founder aspires to build additional partnerships and alliances that are recurring and mutually beneficial, as these will help ShowMe50 get closer to reaching its mission.

Absence of Impact Measures

ShowMe50 is able to demonstrate the level of activity it generates but has untapped opportunities to assess its impact. ShowMe50 maintains records of activities and impressions created. An impression is defined as individuals who see/read/become aware of ShowMe50. In contrast, when someone comes to an event or listens to a presentation by ShowMe50, they are considered to have “engaged directly” (Personal communication, 2021). Since the founder is a trained facilitator of #IAmRemarkable, she has access to a personalized dashboard that provides a cumulative snapshot of session feedback. The founder currently has some anecdotal feedback from workshops, and this type of qualitative feedback collected at scale could tell a compelling story about how ShowMe50’s programs and initiatives are helping to achieve its mission. To date, the information collected on the ShowMe50 website has been minimally utilized by the organization due to lack of familiarity with web traffic tools and analytics offered through Google Analytics. As ShowMe50 looks to scale and bring in new partners and sources of funding, stakeholders will likely want to see relevant metrics, evidence of the effectiveness, and value created by the organization.



Impact of Problem of Practice

ShowMe50's limited resources and inconsistent practices threaten the organization's long-term sustainability and growth potential. The organization may not be able to move from the start-up phase to scaling on a larger level unless volunteers, inter-organizational relationships, and financial resources are secured. Furthermore, ShowMe50 must establish and commit to consistent practices that will support these resources once they are brought into the organization. Volunteers, new partnerships, sustainable funding, and impact measures would allow ShowMe50 to market and facilitate events, which are opportunities to build new relationships with potential donors, volunteers, and partner organizations. All of these relationships could increase funding which is vital to the growth of ShowMe50, as it would allow for hiring a full-time executive director and other paid staff. The absence of volunteers, partnerships, funding, and measures limit what ShowMe50 can accomplish and hinder it from achieving its mission of improving gender equality in the workplace.

The absence of volunteers, partnerships, funding, and measures limit what ShowMe50 can accomplish and hinder it from achieving its mission of improving gender equality in the workplace.

Literature Review

Our review of peer-reviewed journal articles and other nonprofit management literature combined a broad focus on nonprofit growth, development, and sustainability with a narrower focus on the four specific sustainability challenges highlighted in early conversations with ShowMe50 leadership: volunteer performance and retention, fundraising and board

responsibilities, building collaborative relationships, and measuring programmatic impact. We searched for definitions and concepts to inform a nonprofit sustainability conceptual framework and also searched for evidence-based practices related to the sustainability challenges to inform our assessment of ShowMe50's current state.

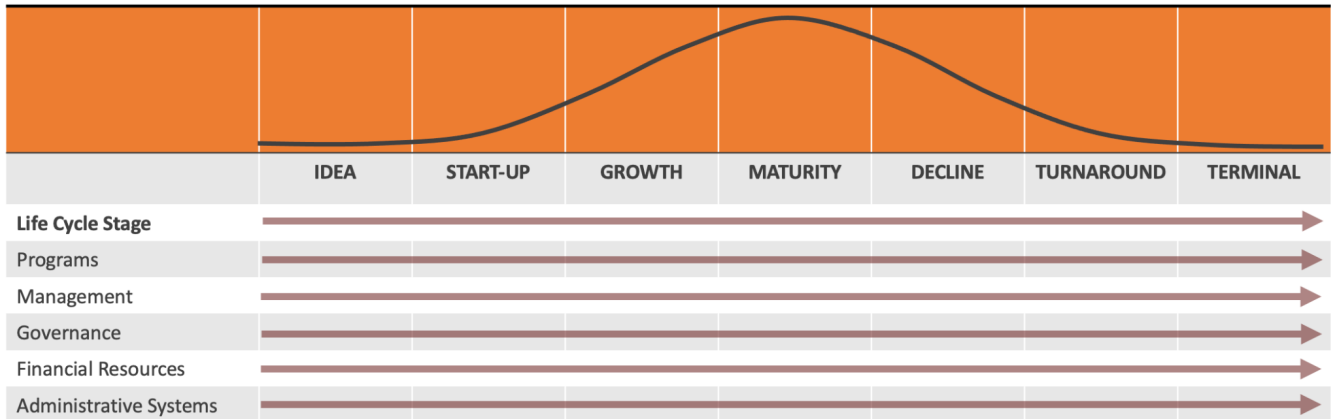
Nonprofit Growth and Development

Nonprofit management literature includes several frameworks to help understand the concept of organizational change and growth, and we focused on the organizational life cycle model (Brothers & Sherman, 2012). This model assumes that all organizations pass through a set of developmental stages and assumes an optimal destination that all organizations hope to achieve (Brothers & Sherman, 2012). Kenny Stevens (2001) applied the lifecycle models to nonprofits and developed the following seven-stage lifecycle framework:

1. Idea: "There is no organization, only an idea to start one."
2. Start-Up: "An organization in the beginning phase of operations."
3. Adolescent/Growth: "An organization whose services are established but operations are not yet stabilized."
4. Mature: "An organization whose services are established and operating smoothly."
5. Decline: "An organization that is operating smoothly but is beginning to lose market share."
6. Turnaround: "An organization that is losing money, is short on cash, and is in a state of crisis."

7. Terminal: “An organization that no longer has a reason to exist.”

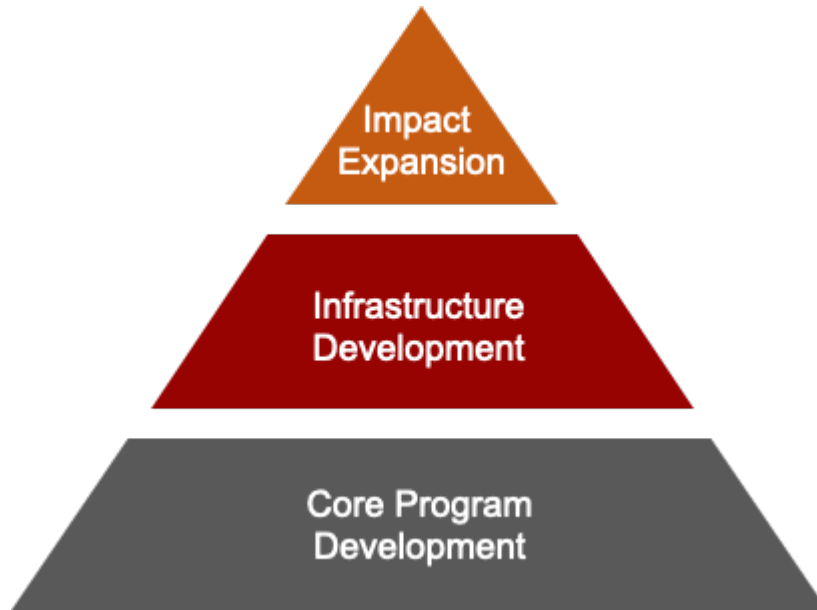
Stevens Nonprofit Lifecycle Model



Kenny Stevens (2001) uses this framework to diagnostically place nonprofits into one of these seven lifecycle stages through a review of what she calls capacity builders: programs, management, governance, resources, and systems. She identifies the diagnostic characteristics of each stage of growth and the performance indicators that can help an organization know when it is ready to move to the next phase. She notes that organizations may be at different life cycle stages across the five capacity builders but the goal is for nonprofits to be in the same stage across the five areas.

Other scholars point out the limitation of Kenny Stevens' chronological model as it does not capture how effective organizations are at achieving their mission (Connolly, 2006). The lifecycle pyramid, developed by scholars from the TCC Group, implied an upward trajectory, with its tiers corresponding to stages in Steven’s lifecycle model (Brothers and Sherman, 2012):

TCC Lifecycle Pyramid



Brothers and Sherman (2012) note that organizations in the core program development stage should focus on the fundamentals of the board of directors, mission, vision, values, and a coherent program strategy that considers programmatic impact and sustainable funding streams. This stage takes up the most area of the pyramid by design, as nonprofits should exist to fulfill their mission with high quality programs. Once core programs have been established and are known in the marketplace, the organization should develop the infrastructure needed to sustain and grow its programs. This phase is comparable to the adolescent phase of the Stevens model, while the final phase, impact expansion, is analogous to Stevens' maturity phase (Brothers and Sherman, 2012).

Searing and Lecy (2021) found that more than half of nonprofit organizations typically operate in the early stages of the organizational life cycle, with less than \$100,000 of revenue, minimal overhead spending, and no paid managers. However, the authors note that most peer-reviewed journal articles on nonprofit growth have emphasized the start-up and finalization stages of the organizational life cycle for nonprofits rather than exploring the intermediary stages of scaling and organizational development. The authors call this stage “professionalization,” where organizations moved from creating programs to sustaining these programs: for example, they moved from all volunteers to paid staff. Searing and Lecy (2021) found that this stage typically occurred as organizational revenues approached \$100,000. This was the revenue mark where most nonprofits hired their first employee and began to fundraise. Other predictors of growth into this stage included securing government funding and diversifying revenue streams.

Nonprofits can achieve sustainability by building capacity, conceptualized as the assets and management processes employed to achieve organizational effectiveness (Brown et al., 2015).

Nonprofit Sustainability and Capacity

Nonprofits can achieve sustainability by building capacity, conceptualized as the assets and management processes employed to achieve organizational effectiveness (Brown et al., 2015). Brown et al. (2015) developed the Nonprofit Value Framework (NVF) to explain that both resources and management functions are necessary for organizations to be successful. Theories behind the NVF include Resource Dependency Theory and the Competing Values Framework (CVF) (Brown et al., 2015). Resource Dependency Theory posits that organizations need

resources to survive and pursue their goals (Pfeffer & Salancik, 1978 in Miller-Millesen, 2003).

We found that these resources described by the authors were most relevant to ShowMe50:

Human Capital

Often one of the most significant resource attributes for nonprofits is human capital, defined as the individuals engaged in the work of the organization, including paid staff, volunteers, and leaders (paid and volunteer) (Brown et al., 2015).

Financial Capital

Critical to the strategic success of nonprofits is financial capital, which includes the nature and character of revenue streams and financial assets of the organization (Brown et al., 2015). Most nonprofits receive funding from earned income, government support and private donations (Weerawardena, 2009). Bell et al. (2010) notes that nonprofits require working capital (operating funds) to manage daily operations and to invest in new opportunities. To create working capital, nonprofits need a mix of business lines, including some that generate revenues to cover activities that do not generate revenue (Bell et al., 2010).

Social Capital

Social capital involves developing and managing relationships with key stakeholders such as clients, employees, volunteers, and board members. Social capital also supports funding relationships and building organizational alliances. Nonprofits rely on social capital for their success because these organizations are sensitive to changes in the environmental context and leverage stakeholder relationships to manage this context (Brown et al., 2015).

While access to these different types of capital is critical to growing an organization, the NVF holds that an abundance of assets do not necessarily translate into organizational

sustainability. Sustainability also requires management functions, including human relations (collaboration and coordination), internal processes (activities to control and monitor the internal environment), open systems (activities necessary to exploit the external environment) and programs and services (focused on needs of clients and outcomes based) (Brown et al., 2015). Connolly (2006) developed the Nonprofit Organizational Capacity Model, which outlined similar capacities required for nonprofit growth. The model detailed adaptive capacity (ability to respond to internal and external changes), leadership capacity (ability to inspire, prioritize, make decisions, provide direction and innovate), management capacity (ability to ensure the effective and efficient use of organizational resources), and technical capacity (ability to implement organizational functions and deliver programs and services).

What Sustainability Challenges do Nonprofits Encounter

Building a sustainable organization can pose numerous challenges for a nonprofit. Reliance on volunteer labor and leadership, difficulty in securing funding, measuring value and impact, and the absence of collaborative relationships with other organizations are all nonprofit



sustainability challenges (Kim & Peng, 2017; Sontag-Padilla et al., 2010). We explored peer reviewed journal articles and other nonprofit literature

related to each of these challenges and highlighted evidence-based practices that have addressed such challenges in the past.

Sustainability Challenge: Performance and Retention of Volunteers

Nonprofit organizations often rely on volunteers for both execution effort and leadership particularly during the start-up phase. Volunteer leaders need to be motivating leaders while practicing an effective management system (De Clerck et al., 2020). While Hoye (2006) explained that it is the obligation of the board of directors to strengthen volunteer recruitment and relationships, De Clerck et al. (2020) claimed that most American volunteer organizations rely on an individual leader to fulfill this obligation.

Volunteer retention can be a challenge to nonprofit organizations, particularly in the start-up phase. Poor management practices are likely the reason for the lack of volunteer retention (Zeivinger & Swint, 2018). Hager and Brudney (2004) found that adopting the following management practices led to an increase in volunteer retention in nonprofit organizations: conducting ceremonies to recognize volunteers, providing training and professional development opportunities, and utilizing questionnaires to identify the most appropriate jobs for

The common findings of the studies on volunteer retention include the impact of management practices, providing training for volunteers, and having positive feelings from the work that is done as a volunteer.

volunteers. The Shanti National Training Institute described the most impactful factors of retaining volunteers as the effectiveness of the initial training for the volunteer position, the leadership and management of the organization, and the positive feelings or

satisfaction level achieved through the experience (Skoglund, 2006). The common findings of the studies on volunteer retention include the impact of management practices, providing training for volunteers, and having positive feelings from the work that is done as a volunteer.

Sustainability Challenge: Fundraising and Board Responsibility

Given that nonprofit organizations rely primarily on external sources of funds to sustain their operations, fundraising is a critical function of the organization (Sontag-Padilla et al., 2010). Most sources on normative nonprofit board responsibilities include the responsibility to “secure essential resources” (Miller-Millesen, 2003), which means that they should ensure that the organization has the resources needed to accomplish its mission, vision and goals. How organizations choose to execute this responsibility varies across industries: some hire executives and staff to manage fundraising, some engage consultants, and some rely on board members to raise the funds. Many boards use a combination of these approaches (Renz, 2016).

The nonprofit management literature also covers evidence-based practices related to nonprofit board fundraising. Walker (2012) states that the entire board must commit to taking an active leadership role in fundraising because they set the pace for fundraising through their own giving and set the tone for the broader community’s view of the nonprofit. This leadership role includes recruiting members with prior experience in this area, educating board members about their fundraising responsibilities, and having a board policy on giving and fundraising. Brown et al. (2012) studied factors that predicted board members’ confidence and participation in their role to secure resources, and found that factors such as board membership tenure, participation with community organizations, mission attachment (conceptualized as awareness, agreement with, and alignment with the organization’s mission), and board training are all significant predictors. Other sources similarly stress the importance of experience with community organizations and training in fundraising in having boards fulfill their fundraising leadership role (Walker, 2012).

Sustainability Challenge: Measuring Value and Impact

Strategies to measure impact are important to a nonprofit organization's ability to demonstrate success in achieving its mission (Ebrahim & Rangan, 2014). This can lead to stronger connections with volunteers and donors, who wish to invest time and money into organizations and causes that have an impact. Many nonprofits face increasing calls for transparency into operations and impact, particularly from stakeholders that offer financial support (Liket and Maas, 2015). Many organizations have traditionally relied on financial ratios as indicators for effectiveness, in part because these allow for comparison between organizations; however, these are not always the best measures of organizational effectiveness for a nonprofit, especially if the metrics are not aligned with the mission and objectives of the organization. A "one-size fits all approach" to measuring nonprofit effectiveness is "unlikely" (Willems, Boenigk, & Jegers, 2014).

Nonprofits with a mission to address complex societal challenges that are not easily resolved can find it challenging to demonstrate impact towards these causes. This is illustrated by Sawhill and Williamson (2001) in their practitioner case study of The Nature Conservancy's evolution in developing a measurement strategy, which ultimately encompassed measurement categories of impact, activity, and capacity (e.g. how effectively resources were utilized in service of the organization's mission). Ebrahim and Rangan (2014) posit that at a minimum, organizations should measure activities and outputs, but that the measurement strategy of outcomes and impact should be determined by the specific outcomes of the organization. Willems, Boenigk, & Jegers (2014) cited Richard et al (2009) and four specific aspects of nonprofit organizational performance, including:

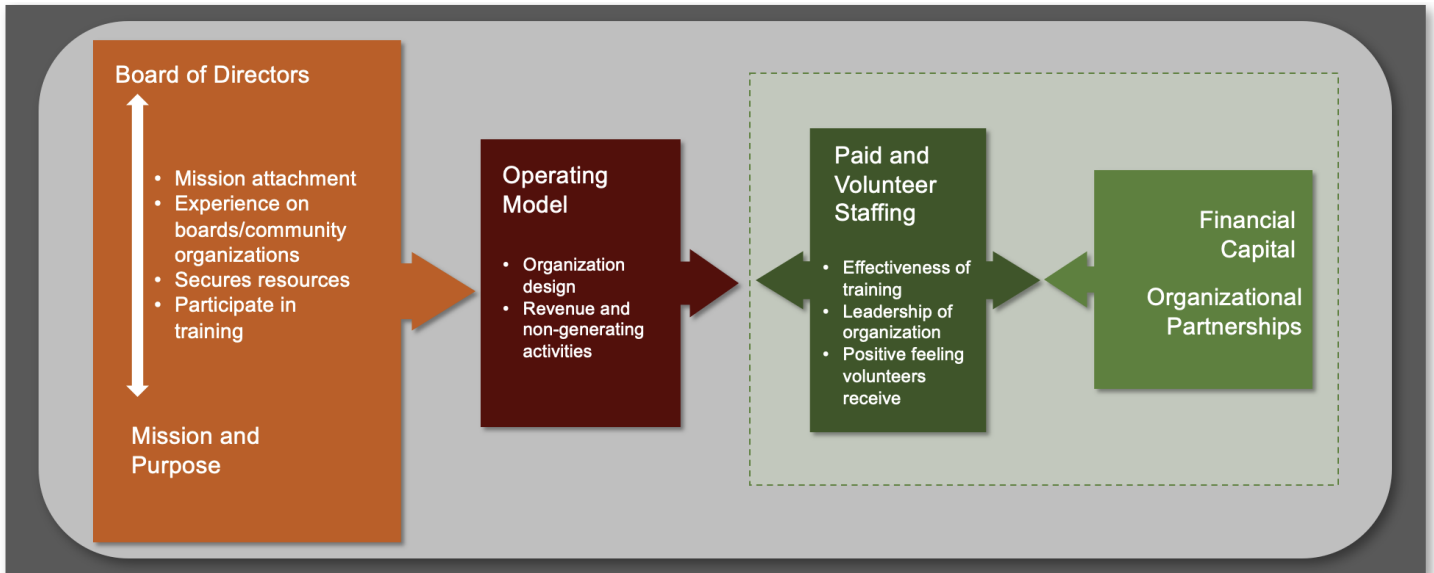
“(a) financial performance (e.g., donations raised in a year, state funding), (b) stakeholder performance (e.g., volunteer satisfaction, donor loyalty, stakeholder identification), (c) market performance (e.g., nonprofit image, nonprofit brand reputation, service quality), and (d) mission performance (achieving the mission of the organization)” (p. 1650).

Without a singular superlative approach for measuring impact, leaders must navigate a series of choices and practices to determine the best approach for the organization’s structure and stakeholder needs. A customized measurement strategy can include a combination of measures that illustrate short- and long-term activities, achievements, and alignment with the values of the organization and its stakeholders.

Sustainability Challenge: Building Collaborative Relationships

Nonprofits use strategies to collaborate, leverage, and partner with other organizations with similar interests relative to business ventures and/or social innovation, enterprise, and impact (Cooney, 2011). They demonstrate value through collaborating and creating alliances with other businesses including those belonging to other sectors (AL-Tabbaa, et. al, 2014). Nonprofits that have formal collaborations are more likely to have more paid, full-time employees and are more likely to obtain funding and meet client needs for continued growth and sustainability. Collaborations with other nonprofits, government agencies, and businesses create opportunities to obtain resources, enhance organizational visibility in the community, improve service quality, and build strong communities (Kim & Peng, 2017).

Conceptual Framework



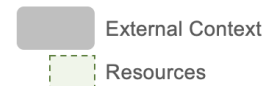
Management Functions (Brown et al., 2015 and Connolly 2006)

- Human relations (collaboration and coordination of staff)
- Internal processes (activities to control and monitor the internal environment)
- Open systems (activities necessary to exploit the external environment)
- Programs and services (focused on needs of clients and outcomes based)

Measurement of Activities and Impact

- Financial and Stakeholder Impact
- Market and Mission Performance

Richard (2009) in Willems, Boenigk, & Jegers (2014)



We aim to provide a conceptual framework for how a nonprofit can move from the startup phase to a sustainable organization. We created this framework drawing on the literature outlined above on nonprofit sustainability and principles of Resource Dependency Theory. It may also serve as an analytic framework, depicting what it means to be a sustainable nonprofit organization.

Board of Directors and Mission/Purpose

For a nonprofit organization to get started, it should have a board of directors as required to obtain nonprofit status (McRay, 2016), and a mission/purpose that will guide the organization's operations (Brothers and Sherman, 2012). To be effective, members of the board of directors should have attachment to the organization's mission/purpose, be able to contribute

relevant experience from work with other organizations, secure resources for the organization, and participate in training to create clarity on the expectations for their role (Brown et al., 2012).

Operating Model

Next follows the establishment of an operating model for how the organization will be designed to fulfill its mission and purpose and how the organization will function (Blenko, MacKrell, and Rosenberg, 2019). The operating model helps define the types of revenue and non-generating activities the organization will participate in to achieve its mission/purpose. The operating model also helps to create initial policies and workflows that support operations. As an organization grows and scales, these procedures will become more sophisticated to support the complexity of operations. This draws from the internal process model in the Competing Values Framework (Quinn and Rohrbaugh, 1981).

Resources

Staffing

Staffing includes paid and non-paid staff (Searing and Lecy, 2021), such as volunteers. The operating model helps establish the organization's staffing model, and as the organization grows and scales, these human resources will support scale and maturation of the operating model.

Financial Capital

Financial capital includes fundraising/donations, grants, and revenue generated from the distribution of products and services (Brown et al., 2015 and Weerawardena, 2009).

Organizational Partnerships

Organizational partnerships are collaborations with other groups and organizations that are aligned and/ or are mutually beneficial. These could be clients, alliances, or other types of partners (Cooney, 2011; AL-Tabbaa, et. al, 2014, and Kim & Peng, 2017).

Management Functions

The organization's leaders must perform a set of management functions, including coordination of staff, establishment and reinforcement of internal processes that create organization and structure, and investment of time into development of programs and services (Brown et al., 2015 and Connolly, 2006).

Measurement

Strategies to measure and assess the activities and impact of the organization are relevant at each stage in the conceptual framework; however, the assessment measures will naturally change as the organization moves from start up to a more mature state. Richard (2009) in Willems, Boenigk, & Jegers (2014) proposed a measurement strategy that includes financial impact, stakeholder impact, market impact (measures of image, reputation, and service quality), and mission performance measures. Appropriate measures could be identified for each phase of nonprofit organization development to communicate impact, improve effectiveness, and attract compatible volunteers, organizational partners, and funders.

External Context

Finally, the organization is situated within a society, or what we are referring to as the external context, which presents challenges and opportunities for the growth and survival of the organization. We found the external context to be a main theme of the interviews we conducted

with peer organizations in terms of how social events impacted their ability to raise funds, build partnerships, and reach their audience. This will be expanded upon in finding two.

Project Questions

This study focused on answering the following project questions:

PQ1: What is ShowMe50's capacity for sustainability relative to the nonprofit sustainability conceptual framework?

PQ2: What is contributing to the gaps in capacity identified in PQ1 that inhibit the ShowMe50 organization from actualizing nonprofit sustainability and scaling?



Project Design

We conducted the project by performing a literature review to inform development of a relevant conceptual framework, investigated the internal workings of ShowMe50, and examined peer organizations for comparison to ShowMe50. After we collected the data, we used a mixed methods approach, including interviews, surveys, and document review to inform our findings and answer the project questions.

ShowMe50

Interviews

To analyze the nonprofit sustainability model for ShowMe50, we conducted multiple interviews. For all of the interviews, we sent the questions to the interviewees before the interview to afford them the opportunity to answer the questions as thoroughly as possible. We conducted all of the interviews virtually through Zoom and recorded with permission of the interviewees. Subsequently, a transcript of each interview was available for coding.



We first conducted two 60-minute interviews with the founder/CEO of ShowMe50. We asked questions to understand the expectations of the board and volunteers within the organization; how they were recruited, onboarded, trained; and the communications and engagement between the leadership and volunteers of ShowMe50. The interviews also provided us with information on ShowMe50's programming and measurement strategies. This information informed findings in project questions one and two by providing data on the current reality of the organization and potential root causes of the problems of practice. These interviews enabled us to gain insight into the historical and current operating context for the organization by asking questions such as:

1. Does the ShowMe50 board have a policy that everyone must make an annual gift? If so, what is the policy?
2. Does ShowMe50 explain giving expectations and fundraising responsibilities to new board members when they are being recruited? If so, what are the expectations and how are these communicated?
3. Does ShowMe50 have a board solicitation plan in which board members ask fellow board members to make their gifts (peers asking peers)?

The responses to the questions during these interviews informed the interview questions to ask of comparable organizations and the survey questions to ask of volunteers. For example, we asked questions to both the board and volunteers regarding their experience with ShowMe50 and training that they might have received.

Surveys

To inform research questions one and two, we used RedCap to administer three distinct surveys to gather information about participant experience and level of involvement in

ShowMe50. We surveyed volunteers, board members, and partner organizations. The founder of ShowMe50 introduced the respondents via email to our Capstone group. The email included an overview of our project and an explanation of the purpose of



participation in the survey. The founder provided us with the names, email addresses, and the participants' roles in the organization so we could administer the appropriate survey.

Volunteer Survey

During the interviews, the founder repeatedly mentioned the challenge of sustaining a pool of volunteers and her belief that the success of ShowMe50 depended on the work of volunteers. Therefore, we decided to survey past and present ShowMe50 volunteers. The survey asked these volunteers to answer questions about why they chose to volunteer for ShowMe50 and their experience to date. Out of 26 previous or current volunteers contacted, 16 responded. This was a response rate of 62%. The results from this survey informed findings related to project question one by providing information on the current state of ShowMe50 and project question two by uncovering potential root causes of volunteer retention challenges.

Board of Directors Survey

In our interviews, the founder expressed concern about board activities and level of participation. Since the foundation of a nonprofit organization begins with the implementation of a board of directors, and our literature review revealed that mission attachment and training to understand board roles and responsibilities are factors in ensuring the board's success, we determined it necessary to survey the board of directors to understand their perceptions of their roles and responsibilities and their personal and professional experience and expertise. Given the small size of the board (five members), we chose to survey both current and former members for a population of nine board members. We received responses from eight of the nine for an 89% response rate. The results informed findings related to project question one by providing

information on the current state and project question two by uncovering potential root causes of board fundraising challenges.

Partner Organization Survey

Since ShowMe50 relies on partnerships with other organizations to network, extend the outreach of ShowMe50, and promote and conduct revenue-generating seminars, we decided to survey partner organizations. We contacted 14 partner organizations identified by the ShowMe50 founder to understand the value the partnership with ShowMe50 provided to their organization. The survey requested feedback to help ShowMe50 improve interaction with the organization or other partner organizations. The survey results informed findings related to project question one by providing information on the current state of partner relationships and related to project question two by uncovering potential root causes of partnership building challenges. We received responses from seven of the 14 for a 50% response rate.

Documents

We collected documents such as the strategic plan, financials, board documents, and other information on ShowMe50's activities. This information helped inform findings related to project questions one and two. For example, we requested data on website traffic from ShowMe50, given their mission statement's focus on the website. The founder provided only a list of people that had signed up to be ambassadors through the website. We were unable to gather data



on the website performance, as the founder was not able to extract the information using Google Analytics. We drew on the ambassador data as a portion of the data to answer project questions one and two.

Peer Organizations

Interviews

To answer project question three, we conducted five interviews with senior leaders of other nonprofit organizations with missions related to promoting gender equity. We sought to interview and analyze organizations established for at least five years and with annual revenues of over \$100,000. Using these criteria, we conducted Google searches, explored LinkedIn and reviewed Form 990 tax documents from Guidestar.org to help to identify three of these organizations. During the interviews with these organizations, we requested recommendations of other organizations within the same parameters to contact for interviews. Subsequently, two of the three interviewees recommended an additional organization for us to contact.

The interviews lasted 45-60 minutes each, were conducted virtually through Zoom, and focused on a series of questions about how the organization moved from the start-up phase to a more sustainable organization. These questions were informed by the conceptual framework, literature review, and comments during the interview with the ShowMe50 founder. Some of the questions were:

1. Can you provide an overview of how this organization was founded and how it grew over time?
 - a. What were the key milestones or goals that you set to guide the path?
 - b. What were the barriers to achieving your goals and how did you overcome them?
 - c. What goals do you still have to achieve?
2. Tell us about your fundraising strategy for the organization
 - a. When did you receive your first grant?
 - b. What types of organizations have awarded you funding?
3. What role does the board of directors have in raising funds for the organization?
4. How much money has each board member contributed or been responsible for fundraising?
5. How have you set contribution expectations with the board?

The complete survey is available in Appendix C.

The interviews were semi-structured in that we provided the interview questions in advance and asked additional questions during the interviews to further understand the interviewees' comments. At least two Capstone team members attended each interview and recorded the interview for transcription to be used during the coding process.

Analysis

Procedure

To analyze the data we received, we developed a coding system that followed our conceptual frame and the literature review. This process resulted in the following codes:

- Board/Governance
- External Context
- Donations/Fundraising
- Grants/Federal Resources
- Service Revenue
- Measurement
- Mission/Purpose
- Non-revenue Generating Activities
- Revenue Generating Activities
- Operating Model
- Organizational Partnerships
- Product Line Service
- Paid Staffing
- Volunteer Staffing

Each code included a short description and an example of a quote from the interviews, information from documents, or data within the surveys that fit within the code. A sample set of codes are included here, and the full codebook is provided in Appendix A.

General Theme	Subcategories	Description	Example
Mission/ Purpose		Driving force behind the organization and why it exists	“The reason we decided to start this organization was to...”; “There was a need for this work because...”
Staffing	Volunteer	A non-compensated individual working to assist the organization	“We have recruited volunteers to assist with...”
Staffing	Paid Staff	A compensated individual working for the organization	“We are in the process of hiring a fundraising manager”

We divided the coding of documents, interviews, and surveys among our group. Each person took primary responsibility for coding their assigned portion. After the primary coder completed their assigned materials, a second member of the group reviewed the coded document to verify the coding and add any codes that might have been overlooked. We highlighted coded passages with a predetermined color that referenced a theme and inserted comments into the document with a corresponding code abbreviation. For example, volunteer staffing was assigned the highlight color of purple and the abbreviation S/V. Some sections of the transcripts related to more than one code and had multiple highlights and comments. Occasionally, clarifying questions arose within the group about where a section fit best or what the thought process was behind a particular coding decision. We used weekly group meeting time and Google comments to discuss and resolve these questions.

After we coded the materials and conducted the peer-review, each group member took responsibility for three of the main codes with the purpose of identifying emergent subcodes and beginning the process of synthesizing findings. We conducted this work independently and used

weekly group meetings to share findings, provide feedback, and discuss questions. To help organize the themes that emerged while coding, we created separate documents for each of the major codes. We copied quotes pertaining to each code into these documents so that all of the quotes were easily viewed in a single document. We used these documents to determine the emergent subcodes and themes.

After each primary code document was sub-coded, we created a final document called Coding Summary Document, which we used to bring in the top-level code, the subthemes, and the corresponding quotes from each of the interviews. After the information was coded, each team member was assigned three or four overarching themes from the conceptual framework to analyze and extrapolate findings. For research questions one and two, we used surveys, as our primary source of data, followed by organizational documents, and finally interviews with the founder. We highlighted any discrepancies between the three sources in our findings. For research question three, we used the organizational interviews as the primary source of data for findings. Our team met weekly to discuss findings that were both relevant and pertinent to the project questions.

Interviews

After conducting the interviews with the founder and the five peer organizations, we coded the transcripts and reviewed them for clarity, conciseness, and accuracy and made adjustments as necessary. Most sections of the transcripts were coded except for group introductions and conversation not related to the project. The codes we established covered the majority of the interviews; however, we identified an additional theme of external context. During the interviews and surveys, many of the participants' responses mentioned the impacts

of external influences such as the 2016 presidential election, Black Lives Matter movement, and COVID-19. We had not anticipated these external influences being present across multiple interviews. External context was then added to our coding documentation, and our conceptual framework was updated to illustrate this dimension.

To answer project question three, we pulled out findings that were repeated or noteworthy across the peer interviews. For research questions one and two, we used the interviews with the ShowMe50 founder as a secondary source to surveys and documents.

Documents

The ShowMe50 founder provided numerous documents during our two interviews. These included board minutes, financial documentation, operational statistics, strategic plans,



assessments, etc. We reviewed these documents and the website looking for relevance to the project questions and coded the selected documents with the same coding schema previously described.

We used the coding from these documents to answer our project questions. For

example, in one of the documents we found that ShowMe50 had 50 people sign up to be ambassadors through the website, but no one at ShowMe50 responded to the ambassador requests. This missed opportunity informed our findings which answered the project question two. We continued an iterative process of examining the conceptual framework while considering the data which informed our findings.

Surveys

We used RedCap's reporting function to calculate basic descriptive statistics for our three surveys. Given the qualitative nature of the project and the small sample size, a statistical analysis of the data was not appropriate. We compared the descriptive statistics to our conceptual frame to inform the project questions. For example, sustainable nonprofits ensure volunteers have a positive experience (Skoglund, 2006), so we surveyed volunteers about their experience at ShowMe50.

Synthesizing findings

We created a findings chart that displayed the three project questions and each portion of the conceptual framework under each question. We then listed preliminary findings for each of our assigned areas of the conceptual framework, documenting the finding with evidence by providing links to the survey analyses, individual documents, or coding summary document. We discussed the documented findings with our group in the weekly meetings. After the meetings, we assigned the three project questions to group members to build out findings. We reviewed the draft findings in a group, looking for common themes or redundancies and came to consensus on answers to our project questions. We supported each finding by including defensible evidence from our project data.

Findings

Project Question #1: What is ShowMe50's capacity for sustainability relative to the nonprofit sustainability conceptual framework?

Finding #1: ShowMe50's demonstrates open systems, a positive volunteer experience, and satisfied customers. Potential for growth, however, is limited by a lack of capacity in both resources (staffing, financial, and partnerships) and management functions (internal processes and programs/services).

We compared ShowMe50's current state to the conceptual framework, identifying current capacities that can be leveraged to grow the organizations and the gaps in capacity which may limit the organization's growth in the future.

Organizational Capacities

Open systems

Management functions like open systems, defined as the ability to exploit the external environment, are capacities necessary for nonprofit sustainability (Brown et al., 2015). We identified two examples indicating ShowMe50's capacity for open systems—the organization's virtual operating model and the board's mission attachment.



ShowMe50’s development of a virtual operating model in response to changes in the external environment is an example of the organization’s use of open systems. The founder noted that she switched to all virtual training over Zoom in response to the COVID-19 pandemic, which “opened up a whole market we didn’t realize existed before” (ShowMe50 Founder interview, 2021). From 2019 to 2020, customers impacted grew from 1,364 to 7,173, a 425% increase in one year alone. This indicates that ShowMe50 has the capacity to leverage changes in the external environment to the benefit of the organization.

Boards that secure resources from the external environment contribute to nonprofit sustainability (Miller-Millesen, 2003). Brown et al. (2012) found “mission attachment” to be a significant predictor of board participation and confidence with their role to secure resources. Mission attachment is a concept developed by Brown and Yoshioka (2003) that is made up of the factors of mission awareness, agreement, and alignment. Our survey captured current and former board members’ “mission attachment” through the following questions, adapted from Brown and Yoshioka (2003):

Mission Attachment Component	Strongly Agree/ Agree	Neither Agree/ Disagree	Disagree/ Strongly Disagree
I am aware of the direction and mission of ShowMe50 (Awareness)	100% (75%/25%)	0%	0%
The programs of ShowMe50 effectively support the organization’s mission (Awareness)	88% (63%/25%)	12%	0%
I like(d) serving as a board member for ShowMe50 because I believe in its mission and values (Agreement)	100% (62%/38%)	0%	0%

My work as a board member contributes/contributed to carrying out the mission of ShowMe50 (Alignment)	88% (50%/38%)	12%	0%
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The majority of ShowMe50 board members (both current and former) display mission attachment in that they are aware of, agree and are aligned with the organization’s mission. This indicates that ShowMe50’s current board has factors that predict success in their resource roles.

Positive Volunteer Experience



Satisfaction with the volunteering experience is a factor that influences the retention of volunteer staff (Skoglund, 2006). When we asked ShowMe50 volunteers about their volunteer experience, 71% felt that their experience was either very impactful (28%) or impactful (43%) on the mission of the organization. Only one respondent would not recommend volunteering at ShowMe50. Overall, 86% of volunteers surveyed would recommend volunteering at ShowMe50. This survey

response suggests that this positive volunteer experience can be leveraged to help retain volunteers with the organization.

Partner/Customer Satisfaction

Nonprofit capacities also include programs and services that are based on the needs of customers (Brown et al., 2015). We surveyed ShowMe50 partners about their experiences and received responses from 7 of the 14 customers. Overall, all respondents identified positive

outcomes from their experience with ShowMe50 and all would consider a similar partnership in the future. This positive customer feedback indicates that ShowMe50 has met some customer needs in the past and has a significant opportunity to grow its customer base in the future.

Partnership Survey	Strongly Agree/ Agree	Neither Agree/ Disagree	Disagree/ Strongly Disagree
There were positive outcomes from my involvement as a partner	100% (86%/14%)	0%	0%
The partnership met my expectations	100% (86%/14%)	0%	0%
I would consider a similar partnership in the future	100% (86%/14%)	0%	0%

Gaps in Nonprofit Capacity

ShowMe50’s potential for growth is limited by a lack of capacity in both resources (staffing, financial, and partnerships) and management functions (internal processes and programs/services).

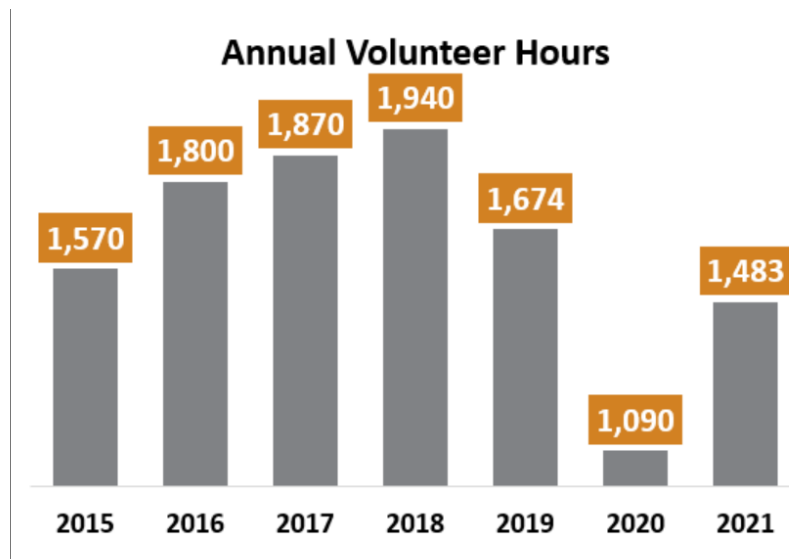
Resource Needs

Nonprofit capacity includes several types of resources necessary for nonprofits to grow and scale. These include staffing, financial resources, and organizational partnerships. ShowMe50 has very limited resources in all three of these areas. The founder noted that this lack of resources has hindered any of the organization’s strategic plan being achieved: “It [the strategic plan] was created back in 2018. But again, because there's no resources, we had a vision

for all the way through 2023. But we just haven't been able to materialize it" (ShowMe50 Founder interview, 2021).

Staffing Resources: Volunteers

While sustainable nonprofits should have staffing resources, ShowMe50 has no full-time staff and annual volunteer hours, as displayed below, have been less than one full-time equivalent (FTE) employee (2,080 hours annually). Additionally, 84% of volunteer hours in 2019 were provided by the founder and board of directors. Most non-board volunteers appear to be short-term volunteers, with 50% of those surveyed having volunteered less than a year and 38% volunteered for a year. Retention of non-board volunteers is an issue, as only five (31%) of those surveyed said that they were still volunteering. The founder echoed this when she stated to us



"It's so hard to get volunteers to be committed. Sometimes people will be like, Oh, yeah, I'll volunteer, but then they flake away" (ShowMe50 Founder interview, 2021).

(Annual Volunteer Hours, 2021)

Financial Resources

In 2021, ShowMe50 had \$35,000 in strategic reserves in comparison to the strategic plan of \$360,000. Additionally, ShowMe50 had \$10,300 in annual revenue in 2021 (SM50 Board Mtg Feb 2, 2022). Most nonprofits leave the start-up phase when they reach the \$100,000 annual revenue mark (Searing & Lecy, 2021). ShowMe50 has few revenue generating activities and does not have a board that actively participates in fundraising, both of which have been identified by Walker (2012) and Bell et al., (2010) as necessary for nonprofit sustainability. We asked the board whether they agreed with statements related to the board's fundraising role, as shown below. No board members agreed that the ShowMe50 board plays an active role in meeting fundraising goals or timelines.

Board Survey	Strongly Agree/Agree	Neither Agree/Disagree	Disagree/Strongly Disagree
The ShowMe50 board plays an active role in setting fundraising goals	12% (0%/12%)	63%	25% (12.5%/12.5%)
The ShowMe50 board plays an active role in selecting projects for fundraising	38% (25%/12.5%)	50%	12% (0%/12.5%)
The ShowMe50 board plays an active role in meeting fundraising goals and timelines	0%	62%	38% (12.5%/25%)

Our interview with the founder also revealed that the board does not participate in fundraising. She stated, "My board never gave that kind of money...they didn't have the time. And raising money wasn't their thing. But that's how we planned to do it was raising money through grants or friends we talked about. We talked about hosting wine at my house, like a

house party, right? And you would invite your friends and neighbors and then you would ask them for a donation. But it never materialized” (ShowMe50 Founder interview, 2021).

We also reviewed the 2023 strategic financial plan and found mostly grants and private donations. Sponsorships were expected to be service revenue generating; however, we did not see this as a frequent source of revenue in historical financial statements. Annual contributions from the board were also another source of revenue. According to the strategic plan, board members were expected to contribute \$5,000 annually through personal contributions or by asking others for donations, but only two of the board members have given a donation amount of \$1,000 annually. Without a board that participates in fundraising and consistent sources of service revenue, ShowMe50 has not been able to obtain financial resources to grow the organization.

Partnership Resources

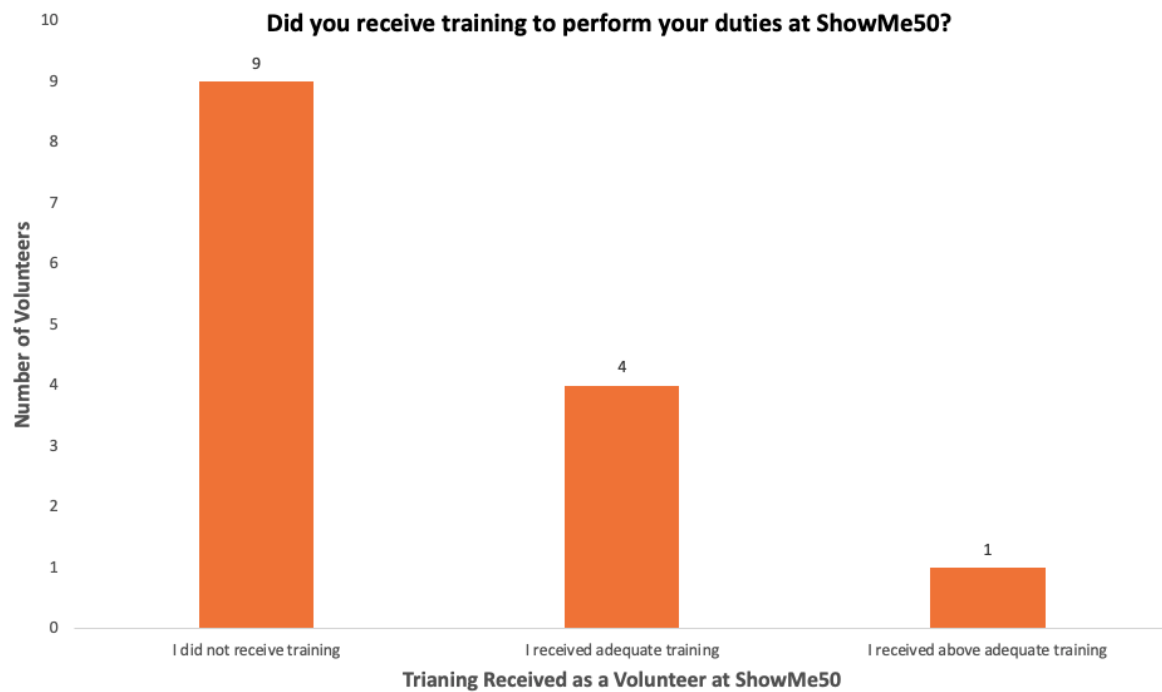
Organizational partnerships are an important source of social capital for nonprofits and these offer opportunities to collaborate and grow revenue (Brown et al., 2015). From the organization’s founding in 2015 to 2020, ShowMe50 engaged with 17 other companies by offering one-time trainings, but the only recurring and ongoing partnerships that ShowMe50 appears to have are with the Lean In Organization (for Lean In Circles) and with Google (for the *#IAmRemarkable* training content). These partnerships offer ShowMe50 content for its’ programs, but are not a direct source of revenue. Without ongoing partnerships as consistent sources of revenue, ShowMe50 lacks the social capital necessary to grow and scale.

Management Function Gaps

Along with resources, sustainability also requires effective management functions, including human relations, internal processes, open systems, and programs and services (Brown et al., 2015). ShowMe50 lacks capacity in internal processes and programs and services.

Internal Process Gaps

Internal processes within nonprofits include the methods managers use to control and monitor organizational behavior such as administrative systems and performance management practices that facilitate coordination and maintain accountability (Brown et al., 2015). Training for volunteers and board members are examples of internal processes. We asked ShowMe50 volunteers about the training they received. One (7%) respondent stated they received above adequate training, four (29%) said they received adequate training, and nine (64%) said they did not receive training.



In addition, 88% of board members mentioned receiving limited or no training on their roles during their onboarding and on an ongoing basis, which can lead to ambiguity in their roles as board members and the duties expected of them. In contrast to how the board members responded regarding their training when onboarding and throughout their tenure at ShowMe50, a majority of members thought that training should be part of their ongoing experience as a board member. ShowMe50 has gaps in its volunteer onboarding and training processes which limits its potential for sustainability.

Programs and Services Gaps

Management functions related to programs and services include a focus on outcomes and paying attention to clients' needs. ShowMe50's service offering currently has no outcome measures on services offered and no recurring programs as requested by partner organizations. The ShowMe50 board handbook, which appears to be updated in 2017, lists numerous programs offered by the organization, including the website, the ambassador program, the toolkits, the

Win-Win checklist, collaborations with organizations, conferences, and social media blogging. We noticed that these programs differ from those that the founder mentioned in her interview when she stated, “And we have three primary high impact search signature programs, which is our Lean In Circles, the 50 Ways to Fight Bias Program, and #Iamremarkable” (ShowMe50 Founder interview, 2021).

We received little data to indicate how any of these programs, whether from the board handbook or our interview, have performed in the past. The data provided by ShowMe50 included the impact log (impressions made at events/trainings), a list of people that had signed up to be ambassadors through the website, and participant feedback on the #IAMRemarkable training offered to partner organizations. These types of measures are not outcome based which is a necessary component for nonprofit sustainability.

Programs and services should be based on the needs of the customers for nonprofit organizations to be effective (Brown et al., 2015). Our survey of partner organizations, other organizations that received services from ShowMe50, indicates positive experiences from previous engagements with ShowMe50, but some partners indicated that they want more than just one-time services as noted by the survey comments from two different respondents:

“Having a more comprehensive model so companies can buy-in to the model. It starts with education, perhaps a complete program that is being facilitated and run by ShowMe50 or a partner organization. Companies are willing to fund this, the barrier to implementation is often internal staff demands” (Partnership Survey comments, 2022).

“Would like to engage more to spread the word through talks” (Partnership Survey comments, 2022).

While the Lean In Circles are recurring opportunities to engage with individuals, the ShowMe50 founder confirmed that she does not currently have “programs” that are recurring opportunities for revenue with other organizations. She stated, “I’d like to charge \$500 for a 90 minute session, which still, that’s nothing and there’s no limit to how many people right....but we don’t have a program. I don’t have something to give them that says, hey, here’s a program, it’s 10 sessions or whatever” (ShowMe50 Founder Interview, 2021).

To achieve nonprofit sustainability, programs and services should be based on the needs of customers, which in this case appears to be recurring training with customer organizations.

Project Question #2: What is contributing to the sustainability challenges identified in PQ1 that inhibit the ShowMe50 organization from actualizing nonprofit sustainability and scaling?

Finding #2: Several factors have contributed to ShowMe50’s barriers in realizing nonprofit sustainability and scaling. These include limited volunteer management processes to retain volunteers, limited board expertise and external connections, minimal fundraising and revenue-generating activities, limitations on organizational partnerships, and constraints in organizational programming, and service offerings.

Capacity Gap	Root Causes
Limited staffing	Operating model for volunteer management such as training, clear responsibilities, rewards/recognition No funding for paid staff Negative impact from COVID-19 on volunteerism
Limited finances: Fundraising Revenue Generating Activities	Lack of board experience, connections, training and expectations Limited staffing to provide services
Limited partnerships	No recurring programs or outcome measures Limited staffing to pursue and maintain partnerships
Constraints in Programs & Service Offerings	Lack of stakeholder participation that restricts the iteration of programming/ services to meet the evolving needs of the consumers No proprietary programming

As highlighted in the project question one findings, ShowMe50 has gaps that have contributed to roadblocks in actualizing nonprofit sustainability and growth. Several root causes have been identified to determine the primary reasons for such stated gaps. The following areas were explored to better determine root causes for these organizational barriers: limited staffing resources, limitations in financial resources and revenue-generating activities, and minimal organizational partnerships, and constraints on organizational programming and service offerings.

Limited Staffing Resources

The findings in project question #1 illustrated the gap in limited staffing resources and how that has created a major barrier to the organization's nonprofit sustainability. ShowMe50 as well as other grassroots, nonprofit organizations are tasked with the complexities of recruiting a volunteer workforce prior to obtaining ample financial means to create a working operating model. The operating model is essential as it consists of effective workflows and procedures that promote and implement the organization's purpose and mission. When staffing resources are scarce, it is very difficult for the organization to run optimally and stalls continued growth and scaling efforts. Minimal funding also inhibits the hiring of dedicated paid staff. Like ShowMe50, many nonprofit organizations in the start-up phase are reliant on volunteers and acquaintances of their founders to assist when and where they can within the organization (Hoye, 2006). This may restrict the staffing resource's pool of candidates versus

ShowMe50 as well as other grassroots, nonprofit organizations are tasked with the complexities of recruiting a volunteer workforce prior to obtaining ample financial means to create a working operating model.

when a paid position is offered and an interview process is utilized; therefore, limiting the diversity of personnel. The COVID-19 pandemic had a major impact on the reduction of volunteer hours, which has been felt by many nonprofit organizations (Sullivan, 2020).

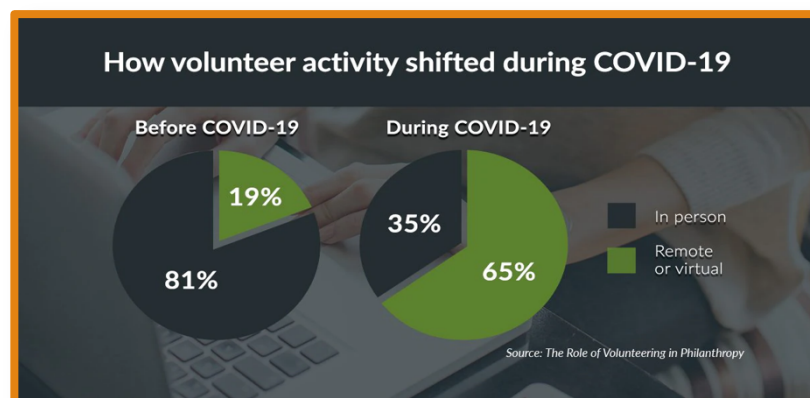
66% of volunteers have decreased their volunteer hours or stopped volunteering completely as a result of the COVID-19 pandemic. However, 73% of volunteers stated that they plan on returning to their volunteer roles once they feel like it is safe enough to do so (Fidelity Charitable, 2020).

The importance of recruiting and retaining a diverse group of personnel who are inclusive of people from different employment sectors, education, networks, and life perspectives is key to ensuring the best possible outcomes relative to program development, revenue generation, and the development and administration of a robust operating model (McCuiston, et.al., 2004). Due to ShowMe50 having a limited volunteer base, many key processes and procedures embedded within the conceptual framework have not been implemented such as an alignment with the board, well-defined operating model, and robust management functions. Clear roles and responsibilities and volunteer onboarding and training had not been evident to ShowMe50 volunteers; therefore, there was less than optimal utilization of human personnel relative to the organizational goals and objectives relative to the strategic plan. The lack of a comprehensive volunteer training program inclusive of onboarding, role assessments and assignments, defining clear responsibilities and expectations, making meaningful and lasting connections, and reward and recognition programming, have caused retention issues amongst volunteers at ShowMe50. With a more expansive and experienced workforce, ShowMe50 will be able to draw on the

expertise of human personnel to create programming, procedures, and systems that will better guide and align with the goals and objectives of the organization while adhering to a model of nonprofit sustainability.

Limitations in Financial Resources & Revenue-Generating Activities

Subsequently, ShowMe50 experiences issues with limited financial resources that inhibit scalability from a start-up to a more mature phase of the organization life-cycle. Several causes are roadblocks to ShowMe50 obtaining more revenue. One of the causes is that the board of directors lacks previous experience with participating on other boards nor has established partnerships with other community organizations, which is integral in a successful organization structure and oversight (Brown, et. al., 2012). Based on the limitation of obtaining experienced board members, clear expectations relative to fundraising and contributions have not always been adhered to at ShowMe50. For example, the founder of ShowMe50 initially had an expectation of each board member contributing \$5,000 annually; however, the expectation became a suggestion of each board member contributing \$1,000 annually. After reviewing the ShowMe50 financials, this was also not consistently being met. As a result, ShowMe50 needs to develop new ways of fostering revenue in addition to finding volunteers/board members that



may be looking for remote opportunities to dedicate time to the organization (Gharib, 2021). As showcased in the graphic below, volunteer activities have shifted from being on-site to a remote model because of the pandemic.

With additional volunteers, more revenue-generating opportunities can be implemented and delivered to the stakeholders. As a result, it is integral that a committed group of volunteers is necessary to work on areas of the ShowMe50 organization that are lacking support and clarity as depicted throughout the conceptual framework. Volunteers that are assigned to different roles and responsibilities aligned with the organization's operating model, mission, and purpose would directly improve ShowMe50s revenue. The volunteers could work collectively to create opportunities for innovation of existing and new programming where the differences in expertise, background, perspective, and skill sets are leveraged and carefully cultivated for organizational growth. In addition, the volunteers would be tasked with essential organizational functions that would lead to the creation of a comprehensive operating model with policies that are well-defined relative to fundraising goals, and program administration, and service implementation to reach a wider range of consumers. By utilizing a hybrid model, consumers and partnering organizations would be able to control their preferences for learning the materials and engaging with ShowMe50. This creates a needed value to the organizations and those that ShowMe50 is committed to serving.

Minimal Organizational Partnerships

Additionally, limited ongoing partnerships have also contributed to the gaps in nonprofit sustainability for ShowMe50. One of the major reasons for this gap between ShowMe50 and the nonprofit sustainability model is the lack of organizational partnerships. ShowMe50 has engaged with approximately 17 organizations to deliver the training programs previously described. Based



on the strategic plan, the organization's goal is to achieve 50 grassroots coalitions at 50 of the top organizations around the United States by the year end of 2023. As of 2021, ShowMe50 experienced major limitations in human personnel, which led to identifying, soliciting, and onboarding new partnerships a difficult task. As previously mentioned in the literature review section of this paper, nonprofit organizations that have formal collaborations are more likely to have more paid, full-time

employees and are more likely to obtain funding and meet client needs for continued growth and sustainability (Kim & Peng, 2017). Additionally, collaborations and corporate partnerships provide opportunities to generate revenue, reach broader audiences, and increase the organizational impact. The lack of long-term and recurring organizational partnerships contributes to the constraints in financial revenue since partnering organizations are key to generating revenue for the ShowMe50 organization. Personnel are essential for developing and managing long-term, revolving partnership relationships. In addition, organizational staff have essential tasks that draw in stakeholders and partnering organizations, such as report writing to

highlight the value of ShowMe50, in conjunction with advertising, program iteration, and implementation of services.

Constraints in Programs and Service Offerings

The programs and services offered are what defines the organization and fosters stakeholder engagement. Volunteers, partners, and other key stakeholders need to feel a sense of value and brand alignment in order to support the organization (Joyce Stuart, 2011). It is essential that ShowMe50 along with other nonprofit organizations have staff and operating models that support and have the capacity to measure the organizational impact through feedback, dashboards, and other tools. This can be used by the organization to give important quantitative and qualitative data that supports a bigger narrative to the key stakeholders. This creates mission alignment, purpose, and meaning in nonprofit consumer buy-in. ShowMe50 has lacked the personnel that have been able to assist with such tasks that would assist with the recruitment and retention of partnering organizations. Another issue that has limited ShowMe50 is the sole use of proprietary programming such as 50 Ways to Fight Bias, #IamRemarkable, and Lean-In Circles. ShowMe50 is bound by the programming guidelines of these service offerings. The lack of ShowMe50 owned programming may create an issue with organizational branding and drawing in partnerships and corporate consumers. The organization does need to be responsive to the external context by iterating program offerings and services as such. When the ShowMe50 partnering organizations were surveyed, one organization stated the need for continued programming that addresses the needs of the employer in addition to the employee. The partner stated “more programming would be welcomed that included materials inclusive of

hiring women in non-traditional roles, diversity, and equity in the workplace. In addition, the partner organization also stated that in times of COVID-19, employers are also short-staffed; therefore, many of the optional trainings and supplementary employee offerings have been limited or even eliminated as a result of these shortages.” This substantiates a need for additional personnel that are able to assist with brainstorming, developing, and implementing new programming that will benefit ShowMe50 in better meeting the demands of its consumers and partnering organizations.

As outlined throughout Finding #2, nonprofit sustainability is complex and requires careful planning, implementation, and administration of numerous aspects of the organization. Based on the literature review which informed the development of the conceptual frame, it is evident that ample and diverse staffing, a varied portfolio of revenue-generating activities, increasing funds, growing partnerships, and a myriad of program and service offerings geared to the consumer are interdependent of one another to breed success. Analysis of the areas contributing to the gaps in nonprofit sustainability and identifying the numerous root causes, has assisted in identifying and recommending next steps that ShowMe50 can take to further develop, scale, innovate, and iterate the organization.

Project Question #3: How have peer organizations addressed challenges related to nonprofit sustainability?

Finding #3: We identified the following themes on how peer organizations addressed similar challenges in nonprofit sustainability:

- ***An organization’s founder or CEO can play an influential role in fundraising***
- ***A virtual operating model allows an organization to reach a wide range of potential volunteers, board members, and other partners***
- ***Mutually beneficial partnerships create opportunities for long-term funding and growth***
- ***Successful organizations created unique advantages through proprietary programs***
- ***An ambitious organizational mindset helps in achieving goals***

We interviewed other nonprofit organizations who had a mission/purpose related to gender equity and that had successfully moved beyond the start-up phase to gain insights into the practices they employed to support their growth and maturation. Pseudonyms are used in the quotes below so that organizations cannot be directly identified.

An organization’s founder or CEO can play an influential role in fundraising.

Each of the peer organizations we spoke with discussed the role that the CEO or founder played in raising funds, especially in the start-up phase. One leader specifically spoke about her role as “Chief Fundraiser” for the organization. Multiple leaders spoke about leveraging personal connections to help bring in donors, with one stating, “I believe the world turns on human connections. And just pretty much all the money we've raised has come because of human

connections. And most of them have been my connections, but not all. You know, increasingly we're getting so that it's coming from other people's connections. And that is super important, because at some point, I really do need to retire" (Women Take Charge Interview, 2022). At a different point in the interview she explained, "It does help to have somebody like me, who's known to a lot of people, and I already come in with a certain level of credibility, and trust, because trust is really the heart of any relationship and so I will not so humbly say that's been very important." The leaders we spoke with discussed the challenge of activating board members and other staff members as fundraisers. As organizations scaled, some were able to hire someone to focus on fundraising efforts.

Organization leaders also spoke about growth through individual and institutional gifts as well as program revenue. Strategies utilized by these organizations include but are not limited to:

- Building deep relationships with donors
- Starting off with individual donations and then moving to grants/organizational gifts.
- Asking for multi-year gifts and leveraging partnerships for revenue
- Having a "give or get" financial requirement from board members

A virtual operating model allowed organizations we interviewed to reach a wider range of prospective volunteers, board members, and partner organizations.

A virtual operating model can expand access to volunteers, board members, and partnerships from a local to a more regional or national level. One leader spoke about how this

factored into the organization's growth, while also noting that it may not be a long-term pathway to success when she explained, "So we have always been a totally virtual organization, we have no offices. Everybody works remotely. So we didn't change anything about that during the pandemic. One thing that worked really well for us in our initial years, is that everyone is an independent consultant. What that has enabled us to do is to have a high level of expertise, without having to pay for a full-time somebody with that level of expertise. The downside of it is that when it's not a full-time person, they don't have their entire life devoted to your organization. So, I believe we are at the point where what got us here isn't going to get us to the next place" (Women Take Charge Interview, 2022).



Organizations we interviewed which did not have a virtual operating model were either established to serve a particular geographic area or had staff based in a particular state while partnerships were developed on a national level.

Organizations we interviewed developed mutually beneficial partnerships that offered long term funding and growth opportunities.

Nearly every peer organization we spoke with discussed the importance of having mutually beneficial, long term organizational partnerships that present recurring opportunities for funding and visibility. One leader stated that, "We partner on an annual basis and our mantra is 'Accent on Education Foundation for life'. We don't want companies coming and going. Our

goal is to steward them all year, and to have an annual contribution that they make, based on their recruiting needs and then we also upsell from that base to elite sponsorships within the different events that we host. Then on the school side, it's very similar.” (Accent on Education Foundation Interview, 2022)

Another leader summarized her organization’s partnership approach as follows, “we've always said that collaboration is going to be the way we scale. And we've always had sort of informal partnerships, like, we have logo swaps, basically, with a bunch of organizations, you know, their logo is on our website, ours is on there, but it doesn't amount to a whole lot. And we like each other. But we are really now getting into more serious and formal partnerships. And we're looking to leverage relationships next year in the form of affiliate relationships, where they send people to us, we send people to them, and so forth. And with whatever revenue share makes sense, depending on the partnership that we are currently really involved with. One of our leadership ambassadors has an organization called the Black Women's collective. And I would say we've done more with her and with them than any other because she's been the lead trainer for a number of our programs” (Women Take Charge Interview, 2022).

Successful organizations created unique advantages through proprietary programs.

Each of the organizations we spoke with developed numerous channels to reach their audience through the development and distribution of proprietary programs and services such as in person and virtual workshops, on demand courses, conferences, research, and websites that provide resources. These programs are frequently iterated and opportunities to scale exist through creating income streams through programs like Train the Trainers, on demand courses,

etc. that are not as resource intensive after the initial launch. One leader summarized her organization's approach as follows, "I had my curriculum, but I hadn't really put it into different formats. So, we were like, it was worse than drinking from the firehose, we just simply couldn't deliver a lot immediately. So, we had to start scurrying and figuring out how to do it. I developed the curriculum into an online course and now have developed that online course into one that is a self-directed course. The pandemic made that really necessary because there just wasn't enough of me to do you know, hand holding with people individually and we have developed it into a whole series of shorter versions, because often organizations want you to come in and do a one-hour workshop or, you know, do a one-hour webinar and think you're going to fix them, but you can't. But it gives them a taste. And then hopefully, you can try to encourage them to take the full curriculum" (Women Take Charge Interview, 2022).



Another organization touched on the number of different types of programs they offered when she said, "...we had insights into what are the things that are important. Sometimes, we were ahead of the curve. We were doing our CEO forums before DEI became like, 'Oh, my God, this is it'.... We invested in research. A lot of organizations that were small didn't do that. One of the things that I did when we first started out was, I gathered women from different organizations around the state that were invested in women and girls, and we created this Women's Leadership Project" (Women for Equality Interview, 2022).

An ambitious organizational mindset helps successful nonprofits in achieving goals.

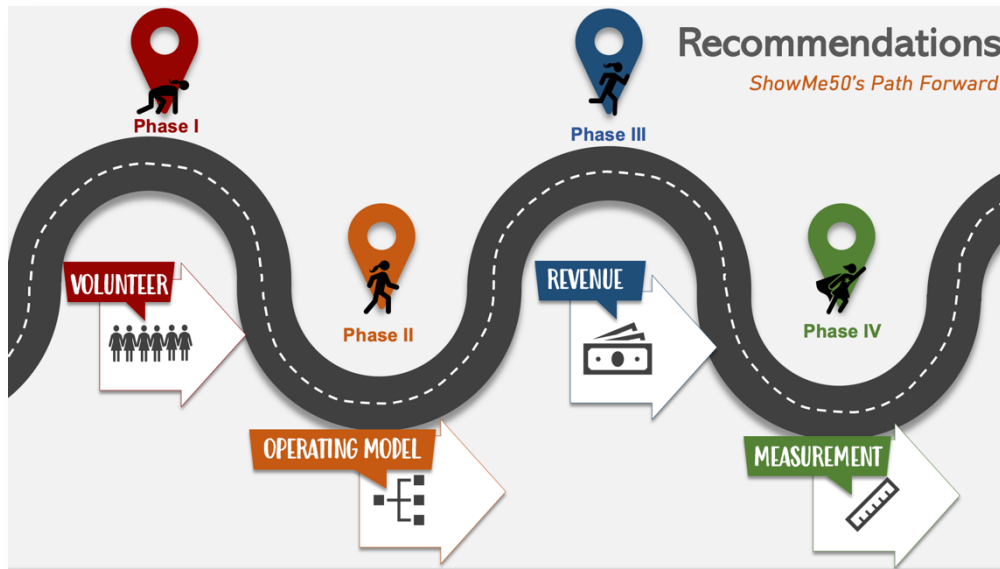
A final theme that was not initially identified in our conceptual framework, but which came through in our interviews was that peer organizations which successfully scaled had both ambitious goals and a mindset that was equally ambitious and empowering. One organization leader in particular made several noteworthy statements that reflected how her organization's mindset supported its growth.

"A lot of it was, I mean, one of our strategies that we talked about is, we had to look and act bigger than we were.... Part of it was, we, right from the outset, always treated ourselves like we were a business, not the way some nonprofits. I always used to joke because I've been on nonprofit boards for 30 years and I always said, "I have no stomach for these people who say, "Oh, well, we're just a poor nonprofit," because if you think like that, you act like that."

Later in the interview, she went on to say, "The one thing that I do want to talk about is the organization, and I think people should understand this. I used to say that we were fat, dumb, and happy initially because we had no insurance, we weren't structured. We were just out there doing things, but it was like envisioning. That's one of the things about the organization. We're very entrepreneurial. We have been from the outset, and we always will be." (Women for Equality Interview, 2022).

Recommendations

ShowMe50 should leverage the conceptual framework as a model and process for nonprofit sustainability to move from a start-up organization to the adolescent phase of the nonprofit lifecycle. We categorized the recommendations into phases; however, the work should occur concurrently throughout the phases to realize the optimal benefits of growth and



sustainability. We designed a Google site and dashboard to assist with activities that are essential for ShowMe50's growth. These tools will be helpful in informing current processes and decision-making to guide ShowMe50 to long-term, nonprofit sustainability. We recommend that ShowMe50 use the following path to grow the organization:

Phase I. Recruit and Retain Volunteers by Developing Volunteer Program

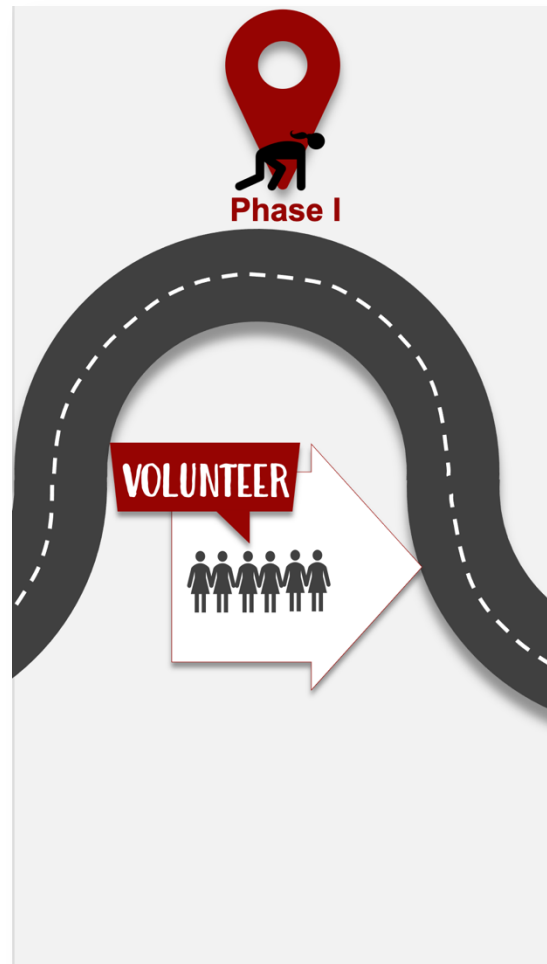
Phase I establishes the foundation needed to begin the transition from the start-up stage to the adolescent stage of organizational development as described by Kenny Stevens (2001). The focus of Phase I is to recruit and retain volunteers. The recommendations for this phase are as follows:

Recruitment

As demonstrated with the comparable peer organizations, ShowMe50 should establish relationships with groups that can provide reliable volunteers such as organizations that require members to have service hours (organizations with diversity, equity, and inclusion initiatives, sororities at universities, associations with similar missions). Some of the peer organizations contacted universities and other organizations to recruit students with similar interests aligned to the mission of their organization.

Define Roles and Responsibilities

A clear definition of roles and responsibilities for each volunteer position should be formalized and documented so as to provide clarity for volunteers. This document should be used during volunteer orientation to clear any confusion or ambiguity of each position. ShowMe50



should consider making an organizational chart to create a visual for these roles and responsibilities.

Establish an Onboarding Process for New Volunteers

All volunteers should complete a new volunteer orientation to help them gain clarity on roles and responsibilities, understand how their skills can best serve the organization, and foster connection to ShowMe50. This orientation should include the following:

- a. Talent assessments: According to Hager and Brudney (2004), conducting a talent assessment will aid in placing volunteers where they are most talented and provide a level of comfort for both the founder and the volunteer.
- b. Welcome ceremony: a quarterly celebration, monthly newsletter, and social media blast should announce any new volunteers. Be sure to provide a picture as well as a biography of the new volunteer. The volunteer should be provided with a ShowMe50 handbook of processes and procedures and roles and responsibilities (Skoglund, 2006).
- c. Discussion and explanation of the organizational structure including the operating model.

Training

To align volunteers to the mission and scope of ShowMe50, avoid confusion or inconsistencies in roles, and provide clarity of policies and procedures, all volunteers should receive training specific to their volunteer role within ShowMe50. They should also receive an orientation to the processes and procedures, mission and vision, and inner workings of ShowMe50.

Create a Positive Culture

By allowing volunteers to make recommendations to improve processes or introducing new ideas, the volunteers feel ownership in the organization. Celebrating milestones and achievements throughout the organization creates positive feelings between the volunteers and the organization.

Develop the Role of Volunteer Manager

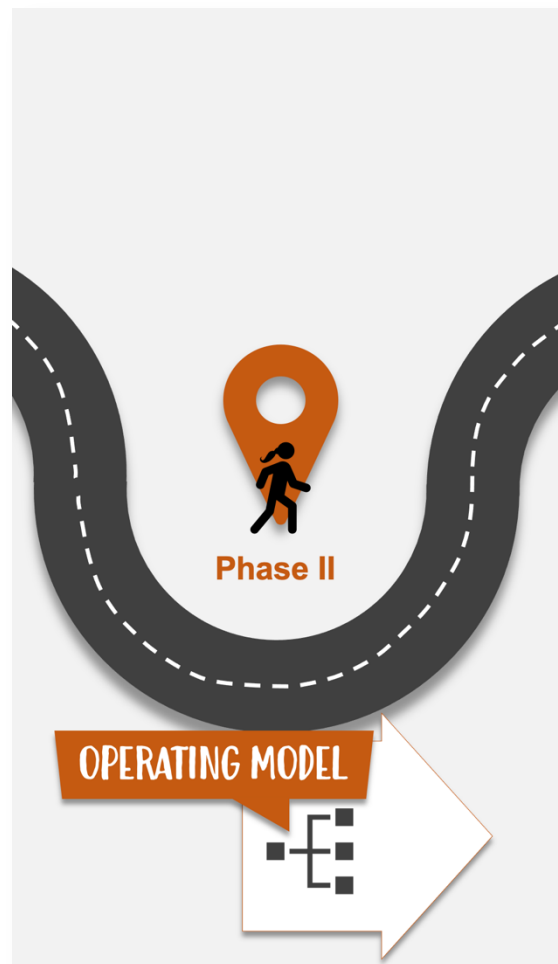
Peer organizations had an essential position of Volunteer Manager. Some of the organizations established this position as paid while others were volunteers. Developing the role of a volunteer manager will allow the founder to become more involved with the board, fundraising, and other leadership roles that need to be prioritized.

Phase II. Operating Model

For Phase II of the recommendations, we suggest that ShowMe50 consider the following recommendations in the areas of the operating model described below. Approaching these areas in the order listed here will help ensure ShowMe50 is building a sustainable model for future growth and impact.

Virtual Model (Hybrid Model)

The COVID-19 pandemic has allowed many organizations to pivot to a more virtual operating model, which ShowMe50 could leverage to gain access to more volunteers, board members, and partnerships. Based on information from the founder of ShowMe50, trainings such as Lean-In Circles had initially been presented as in-person meetings but transitioned to Zoom meetings in a virtual setting due to the COVID-19 pandemic. As a result, a loss of revenue was realized due to not charging participants as was done in the in-person setting since the participants did not have access to refreshments, and other things that warranted the attendance fee. ShowMe50 had a revenue of \$800.00 from Lean-In Circle in-person meetings prior to the pandemic in early 2020 and was reduced to only \$55 later in the year as donations for the programming and services became optional (SM50 Board Mtg 1Q21, 2021). Zoom meetings have become the norm throughout the pandemic and replaced much of



the in-person meeting interactions; however, Zoom fatigue also resulted as a response as the pandemic continued (Faulville, et.al., 2021). Subsequently, Lean-In Circles were not sustainable nor lasting with diminished attendance nor the ability to generate revenue. Based in the context of growing opportunities to once again engage in an in-person format as conducted before, the recommendation of a hybrid model for training and programming such as Lean-In Circles is recommended. This would create additional revenue by charging for the in-person meetings and give consumers the choice of whether they would like to interact virtually or in-person for these informative, educational, and networking opportunities. This allows for continued scalability and organizational agility in the programs and services offered by ShowMe50 while meeting the needs of the consumers for optimization.

Board

The Board of Directors should be expanded to include members that have more board experience and community-based organizational ties. In addition, onboarding training and annual/ recurring training models for board members are needed to reiterate expectations, roles, and responsibilities. A virtual campaign can be administered through social media outlets as the participation for the board is virtual, so geographic considerations are not a factor. This can assist in reaching a target audience of potential board members that have not been accessible to date. The founder will need to clarify what the expectations are for the board and re-iterate those to existing board members while creating an onboarding experience for new board members that is reasonable and transparent in nature to meet the organizational goals (additional board involvement related to roles and responsibilities relative to the revenue is listed in the fundraising/ revenue section of the recommendations).

Relationships with Partner Organizations

ShowMe50's current model focuses on helping individuals to feel empowered to advocate for their needs. The founder expressed to us that this can be threatening for organizations she works with. We suggest taking an approach of aligning with organizations to build mutually beneficial partnerships which help their employees. This would allow ShowMe50 to reach a broader audience and have access to more fundraising and revenue growth opportunities.

Programming

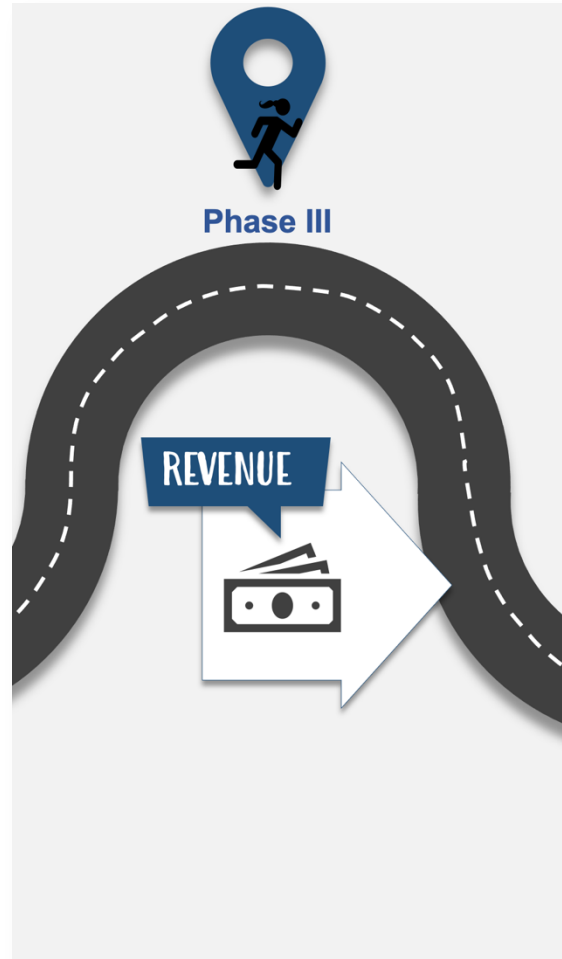
ShowMe50's programs and services are primarily owned and distributed by third party organizations, such as Google and Lean In, thus limited opportunities for program innovation. We recommend that ShowMe50 invests time to develop its own programs, which they will have more control over to expand and evolve. This would help carve out a more unique voice for ShowMe50, provide greater flexibility in program development and management, and buffer ShowMe50 against changing public sentiments towards brands like Lean In.

Additionally, ShowMe50 should continue to develop, test, and iterate programs and services that meet the needs of the target audience(s) by leveraging trends in the external environment. (i.e., need for virtual training models that act as valued additions to in-house employer trainings that address diversity, inclusion, and gender equality, etc.).

Phase III: Fundraising/Revenue

As depicted in Findings #1 and 2, human personnel is essential in accomplishing the goals and objectives of ShowMe50 for long-term sustainability. To secure more funding, volunteers will be needed with clear roles and responsibilities to pave the way for additional revenue, which will later lead to paid staff. Though we could argue that ShowMe50 needs to build funding sources more immediately, we believe that having a more structured volunteer program and operating model will make ShowMe50 a more attractive target for prospective donors.

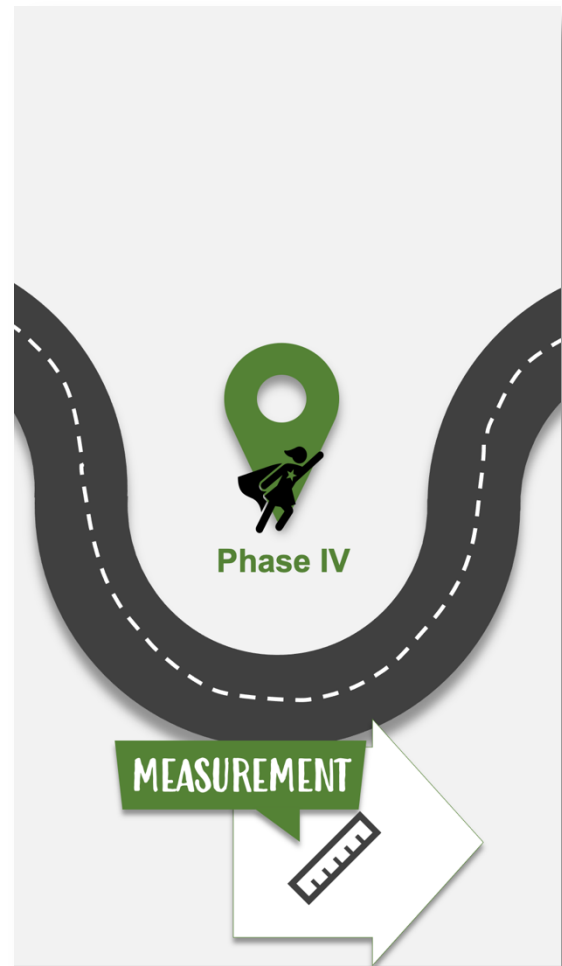
One of the major recommendations for ShowMe50's founder is to develop the role of a lead fundraiser and consider new approaches to raising funds, such as multi-year gifts and organizational versus individual gifts. In addition, realistic and concrete expectations need to be set for the board of directors regarding the contribution annual goals and expectations surrounding fundraising event roles and responsibilities. The board needs to actively participate in fundraising for the organization to secure financial resources with the ultimate goal of hiring a fundraising manager. Additionally, securing long-term, revolving funds from corporations is necessary for nonprofit sustainability. This will add substantial revenue as well as value to ShowMe50 with a bi-directional support



model. By utilizing a hybrid version of the Lean In Circles, the in-person sessions can charge a nominal fee to act as a source of revenue. In addition, membership fees for exclusive online ShowMe50 content, resources, and tools can be leveraged as an additional source of revenue. Organizations can be offered levels of ShowMe50 certification as an equitable workplace for a predetermined fee. This acknowledgement and certification can be utilized by organizations on its website and other places to recruit potential employees, consumers, and other stakeholders.

Phase IV: Measurement and Evaluation

To demonstrate impact and identify opportunities for organizational improvement, ShowMe50 should utilize the ShowMe50 Google site and dashboard for operating and impact measures that we developed and provided. The ShowMe50 Google site has been provided to inform stakeholders on how to utilize the dashboard with making key decisions and insights about the organization for continued growth and scalability. In addition to internal measures that have been utilized by the organization to measure annual activity such as the impact log, the dashboard can serve as a powerful tool to assess the progress of the recruitment and retention of board members, partnerships, and volunteers.



Some metrics to track include revenues, volunteers, partnerships, services provided, and customer feedback.

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Appendix

Appendix A
Analytics Codebook

General Theme	Subcategories	Description	Example	Method
Mission/ Purpose		Driving force behind the organization and why it exists	“The reason we decided to start this organization was to...”; “There was a need for this work because of...”	Color Comment: M/P
Board/ Governance		The body of individuals that oversees the decision-making processes for the organization	“The board decided that the organization should hire paid staff for fundraising”, “The board has an annual contribution that they are responsible for raising or contributing to”	Color Comment: B/G
Operating Model		Decisions that are made about how the organization will function and be designed to fulfill its purpose; the specific framework of how the organization will operate, norms, processes, policies, culture, practices, etc.	“We decided that the organization would operate in a 100% remote setting”. “We always acted bigger than we were”	Color Comment: OM
Staffing	Volunteer	A non-compensated individual working to	“We have recruited	Color Comment: S/V

		assist the organization	volunteers to assist with..."	
Staffing	Paid Staff	A compensated individual working for the organization	"We are in the process of hiring a fundraising manager"	Color Comment: S/P
Financial Capital	Donations/ Fundraising	Sources of funding and revenue based on outreach, individual giving, and or corporate giving		Color Comment: FC D/F
Financial Capital	Grants and Federal Funding	Sources of funding that have been applied for and received with specific/ restricted purpose		Color Comment: FC G/FF
Financial Capital	Service Revenue	Sources of funding received for a service provided		Color Comment: FC SR
Activities	Non-revenue generating activities	A combination of activities, products, or resources that are offered by the organization for free	"Our website offers information that can be accessed by the public"	Color Comment: A NGA
Activities	Revenue generating activities	A combination of activities, products, or resources that are offered by the organization for a fee	"We offer training to companies for \$300 per session."	Color Comment: A RGA
Organizational Partnerships		Collaborations with other groups and organizations that are aligned and/ or are mutually beneficial	"Our mantra is Forte for life. We don't want companies coming and going. So our goal is to steward them all year, and to have an annual contribution that	Color Comment: OP

			they make, based on their recruiting needs.”	
Product Line/ Service Offering		The offerings provided by the organization to stakeholders and a target audience		Color Comment: PL/SO
Measurement		Efforts to evaluate activities and outcomes of the organization	My mission is clear that it will be fulfilled when women have equal shares of power and pay in position. So it's sometimes hard to measure that, but not too terribly hard. Yeah. So that's the reason why we put that stake in the ground is to make it something that is measurable.	Color Comment: M
External Context		Environmental factors that impact the organization	Political, social, economic, medical	Color Comment: E/C

Appendix B

Glossary of Additional Terms

Capacity: the assets and management processes employed to achieve organizational effectiveness (Brown et al., 2015).

Conceptual Framework: consists of the selected theory (or theories) that undergirds the researchers' thinking with regards to how they understand and plan to research their topic, as well as the concepts and definitions from that theory that are relevant to the project (Grant & Osanloo, 2014).

Human capital: the individuals engaged in the work of the organization, including paid staff, volunteers, and leaders (paid and volunteer) (Brown et al., 2015).

Financial Capital: the nature and character of revenue streams and financial assets of the organization (Brown et al., 2015).

Nonprofit Sustainability: the ability to maintain the organization over the long-term (Sontag-Padilla et al., 2010) so that it can continue to fulfill its commitment to its clients, donors, and the community at large (Weerawardena et al., 2009)

Operating model: the blueprint for how to organize and deploy people and resources to translate organizational strategy into results (Blenko et al., 2019).

Organizational partnerships: are collaborations with other groups and organizations that are aligned and/ or are mutually beneficial. These could be clients, alliances, or other types of partners (Cooney, 2011, AL-Tabbaa, et. al, 2014, and Kim & Peng, 2017).

Social Capital: developing and managing relationships with key stakeholders such as clients, employees, volunteers, and board members (Brown et al., 2015).

Appendix C

Questions for Volunteers

1. Are you still volunteering at ShowMe50?
 - If yes, go to question #2.
 - If no, what was your reason for leaving
2. How long have you been/were you a volunteer with ShowMe50?
 - Less than a year
 - 1 year
 - 2 years
 - 3 years
3. What compelled you to volunteer at ShowMe50?
 - Encouraged by a board member
 - Inspired by the ShowMe50 mission
 - Recruited by another volunteer
 - Friend of the founder
 - Other: _____

Questions below are in past tense, please answer even if you are still volunteering at ShowMe50.

4. How impactful did you feel your work was to ShowMe50's mission?
 - Very impactful
 - Feel like I made a difference in my role
 - I was challenged to achieve more than initially asked

- Other _____
- Impactful
 - I was able to fulfill my role
 - Feel like my talents were utilized to capacity
 - Other _____
- Somewhat impactful
 - Did not fulfill all of my role
 - Feel like I had more to offer
 - Had to resign earlier than expected but enjoyed the role
 - Other _____
- Not impactful
 - Did not fulfill my role
 - Feel like I was underutilized
 - Could not complete role due to other obligations
 - Other _____

5. Did you receive training to perform your duties at ShowMe50?

- I received above adequate training
- I received adequate training
- The training I received was not relevant to my role
- I did not receive training

6. Did you feel adequately prepared to perform your role?

- I was more than adequately prepared

- I was adequately prepared
- I was somewhat adequately prepared
- I was not prepared at all

7. How was the work you did determined?

- I was assigned training by ShowMe50 leadership
- I was offered roles, and I chose the role I thought most suitable
- I was given a skills assessment to determine how I might best serve in a role
- Other _____

8. Were the expectations of your role clear?

- The expectations were clear and concise and reviewed on a regular basis
- The expectations were mentioned when I started volunteering
- There were no expectations communicated to me
- Other _____

9. Did you feel supported by leadership?

- I felt a significant amount of support
- I felt supported
- I felt no support
- Other _____

10. What suggestions do you have to improve the volunteer experience at ShowMe50?

11. Would you recommend volunteering at ShowMe50 to others?

- Yes
- No

Please explain: _____

Questions Regarding Volunteers for ShowMe50 Leadership Interview

1. What are the expectations of the volunteers?
2. How are those expectations communicated?
3. What training do the volunteers receive?
4. How is the role of the volunteer determined?
5. How are volunteers prepared for their role?
6. What is the compelling reason to volunteer at ShowMe50?
7. How do you support the role of the volunteers?
8. What influences volunteers to stay at ShowMe50?
9. What influences volunteers to leave ShowMe50?

Questions for Board Members (Fundraising Questions)

1. How long have you been a member of the ShowMe50 board of directors?
 - Less than one year
 - One-two years
 - More than two years
2. Have you ever served on any other nonprofit boards?
 - No
 - Yes

- If yes, list out board organizations for which you served on the board and the number of years you served on each board
3. Are you a member of any other community organizations/associations not mentioned previously?
- No
 - Yes
- If yes, list out these community organizations and associations below.
4. What was the level of training that you received when you were oriented as a ShowMe50 board member?
- Excellent training
 - Limited training
 - No training
5. What is the level of ongoing training that you receive as a ShowMe50 board member?
- Excellent training
 - Limited training
 - No training
6. How much time/effort do you think is appropriate on an annual basis for ongoing training as a ShowMe50 board member?
- 1 hour or less
 - 2-4 hours

- More than 4 hours

7. Please rate your level of agreement with the following statements: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree

- I am well aware of the direction and mission of ShowMe50
- The programs of ShowMe50 effectively support the organization's mission
- I like to serve as a board member for ShowMe50 because I believe in its mission and values.
- My work as a board member contributes to carrying out the mission of ShowMe50

8. Have you donated funds to ShowMe50 in the past year?

- No
- Yes
 - If yes, how much of an impact do you feel your donation to ShowMe makes? A great deal, a lot, a moderate amount, a little, none at all

9. Please rate your level of agreement with the following statements: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree

- It is my role as a board member to help ShowMe50 secure the resources it needs to meet its mission
- The ShowMe50 board plays an active role in setting fundraising goals
- The ShowMe50 board play an active role in selecting projects for fundraising
- The ShowMe50 board plays an active role in meeting fundraising goals and timelines

Questions for ShowMe50 Fundraising Interview with Founder

1. Does the ShowMe50 board have a policy that everyone must make an annual gift? If so, what is the policy?
2. Does ShowMe50 explain giving expectations and fundraising responsibilities to new board members when they are being recruited? If so, what are the expectations and how are these communicated?
3. Does ShowMe50 have a board solicitation plan in which board members ask fellow board members to make their gifts (peers asking peers)?
4. In the past two years, have board members been asked to make a gift toward achieving ShowMe50's current strategic plan (over and above an annual fund gift)? If so, how much has been solicited from board members?
5. In the past two years, have board members been asked to review prospect lists and help open doors for fundraising calls? Please describe this process.
6. In the past two years, have board members been offered training in how to present the case for giving to a potential donor? Please describe the training.
7. Do you and your fellow board members make calls on prospects to solicit gifts (either individually or as a member of a team)? If so, please describe this process.

Survey for Past Partner Organizations

Introduction: We would like to ask you a few questions about your experience of our work as a partner. Your responses are confidential and you will not be identified in the survey results.

Please be open and honest with your feedback as this will help us with our future planning.

Questions

1. Please indicate the extent to which you agree or disagree with the following statements.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
There were positive outcomes from my involvement as a partner					
The partnership met my expectations					
The partnership was well managed					
I would consider a similar partnership in the future					

2. How would you rate your experience of the partnership overall?

- Excellent
- Good
- Average
- Poor
- Very poor

3. What were the positive outcomes for you from this partnership, if any?

4. Was there anything you think we could have done better?

5. Are there any final comments you would like to make?

Thank you for your time!

Interview Questions for Similar Organizations to ShowMe50

1. When was your organization established?

2. What is the composition of your annual revenues and how has that changed over the organization's life?
 - a. How much of your revenue is grants? Program revenue? Fees?
 - b. When did you receive your first grant?
3. How many board members do you have?
4. What role does the board of directors have in raising funds for the organization?
5. How much money has each board member contributed or been responsible for fundraising?
6. What general factors were critical in achieving fundraising success?
7. What is the size and composition of your staff?
 - a. Do you have any fundraising staff? If so, when were they hired?
8. Can you describe the role volunteers have played in your organization?
 - a. How has your volunteer program changed over time?
 - b. How are volunteers managed today?
9. Can you recommend similar organizations that may be helpful to speak with (and contact information)?

Appendix D

Partnering Organization Survey Analysis

Conceptualization:

ShowMe50 is based on the concept of educated Fortune 500 organizations about gender equality and how it can be applied to organizations. The vision of ShowMe50 is to have at least 50% of women in executive leadership positions. For long-term sustainability, the absence of robust partnerships limits what ShowMe50 can accomplish and hinder it from achieving its mission of improving gender equality in the workplace. Organizational partnerships are collaborations with other groups and organizations that are aligned and/ or are mutually beneficial. These could be clients, alliances, or other types of partners. (Cooney, 2011, AL-Tabbaa, et. al, 2014, and Kim & Peng, 2017). Based on the conceptual framework regarding nonprofit sustainability, organizational partnerships are essential components to growth, scaling, and viability of organizations. This concept is supported by literature that supports organizational collaborations. Nonprofits use strategies to collaborate, leverage, and partner with other organizations with similar interests relative to business ventures and/or social innovation, enterprise, and impact (Cooney, 2011). They demonstrate value through collaborating and creating alliances with other businesses including those belonging to other sectors (AL-Tabbaa, et. al, 2014). Data suggests that nonprofits that have formal collaborations are more likely to have more paid, full-time employees and are more likely to obtain funding and meet client needs for continued growth and sustainability. Collaborations with other nonprofits, government agencies, and businesses create opportunities to obtain resources, enhance organizational visibility in the community, improve service quality, and build strong communities (Kim & Peng, 2017). In order to gain an

understanding of the ShowMe50 landscape relative to organizational partners, we utilized an existing survey to measure these types of factors related to the ShowMe50 partnering organizations including:

- The overall experience of being a partner with ShowMe50
- The expectations and outcomes that resulted from a partnership with ShowMe50
- Any feedback that could assist with assessing the product offerings of ShowMe50 during the time of the partnership

Respondents were encouraged to be as open and honest as possible when answering the questions to improve the partnership experience in the future.

Sampling Strategy:

We contacted 14 partner organizations identified by the ShowMe50 funder to gain a better understanding of the value the partnership with ShowMe50 provided to their organization. The survey requested feedback to inform ShowMe50 on how to improve interaction with the organization or others. The survey results informed findings related to project question one by providing information on the current state of partner relationships and related to project question two by uncovering potential root causes of partnership building challenges. We received responses from 7 of the 14 for a 50% response rate.

Results:

Partnership Experience and Expectations

Partnership Survey	Strongly Agree/ Agree	Neither Agree/ Disagree	Disagree/ Strongly Disagree
There were positive outcomes from my involvement as a partner	100% (86%/14%)	0%	0%
The partnership met my expectations	100% (86%/14%)	0%	0%
I would consider a similar partnership in the future	100% (86%/14%)	0%	0%

The partnering organizations that replied to the survey had overall favorable experience with ShowMe50. 86% of the respondents state that they “strongly agreed” with the following questions:

- 1) There were positive outcomes from my involvement as a partner
- 2) The partnership met my expectations
- 3) I would consider a similar partnership in the future

14% of the respondents “agreed” with the same questions listed above.

Five out of the seven respondents (71%) rated the experience as “excellent” while the other two respondents rated their experience as “good” with ShowMe50.

Feedback was elicited as open-ended. Six out of the seven respondents (85%) stated in their feedback that their organizations learned quite a bit as a result of the partnership with ShowMe50. One organization gave constructive feedback stating that more information regarding the hiring of women in non-traditional roles would be helpful to their organization. In

addition, due to COVID, much of the trainings such as the one ShowMe50 offers have had to take a backseat due to stretch work-related duties and employee shortages.

Board Survey Analysis

Conceptualization:

According to the ShowMe50 founder, the ShowMe50 Board does not fulfill its prescribed role to provide financial resources for the organization. Brown et al (2012) studied factors that predicted board members confidence and participation in their role to secure resources, and found that factors such as board membership tenure, participation with community organizations, mission attachment, and board training all were significant predictors. Other sources similarly stressed the importance of experience with community organizations and training in fundraising in having boards fulfill their fundraising leadership role (Walker, 2012). We developed a survey to measure these types of factors related to the ShowMe50 Board including:

- Tenure on ShowMe50 Board
- Participation on other boards
- Participation with community organizations/associations
- Mission attachment (adapted from existing measurement tool—Brown and Yoshioka 2003)

We also adapted a questionnaire on non-profit board fundraising leadership (Walker 2012) to understand how well the ShowMe50 Board was fulfilling best practices for a successful fundraising board. These types of questions included how the board understood their fundraising role, whether they contributed to the organization financially, their participation in fundraising activities, etc.

Sampling Strategy:

During the time of survey development, the ShowMe50 Board had five board members, including the executive director. Given the small number of board members and the short tenure of the organization, we chose to survey both current and former board members. We distributed the survey to the five current board members and four former board members for a total of nine in our population. We received responses from eight of the nine people for an 89% response rate. These responses came from all existing members and three former members. The one person that did not respond to our survey was a former board member.

Results:

Tenure and Experience of Current Board

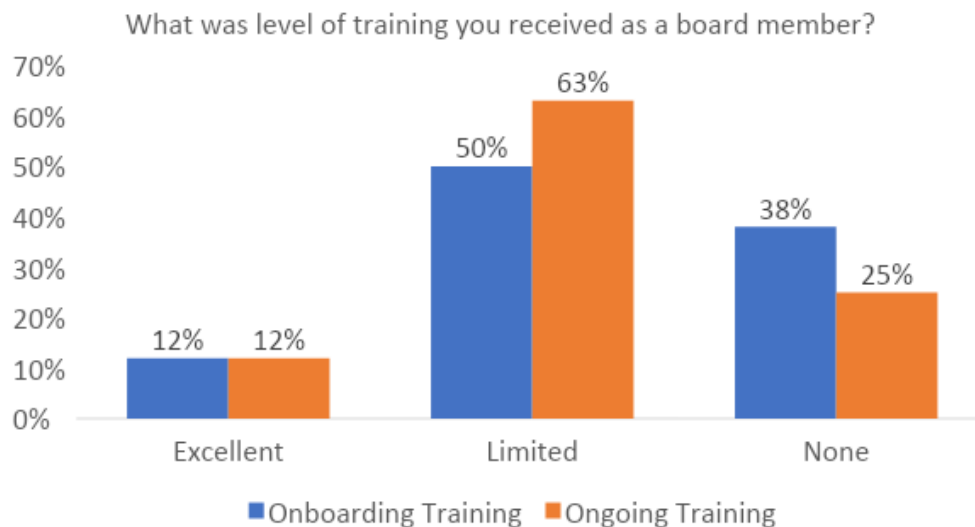
We surveyed the current board members about their tenure on the ShowMe50 Board and their governing experience with other boards and community organizations. Of the five members, four (80%) had served on the ShowMe50 board more than two years, while one (20%) had been a ShowMe50 Board member less than one year.

For experience in board governance, we asked board members if they had ever served on any other boards besides ShowMe50. Only one of the five board members (20%) had been on another board, and this member was the executive director of ShowMe50. She listed three other boards on which she had served. We also queried the current board members as to whether they were members of any other community organizations or associations. Four of the five (80%) responded that they did have these types of memberships; however, when asked to list these organizations, three of the four members listed just one organization to which they belonged. The fourth board member, the executive director, listed two different memberships.

Board Training

We surveyed both current and former board members (8 respondents) about the training they received, both as a new ShowMe50 Board member and on an ongoing basis.

When asked about initial training, half (50%) responded that they received limited onboarding training, while 38% responded that they received no training. One respondent (12%) stated that they received excellent training. We also asked board members about the level of training they received after their onboarding. The majority (63%) responded that they received limited training and 25% responded that they received no training. One respondent (12%) stated that the training after onboarding was excellent.



We also asked the board members how much time is appropriate on an annual basis for ongoing board member training. Most (63%) said that 2-4 hours annually was appropriate while 37% thought training that lasted more than 4 hours was appropriate.

Mission Attachment

Brown et al (2012) found “mission attachment” to be a significant predictor of board participation and confidence with resource roles. Mission attachment is a concept developed by Brown and Yoshioka (2003) that is made up of the factors of mission awareness, agreement, and alignment. Our survey captured current and former board members’ “mission attachment” through the following questions, adapted from Brown and Yoshioka (2003):

Mission Attachment Component	Strongly Agree/ Agree	Neither Agree/ Disagree	Disagree/ Strongly Disagree
I am aware of the direction and mission of ShowMe50 (Awareness)	100% (75%/25%)	0%	0%
The programs of ShowMe50 effectively support the organization’s mission (Awareness)	88% (63%/25%)	12%	0%
I like(d) serving as a board member for ShowMe50 because I believe in its mission and values (Agreement)	100% (62%/38%)	0%	0%
My work as a board member contributes/contributed to carrying out the mission of ShowMe50 (Alignment)	88% (50%/38%)	12%	0%

The majority of ShowMe50 board members (both current and former) display mission attachment in that they are aware, agree and are aligned with the organization’s mission.

Fundraising Role & Activities

We asked both current and former board members whether they had contributed to ShowMe50 financially in the past year, and 88% of members stated that they had contributed. Of the members that contributed, 71% thought their donation made a little impact. Follow-up comments from the board indicated that their contribution amounts were very low and so they did not expect the amount to make a significant impact to the organization.

We also asked the board about their role in fundraising activities, with results displayed below. The board seems to understand their role to secure resources but for the most part, they do not agree that the board actively participates in this role with helping to set fundraising goals, selecting projects, or meeting fundraising goals/timelines.

Board Survey	Strongly Agree/ Agree	Neither Agree/ Disagree	Disagree/ Strongly Disagree
The ShowMe50 board plays an active role in setting fundraising goals	12% (0%/12%)	63%	25% (12.5%/12.5%)
The ShowMe50 board plays an active role in selecting projects for fundraising	38% (25%/12.5%)	50%	12% (0%/12.5%)
The ShowMe50 board plays an active role in meeting fundraising goals and timelines	0%	62%	38% (12.5%/25%)

Walker (2012) provides a list of best practices to rate a board’s fundraising leadership quotient. We compared ShowMe50’s experiences with this list using responses to this survey, a review of documents, and interviews with the ShowMe50 founder. As indicated below, the ShowMe50 board scores a D on fundraising leadership with a recommendation to seriously reconsider how the board approaches resource development.

Board Fundraising Leadership Quotient Questionnaire (Source)	Score
Do you think it is the role of the ShowMe50 board to help the organization secure the resources it needs to achieve its mission (Survey)	3 (Yes)
Does your board have a policy that everyone must make an annual gift (Interviews/Documents)	2 (Maybe)
Does your organization explain giving expectations and fundraising responsibilities to new board members when they are being recruited (Interviews/Documents)	2 (Maybe)
Does your board play an active role in setting fundraising goals, selecting projects for fundraising, and meeting fundraising goals and timelines (Survey)	2 (Sometimes)
Does your organization have a board solicitation plan in which board members ask fellow board members to make their gifts (peers asking peers)? (Interviews/Documents)	1 (No)
Have you and your fellow board members been asked to make a gift to the organization's current campaign (over and above annual fund gift) (Interviews/Documents)	1 (No)
Have you and all your fellow board members been asked to review prospect lists and help open doors for fundraising calls?	1 (No)
Are you as a board member offered training in how to present the case for giving to a potential donor	1 (No)
Do you and your fellow board members make calls on prospects to solicit gifts?	1 (No)
A score of 14 or below is rated D. Recommendation is to reconsider how your board approaches resource development. Reform may be needed across the board.	14

Volunteer Survey Analysis

Conceptualization:

According to the ShowMe50 founder, the ShowMe50 volunteers are uncommitted yet the key to the success of the organization. The Shanti National Training Institute describes the most impactful factors of retaining volunteers as the effectiveness of the initial training for the volunteer position, the leadership and management of the organization, and the positive feelings or satisfaction level achieved through the experience (Skoglund, 2006). Other studies reinforce these ideas and all studies within the scope of the capstone reinforce the importance of leadership and management of the organization (Zeivinger & Swint, 2018). The survey developed and implemented for volunteers was designed to evaluate the following:

- Tenure as a ShowMe50 volunteer
- Motivation for serving as a ShowMe50 volunteer
- Preparation by and support of leadership while volunteering at ShowMe50

We asked for feedback and comments on the reason for discontinuing their volunteer duties, the impact they had on achieving the ShowMe50 mission, and suggestions for improving the volunteer experience.

Sampling Strategy:

During the initial interview with the founder, ShowMe50 had only three active volunteers. Due to this limited number, we decided to survey both active and previous volunteers of ShowMe50.

The founder provided us with the names and email addresses of 26 volunteers who were either currently volunteering or had volunteered in the past. Using Redcap, we sent the volunteers the survey. After three rounds of requests, we achieved a 62% return rate on the surveys from previous and current volunteers.

Results:

Tenure as a ShowMe50 Volunteer

We surveyed volunteers about their tenure with ShowMe50. Of the 16 volunteers who completed the survey, five (31%) said that they were still volunteering. Of the 11 who left, eight offered reasons for leaving. Three of those responses related to not having as much time as originally intended to continue volunteering, three mentioned lack of engagement from leadership, and two were one-time/one-event volunteers. Of the 16 survey respondents, 50% served less than a year and 88% served one year or less.

Motivation for Serving as a ShowMe50 Volunteer

We surveyed both former and current volunteers about their motivation for serving as a ShowMe50 volunteer. Of the 16 respondents, only 14 responded to this question in which respondents could choose more than one response: ten (71%) respondents were inspired by the mission of ShowMe50, five (36%) respondents were a friend of the founder, two (14%) respondents were encouraged by a board member, and one (7%) respondent was recruited by another volunteer.

With a strong response of 71% being inspired by the mission, it was important to consider how the volunteers felt their service impacted the fulfillment of the mission of the organization. When

asked about the impact they felt their volunteer service had on the mission, respondents could choose very impactful, impactful, somewhat impactful, or not impactful. Four (28%) of the respondents felt their service was very impactful and made a difference in their role; six (43%) felt their service was impactful: four were able to complete their role and two felt their talents were used to capacity; and four (28%) felt their service was somewhat impactful: two were unable to complete their role, one felt like they had more to offer, and one had other reasons which were not specific.

Preparation by and Support of Leadership while Volunteering at ShowMe50

Poor management practices are likely the reason for the lack of volunteer retention (Zeivinger & Swint, 2018). The commonality of the studies by Skuglund (2006) and Hager and Brudney (2004) to retain volunteers were the impact of management practices, providing training for volunteers, and having positive feelings from the work that is done as a volunteer. As previously mentioned, volunteer training is impactful on the length of tenure of volunteers within an organization (Skoglund, 2006). As a result, we surveyed both current and former volunteers to determine the amount of training and support from leadership received during their tenure as a ShowMe50 volunteer. When asked if the volunteers received training, one (7%) respondent stated they received above adequate training, four (29%) said they received adequate training, and nine (64%) said they did not receive training. Only 14 of the respondents answered this question. When surveyed about their level of preparedness, six (43%) stated they were more than adequately prepared, four (28%) stated they were adequately prepared, and four (28%) stated they were somewhat adequately prepared for volunteering at ShowMe50. When asked if the volunteers felt supported by leadership, seven (50%) stated they felt a significant amount of

support by leadership, six (43%) said they felt supported, and one (7%) said they did not feel supported.

When we surveyed the volunteers about how their work was determined, six (43%) stated that they were assigned a role, six (43%) stated they were offered roles and chose the one most suitable, and two (14%) said they were assigned by some other method. When asked about the clarity of the expectations of their role, eight (57%) stated that the expectations were clear and six stated that the expectations were mentioned when they first volunteered.

Other questions of note were as follows:

- 86% of the respondents would recommend volunteering at ShowMe50
- Suggestions for improving the volunteer experience were:
 - “Create volunteer leader roles that oversee and manage volunteers on an ongoing basis; currently. The founder is too busy to manage volunteers at the task level which is current state. Also assign roles that are perpetuating over time instead of isolated tasks. Those are more meaningful for professionals that are volunteering.”
 - “More consistent communication.”

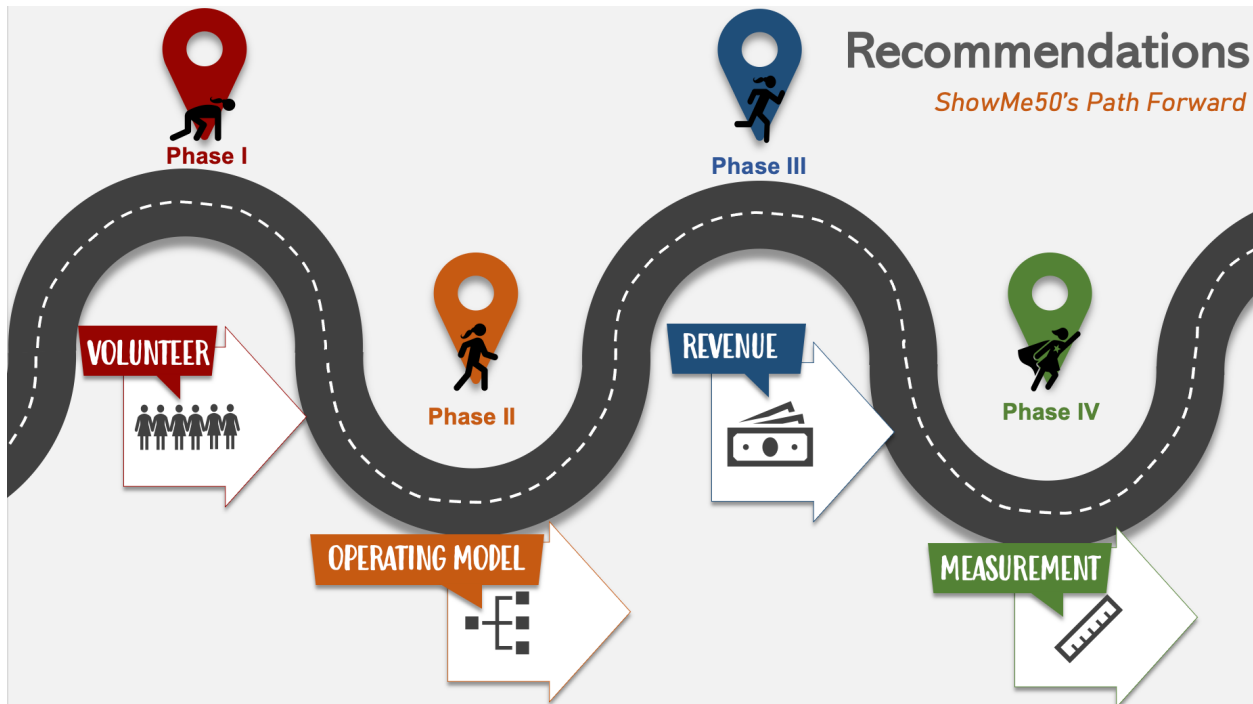
Appendix E

Case Study Organizational Financial Analysis

	Corporation #1 (2018)	%	Corporation #2 (2015)	%	Corporation #3 (2015)	%	Corporation #4 (2009)	%	Corporation #5 (2020)	%
Contributions and Grants	614,284	72.52%	1,065,694	99.54%	845,483	53.24%	1,116,625	93.03%	18,136	52.95%
Program Service Revenue	232,748	27.48%	-	0.00%	738,175	46.48%	81,200	6.77%	16,115	47.05%
Investment Income	35	0.00%	4,922	0.46%	4,548	0.29%	2,468	0.21%		0.00%
Total Revenue	847,067	100.00%	1,070,616	100.00%	1,588,206	100.00%	1,200,293	100.00%	34,251	100.00%
Salaries, Other Compensation	90,000	13.96%	405,165	70.77%	396,399	25.39%	620,374	52.28%	0	0.00%
Other Expenses	554,919	86.04%	167,334	29.23%	1,164,907	74.61%	566,268	47.72%	9,362	100.00%
Total Expenses	644,919	100.00%	572,499	100.00%	1,561,306	100.00%	1,186,642	100.00%	9,362	100.00%
Revenue Less Expenses	202,148		498,117		26,900		13,651		24,889	
Voting Members of Governing Body	10		9		14		14		4	
Year of Incorporation	2013		2010		2010		2004		2015	
Five Year Mark Metrics	Case Study Orgs	SM50								
Average Revenue	\$1,176,546	\$34,251								
Average Expenses	\$991,342	\$9,362								
Average Board Members	12	4								

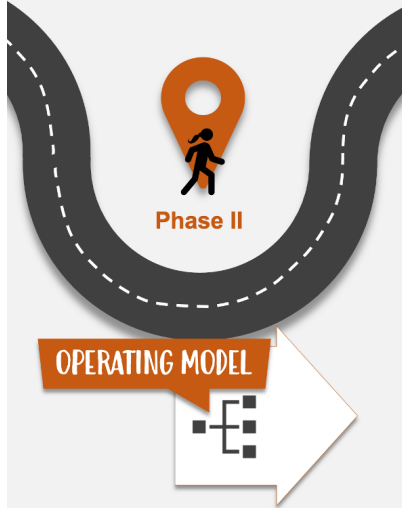
Appendix F

Journey Map for Recommendations



Recommendations

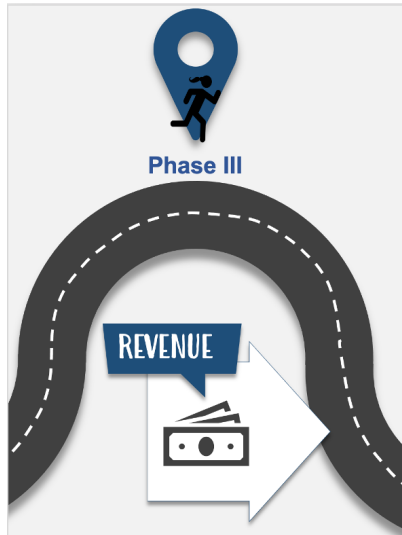
Operating Model



- Virtual Model
- Board of Directors
- Partner Organizations
- Programming

Recommendations

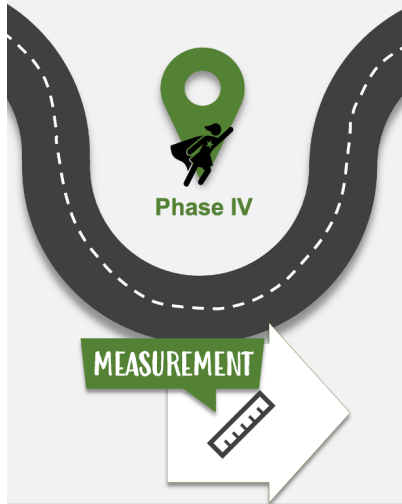
Fundraising and Revenue



- Develop role of lead fundraiser
- New approaches to fundraising
- Board contribution
- Revenue for services

Recommendations

Measurement and Evaluation



- Dashboard
 - Revenue
 - Volunteers
 - Partnerships
 - Services provided
 - Customer feedback

Appendix G

ShowMe50 Site and Dashboard

