

***The Institute for Organizational Effectiveness (IOE) –
Opportunities for Business Programs and Students***

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Abstract

The Institute for Organizational Effectiveness (IOE) provides quality continuing education to Northeast Indiana nonprofit executives, equipping these leaders and their organizations to change the lives of their clients. Through its intentional efforts in leadership development, the IOE meets Taylor University's goals of serving the communities of Northeast Indiana and providing excellent educational opportunities to nontraditional learners. Providing a unique combination of program elements, the IOE helps nonprofit leaders mobilize organizational resources as effectively as possible. The program's current structure combines workshops, assessments, directed projects through a re-grant process, and coaching of executive directors and of leaders in other organizations. As reported by past and current IOE participants, these activities are proving to make a difference. Lives are being changed. Today, the IOE is actively pursuing collaborative opportunities with other community organizations and Christian universities to extend the yield of its efforts to bring about organizational effectiveness. Based on the many lessons learned about the IOE process, the organizations served, and other key stakeholders, new opportunities

for professional growth and development exist for our business departments, programs, faculty, and students.

Introduction

The nonprofit sector is faced with the challenge of declining resources and increased demands. Government, stakeholders, customers, and corporations are expecting more from nonprofits at a time when many nonprofits are confronted with fewer resources to accomplish their objectives. In some instances funds that are provided have corresponding stipulations that influence the ability of nonprofits to be responsive to local community needs because they fall outside the scope of current funding. The time and resource constraints of operating a nonprofit may prevent leaders from networking with other nonprofit leaders and pursuing additional opportunities that could improve efficiency and sustainability.

It is within this context that the Institute for Organizational Effectiveness (IOE) was formed. The IOE is the result of a collaborative effort between the Foellinger Foundation and Taylor University in Fort Wayne, Indiana. The IOE's mission is "to partner with nonprofit organizations and their leadership teams as they pursue performance excellence." This paper will briefly review how the IOE equips nonprofit organizations and their leaders to address the challenges of today and the future. (During the CBFA session, several propositions are offered to Christian business faculty that might generate additional opportunities for our departments, programs, faculty, and business students.)

Overview of Non-Profit Sector Trends

The nonprofit sector encompasses many different types of organizations including religious, educational, healthcare, social services, and arts-related nonprofit organizations. There are 1.5 million organizations that have received tax-exempt status as nonprofit entities from the Internal Revenue Service.¹ Nonprofit organizations received \$152.1 billion in funds from individuals, \$24.5 billion from foundations, \$16.0 billion from bequests, and \$10.9 billion from corporations in the year 2000.² These organizations received \$664.8 billion in revenue in 1997 and employed 7.1% of the American workforce in 1998.³ In 2000, nonprofits had over \$700 billion in revenue and \$2 trillion in assets.⁴ Approximately three-fourths of these nonprofits had yearly budgets under \$500,000.⁵

Sixty percent of nonprofit directors are female, but fifty-five percent of organizations with budgets over \$5 million are led by men. Over half of nonprofit directors are under the age of fifty; and 75% of directors are white while 25% are minorities. Male nonprofit directors consistently earn more than their female counterparts. In all nonprofit employment categories, male compensation is 31% higher than female compensation on average. With the exception of Hispanics, nonprofits employ a higher percentage of women and minorities than for-profit organizations.⁶

The area of board governance has received increased attention in the nonprofit industry in recent years. Nonprofit boards are 57% male and 43% female. Nearly one-fourth of nonprofit board members are customers or stakeholders of their respective organizations. Approximately 3% of board

members are under the age of 30; 19% are over the age of 60; and 64% are between the ages of 40 and 59.⁷

The state of Indiana has 60,000 nonprofits.⁸ Nonprofits are responsible for 222,000 Indiana jobs and \$6 billion in wages. Nearly half of these jobs are located in the health services segment because of the large number of nonprofit private hospitals in Indiana. Educational nonprofits employ 12% of the nonprofit workforce in Indiana, and social or human services nonprofits employ 17% of the nonprofit workforce in Indiana.⁹

Nearly 18,000 people work for nonprofits in the Fort Wayne metropolitan area. The Fort Wayne area is the fourth largest metro area in the state of Indiana in terms of nonprofit employment. It also has one of the lowest average weekly salaries for nonprofit workers in the state (\$453) and experienced a 3% average annual growth rate in nonprofit employment from 1995-2000.¹⁰

Sustainability Challenges for Nonprofits

The nonprofit sector has been heavily affected by the economic downturn of the past few years. The booming economy of the past decade provided a windfall of cash and grants to nonprofits. More recently, corporations have cut back on their contributions to nonprofits.¹¹ Foundations, which offer significant funding to nonprofits, have seen dramatic declines in the values of their endowments.

From 2001 to 2002, foundation giving declined by 5% - the first such decrease since 1990. The average size of a foundation grant also decreased from \$30,000 to \$25,000.¹² Individuals have also been unable to contribute to

nonprofits at the same level as they did during the 1990s.¹³ Many nonprofits are further challenged to stretch their resources to fill community needs while funding

from government, churches and the United Way have decreased. While funding has gone down, the need for many services has increased. Some nonprofits have been forced to reduce their payrolls, eliminate support services, or temporarily suspend operations.¹⁴

Fort Wayne Nonprofits	
Religious	609 houses of worship with 251,900 members
Educational	583 nonprofits
Healthcare	292 nonprofits
Human Services	1120 nonprofits
Arts & Humanities	232 nonprofits
<i>Source: American Religious Data Archive & Center on Philanthropy at Indiana University</i>	

The nonprofit sector is also historically characterized by the relative ease of market entry. The number of nonprofits has grown while both government contributions and funding from individuals and corporations have been more tempered. Since 1987, the number of nonprofits has risen 55% while the amount of giving has only grown 15%.¹⁵ The nonprofit sector in many communities is becoming saturated because many unrelated, worthwhile charities and nonprofits are indirectly competing with each other for the same, limited pool of funders and resources. The services provided by nonprofits are demanded by the community but the contributions do not always match with market and organizational needs.

In response, some nonprofits are becoming more proactive in partnering with each other to a greater degree to deliver services efficiently and prove their effectiveness to donors. Many nonprofits are expanding their range of services

to attract new government and foundation grants. Both private and public funders are expecting higher levels of accountability and demonstrated results from the programs and activities of nonprofit organizations.¹⁶ Collaboration is the way of the future for the nonprofit sector, but the process is challenging because of differences in culture, purpose, and core values between nonprofit organizations.¹⁷

Nonprofits clearly face the growing challenge of simultaneously delivering their services to the community while raising funds to stay financially viable. Because of these competing responsibilities, nonprofit leaders and staff do not always have the opportunity to network with other nonprofits to increase collaboration and reduce duplication. As evidenced in working with nonprofit leaders in the Fort Wayne community, some nonprofits have been surprised to find that they offer some of the same services as another nonprofit organization. Because of limited time and resources to market their organizations and services to the community, local nonprofits are sometimes unaware of each other's efforts when they could be more effective through joining forces.¹⁸

Contributors, especially foundations, have become more targeted in their grant-making and funding efforts. Some foundations have developed specific themes or qualifications necessary for funding. Many nonprofit leaders perceive the extra restrictions as adding unneeded complications for nonprofits. For example, the St. Joe Foundation in Fort Wayne, IN now gives only to health-related programs. Similarly, The Lutheran Foundation primarily supports

Lutheran causes, and the Foellinger Foundation is gradually shifting to youth and family initiatives.¹⁹

Because some nonprofit leaders have misused money at the national level, the integrity and reliability of local chapters of the nonprofit are sometimes called into question. Many local chapters are affected by the scandals or policies of the national organization when seeking funding, partners, and in-kind donations. For instance, some local Boy Scout troops are hindered in their fundraising efforts because of the organization's policy against allowing homosexuals to serve as troop leaders. Some companies will no longer support the local group because of their frustrations with the national policy.²⁰

Due to the turbulence that has rocked some charities and nonprofit organizations, donors are increasingly concerned with the qualifications and continuous learning of the directors and executives in charge of nonprofits. Very little of an average nonprofit's budget is devoted to the training and development of its own leaders, yet such efforts are critical to the long-term sustainability of the organization. Organizations that train leaders and develop nonprofit boards need to partner with each other to maximize their impact and wisely use their resources.²¹

A study completed by the *Harvard Business Review* and McKinsey & Company determined that nonprofits could save over \$100 billion through making their organizations leaner, their operations more efficient, their fundraising more effective, and their service delivery processes faster. Additional funds could be saved through a wiser distribution of resources among service providers.²²

Furthermore, Harvard's study determined that nonprofits spent \$36 billion on fundraising in 1999 in order to raise \$195 billion in funds. By comparison, marketing costs in the for-profit sector account for 10% of funds received. If nonprofits will pursue larger donations, seek the input of their donors, collaborate with each other, and use cost-effective venues to raise funds (e.g., web sites), they can shift a larger portion of their resources from raising funds to providing services.²³

Institute for Organizational Effectiveness

The Institute for Organizational Effectiveness is a pilot project whose primary purpose is to “partner with nonprofit organizations and their leadership teams as they pursue performance excellence.” The project was launched on July 1, 2000, after a three-year, \$3 million grant was received from the Foellinger Foundation as part of its *New Century Celebration Initiative*. The *New Century Celebration Initiative* was a five-year, \$5 million program of grants and technical assistance designed to improve the operations and efficiency of nonprofit organizations in Allen County, IN. Other *New Century Celebration Initiative* fund recipients included the United Way, Arts United, and the Allen County Public Library.

In 1998, Taylor University had considered developing a leadership institute. After this idea was shelved in early 1999, Taylor University was approached by the Foellinger Foundation to participate in leadership development for nonprofit organizations. Subsequently, the concept of the IOE was developed in 1999 – 2000. The initial proposed grant was \$300,000.

However, the amount finally agreed upon was \$3 million, which included 50% designated to return directly to the participating nonprofit organizations in the form of re-grants, while nearly 35% was invested directly into program development, training and coaching of nonprofit leaders and in organization assessments.

The Institute for Organizational Effectiveness program is comprised of four primary elements which are delivered to cohort groups of nonprofit organizations. An IOE cohort is composed of twelve Allen County nonprofit leaders who agree to participate in IOE programs and activities over a period of three years. The first year is committed to personal and professional development, the second year is devoted to applications of lessons learned utilizing re-grant funds, and the third year involves the participating leaders coaching other nonprofit leaders of other area nonprofits.

During the first year of the program, eight workshops are offered to the cohort group participants. One of the workshops focuses on leadership; one focuses on organizational assessment; and the other six workshops are based on the six attributes of effective nonprofit organizations from a 1999 study conducted by the Ewing Marion Kauffman Foundation (emkf.org). The six attributes are “mission-directed, entrepreneurial, sustainable, outcomes-oriented, adaptable, and customer-focused;” and these attributes form the framework for many of the services offered by the IOE. Both national and regional experts in these topics are employed as technical service providers to facilitate sessions for

the participating executive directors. Some sessions include board chairs and other key administrators of the participating nonprofit organizations.

The second element of the program features an organizational assessment that utilizes the Drucker Assessment Tool developed by Constance Rossum, one of Peter Drucker's past students. The assessment tool poses five questions to the nonprofit organization:

*What is our mission?
Who is our customer (primary and supporting)?
What does the customer value?
What are our results?
What is our plan?"*

The IOE also developed a survey of perceptions of organization effectiveness, based on the Kauffman Foundation attributes. The survey is administered to key stakeholders of the nonprofit organizations, including board members, staff, donors, volunteers, and consumers. Summary results of all organizational assessment efforts are shared with the executive directors and with other leaders and board members of the nonprofit organizations. In addition, Succeeding with Consultants, a checklist developed by the Packard Foundation, is used to determine the nonprofit's capacity. Lastly, the Birkman Personal Profile is administered to the nonprofit executive so he/she can understand his/her leadership style and how it affects decisions. These assessments of the organization and its leaders provide a basis for future strategic planning and the maximization of organizational strengths and opportunities.

The third element of the IOE program consists of a \$45,000 re-grant presented to each of the cohort participants during the second year of the

program so that the nonprofit can implement lessons learned from the workshops and organizational assessments. A ten-member advisory council drawn from community volunteers evaluates the re-grant requests of each organization and makes re-grant recommendations to Taylor University's President for formal approval. Once approved for the re-grant, nonprofits have used the funds for board restructuring, program redesign, developing new revenue streams, creating and implementing marketing strategies, staff training and development, and further research on key stakeholders and clients.

The fourth element of the IOE program is the coaching component, completed during the 3rd year, where a current cohort member is expected to mentor another nonprofit executive in Allen County. The goals of the coaching initiative are to enhance existing relationships between nonprofit leaders, create new opportunities for networking and collaborating, and pass on knowledge gained from the programs and services provided by the IOE. The coach is expected to meet with the nonprofit executive at least twelve times over the course of the year. The cohort member shares the knowledge gained from the Kauffman Attributes and the Drucker Assessment Tool and encourages the nonprofit executive to apply key concepts in his/her organization. Coaching allows the efforts of the IOE to be multiplied and the "coach" has the lessons learned in the IOE program reinforced through sharing them with others.

As of Fall 2005, four cohorts of nonprofit leaders, including a total of 42 organizations, have participated in the IOE project. Two of the cohort groups have fully completed the program; the third and fourth cohorts are expected to

complete the program in 2005. There is a waiting list of nonprofit leaders who desire to participate in the program, and interviews are conducted in order to determine whether the program is a good fit for each organization.

Table 1: Data from a Sampling of Cohort Participants

Organization Name	Cohort Group	Founded	Full-time Staff	Part-time Staff	Volunteers	Bd. of Dir.	Yrs. As Exec Dir.	Budget
Aging and In-Home Services	1	1974	61	83	100	21	15	\$8.3M (2000)
League for the Blind and Disabled	1	1950	10	3	120	28	10	\$697K (2000)
Matthew 25 Health and Dental Clinic	1	1976	8	10	400	15	18 mo.	\$1.4M (2001)
Anthony Wayne Area Council, Boy Scouts of America	2	1917 – Ft.Wayne	21	5	3500	50	5 yr. 9 mo.	\$1.8M (2002)
Girl Scouts of Limberlost Council, Inc.	2	1918 – Ft.Wayne	30	5	2300	22	6	\$2.3M (2001)
Goodwill Industries	2	1937	127	17	0	21	11	\$4.3M (2002)
Big Brothers Big Sisters	3	1972	15	8	1187	N/A	N/A	\$1.2M (2003)
Early Childhood Alliance	3	1953	65	31	N/A	30	N/A	\$3.5M (2003)
Salvation Army	3	1886	6	5	2300	N/A	4 yr. 3 mo.	\$999K (2003)
SCAN	3	1974	69	19	<200	N/A	N/A	\$5.7M (2003)

Source: Institute for Organizational Effectiveness Quikfax Survey Responses

Participation in the IOE is by invitation, and organizations must meet certain criteria to be considered for the IOE. They must be not-for-profits located in Allen County, provide programs and services that benefit the entire community, and maintain financial solvency. Participants must also have the demonstrated support of the community, a committed board of directors, executive leaders who have served in their current position for at least a year, and the willingness of the board chairperson and executive leaders to participate

in the program. The program currently excludes support groups, fiscal agents, governmental organizations, schools, and churches.

The IOE specifically targets human services nonprofits that make a significant impact on the community. The IOE has also recently invited organizations from other nonprofit sub-sectors to participate in its cohort groups, including a public radio station, a high tech/biosciences business incubator, and a community leadership development organization. The leadership tenure of cohort participants has varied from 1 to 15 years, and budget size has varied from \$200,000 annually to over \$30 million per year. There has been an equal distribution of male and female executive participants as well as organizations with and without affiliation to the United Way. The IOE cohorts have included some Christian, faith-based organizations.

The IOE is the only organization of its type in the state of Indiana. Though it has no Board of Directors because it is not a distinct 501(c)(3) organization, it does receive suggestions from its Community Advisory Council and reports to the Taylor University President. Every other month, the IOE staff meets with representatives of the Foellinger Foundation to assess progress, seek recommendations, and discuss program developments and updates. All final decision-making is left to the IOE.

Today, Taylor University serves as the financial sponsor of the IOE and oversees its operations. Taylor University's responsibilities include the employment of staff, selection of cohort groups, and the actual approval of re-grant funds. In addition to the roles played by Taylor University and Foellinger,

an outside review of the IOE project is periodically completed to guarantee the integrity and quality of the program.

Applications of Best Practices from the IOE Program

The long-term sustainability of the IOE depends upon its ability to demonstrate value to current and potential funders. This will require comprehensive efforts in outcomes assessment, which is no small challenge as so many outcomes may take years to observe. The IOE's success will also be enhanced by an improved, more efficient, and more effective delivery of technical assistance services to future program participants.

Following are some of the lessons learned from the Taylor University IOE program and organization near the conclusion of its initial five-year pilot program:

The IOE organization and programs:

- Primary IOE client relationships are two-fold: one is with our funder(s) and the second with the executive leaders in our cohorts. The IOE enhances the funder's potential for improved return on future investments over the long-term by working with the executive leaders to strengthen organizational performance.
- Financial efficiencies can be realized by combining services provided in the IOE's re-grant phase within the IOE organization itself. In the current model, this has led to increased capability in the local technical assistance provider community. However, future economies of scale with high quality of delivery can be realized by developing an internal leadership development and management support capability for nonprofit organizations.
- The IOE program with its elements of training, assessment, financial resources for application, and coaching is both comprehensive and unique. There is high value in all elements over an extended time frame, giving nonprofit leaders an extraordinary applied learning opportunity that has organizational performance implications. More than other traditional educational delivery methods, the results demonstrate high impact over a

long period of time in the community. The three-year commitment provides for sustained learning and application.

- The re-grant process is complex to administer and effectively monitor, but provides value and energy in the IOE model. Before approval of re-grant funds for other uses, the executive leader and board chair must attest to a certain level of board competency. Board governance is a significant challenge in many nonprofit organizations. Often, the distribution of re-grant funds in two phases is warranted, as funded initiatives are often dependent on completion of other initiatives. Progress reports must be made at six-month intervals until completion of all initiatives approved for re-grant funding. A key benefit of this structure is a more thorough consideration of how the funds will best address systemic issues, ultimately leading to enhanced organizational performance.
- The level of funding (current IOE re-grant is \$45,000 per organization) is important in providing motivation and incentive for both individual and organization commitment. Future consideration of a lesser re-grant amount is warranted, especially if efficiencies can be gained in the delivery of technical assistance services.

The IOE nonprofit organizations and participants

- Many nonprofit leaders desire more substantial and intensive training and professional development opportunities. The need for a sustained, community-based effort in the area of board development is also high.
- There is high value and priority in extended peer relationship building and community. For many executive leaders, the peer learning opportunities that occur have the highest value in our program.
- Numerous collaborative efforts are a likely result of participation in IOE programs and activities. Collaboration takes time and cannot be forced. It seems to happen best when people first appreciate the value of personal relationships and *then* the value that the respective organizations bring. Active involvement in IOE sessions leads to discussions of shared values and interests, resulting in greater potential for collaboration.
- The typical executive leader in our cohorts has minimal training in strategic organizational administration. Most nonprofit leaders are well-trained and prepared for social service, but often have limited background in running an organization.
- The more effective executive leaders of nonprofit organizations appear to have less day-to-day operational responsibilities.

- Executive leaders are generally not as close to key stakeholders as they think they are.
- Several broad categories of organizational need continue to surface through the re-grant process. The primary areas of greatest need to nonprofit organizations include board governance, organization sustainability (including developing alternative revenue streams), fund development initiatives, marketing strategies and branding.
- The vast majority of nonprofit organizations find change management and entrepreneurship difficult.
- Cohort composition is important to group success; the most successful participants have demonstrated a teachable attitude. Trust and confidentiality are essential to group success and communication.
- Coaching is not natural for all participants and requires strong accountability and time for learning and acceptance. It is essential to have a strong, well-trained professional coach to lead the coaching initiatives.

Conclusion

The future of the IOE is bright. This future is filled with many changes and challenges, not unlike its for-profit counterparts or the nonprofit organizations it serves. Plans are currently underway to pursue and complete a merger of the IOE with Leadership Fort Wayne, one of the participating IOE organizations and members. This would result in a new organization, the Community Leadership Institute. A capacity building project, funded by the Foellinger Foundation, is currently underway with Arts United (another former IOE participant) and involves eleven arts organizations in Allen County. An IOE training consortium for alumni and partners is also being formulated for launch in 2006.

In the future the IOE (with or without Leadership Fort Wayne) is considering becoming a separate nonprofit in order to access other funding

sources. The IOE would like to partner even more with the Taylor University MBA program to provide on-site learning opportunities for the students. Three of the past IOE participants have enrolled in the MBA program as a logical continuation of their training. Future IOE workshops may count as credit toward a Taylor University MBA, or the University may offer certification for program and session completion. IOE participants can also provide numerous learning lab and directed study opportunities for Taylor MBA students. Recently, the Taylor University MBA relocated its operations from the campus to the Innovation Center in Fort Wayne, another IOE participating organization.

The IOE of the future is likely to reach well beyond its existing boundaries, in both geographic market area and nonprofits served. While the services offered will likely remain the same in content and form, new opportunities will be explored with other Christian universities and their business programs, schools, churches, business boards, national nonprofits, missions organizations, and others may be pursued. New services need to be developed. Products that do not require a three-year timeframe may also be launched.

There is also discussion of shifting the IOE to a tuition-based model. It costs approximately \$400,000 per year to deliver all the services, workshops, coaching, consulting, events, and sponsorships that comprise the IOE program. If eight to ten foundations would partner with the IOE by providing \$50,000 - \$100,000 per year, these foundations could determine which organizations participate in the IOE program. This might allow foundations to better deploy their investments in funded nonprofits, requiring leadership development and

organizational assessment through the IOE program. It is quite possible that the IOE program will spread to other Christian universities and other communities where there is interest and demand for its services.

The Institute for Organizational Effectiveness may help to minimize waste within nonprofits by teaching their leaders to utilize resources more effectively. Many of the sustainability challenges faced today by nonprofits are caused by ineffective leadership and a lack of time and funding devoted to leadership and organization development. Statistics show the great resources and potential that nonprofits have even during difficult times. The IOE project fosters collaboration and networking through its coaching element; restructures the delivery of services and general organizational processes through its customized organizational assessment; prepares leaders to effectively run organizations; and provides the funding to implement learning in the organization. The IOE and like-minded organizations will drive the evolution of nonprofits locally and nationally into more efficient and sustainable entities that can adapt to the challenges and changing landscape of the 21st century. Surely our business programs and students have important roles to play in strengthening nonprofits in the future. The IOE is one way to help make that happen.

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