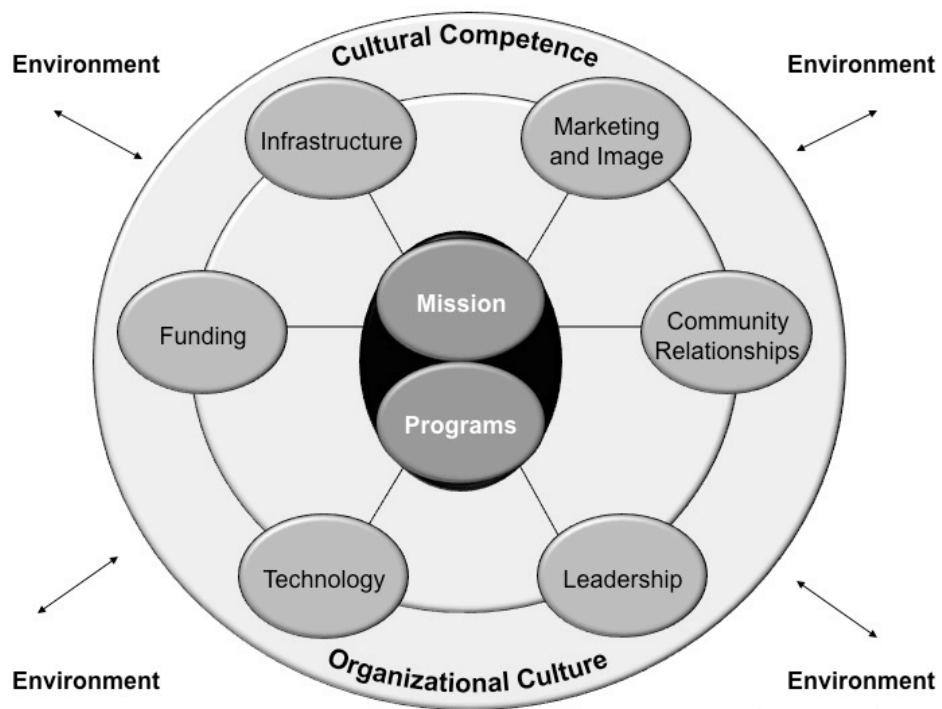




Nonprofit Organizational Model[®]

The *Nonprofit Organizational Model[®]* is designed explicitly for nonprofit organizations. The model places the organization's *mission* and *programs* at the center, surrounded and supported by *infrastructure, marketing & image, community relationships, leadership, technology* and *funding*. These aspects of a nonprofit organization are embedded within the organization's culture and its cultural competency. The entire organization affects and is affected by its external environment. An explanation of each aspect of the model follows.

Figure 1 – Nonprofit Organizational Model



Mission: Mission is at the top center of the model because it is the core of a nonprofit organization. Everything an organization does must align with its mission. The mission is a nonprofit's guiding force; it is why the organization exists. In this model, the term "mission" encompasses the organization's mission and vision statements, as well as written values, goals and strategies.

Programs: Just below the organization's mission, also in the center of the model, are the organization's programs. Programs are also central to a nonprofit organization and are closely aligned with the organization's mission. The vast majority of staff, board members and volunteers become involved with a nonprofit because of its mission and programs.

Everything within a nonprofit supports these two primary aspects of the organization. The six small circles surrounding the mission and programs (*infrastructure, marketing and image, community relationships, leadership, technology* and *funding*) are connected to and support the organization's mission and programs, as well as each other.

Increasing the effectiveness of mission-driven organizations

Infrastructure: Infrastructure is the basic framework of an organization. It determines how the organization is organized and defines roles, responsibilities and authority. It outlines formal decision-making processes and establishes the boundary of acceptable behaviors. Examples of infrastructure include: organizational charts, bylaws, policies and procedures, formal communication channels and evaluation methods.

Marketing and Image: Marketing and image includes both formal and informal aspects of advertising and image creation. Formal marketing and image creation often include marketing plans, marketing materials (such as brochures and websites), logos and media coverage. All organizations also have informal, and often unstated and unintended, aspects of marketing and image creation. This includes how staff members dress, how they talk about the organization outside of work and the “buzz” surrounding the organization.

Community Relationships: Community relationships refer to community partnerships and community accountability. Partnerships can be with other nonprofit organizations, for-profit businesses, government organizations or individuals. They can involve written memos of understanding or simple verbal agreements. Community accountability, an important and often overlooked aspect of community relationships, is the means by which an organization remains accountable to funders, partners and other community members.

Leadership: Leadership in this model is defined broadly to include all volunteers, board members and paid staff. The model is not intended to be used to review individuals, but rather to look at the number, skill sets, and relationships among all organizational leaders.

Technology: Technology is defined broadly in this model as all physical items allowing an organization to operate. Technology can be a high tech database system or a basic telephone. Even an office desk and a ball point pen are technology.

Funding: Funding is a central element of nonprofit organizations and is often a limiting factor in an organization’s ability to expand programming and further its mission. Funding can come from a variety of sources including foundation grants, government grants, personal donations, special events and earned income.

These primary elements are surrounded by and exist within the organization’s culture and its cultural competence, which in turn interacts with the environment.

Organizational Culture: Organizational culture permeates every aspect of an organization, yet it is challenging to define. Culture includes informal communication, traditions, personal relationships and shared informal, and usually unspoken, values and beliefs. Culture, far more than written documents, determines how every aspect of an organization operates.

Cultural Competence: Cultural competence refers to how skillfully an organization and its staff/volunteers interact with diverse people and cultures.

Environment: Nonprofit organizations exist within and are affected by the larger environment in which they operate. The environment includes everything that impacts a nonprofit but is not directly a part of the organization. The arrows between the organization and the environment are two directional, showing that nonprofit organizations both impact and are impacted by their environment.