Summer 2009

Analysis of Boys Hope Girls Hope of Nevada

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Analysis of Boys Hope Girls Hope of Nevada

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I. ABSTRACT/EXECUTIVE SUMMARY

One of the most important components of any business is the ability to effectively market the organization. Marketing is critical in shaping the public’s knowledge of services offered and how an organization distinguishes itself from other organizations within a community. This type of recognition ultimately affects an organization’s sustainability. To effectively conduct outreach and create an effective marketing strategy nonprofit organizations are increasingly becoming reliant on volunteers to meet these missions. With nonprofit organizations taking on larger caseloads with limited staff, organizations are becoming more reliant on volunteers, which include the Board of Directors, to assist in marketing and fundraising. Help from high profile and dedicated volunteers are also essential for an organization to be successful.

In this analysis we will focus on Boys Hope Girls Hope, a nonprofit youth organization in Las Vegas, Nevada. Boys Hope Girls Hope seeks to provide low income students who show academic promise the opportunity to be supported in their primary education ultimately leading to college attendance and graduation. Upon initial interviews and review of materials from the organization it was quickly discovered that this organization lacked a true identity, marketing strategy, and support from their Board of Directors. To ensure a comprehensive view of the organization we conducted a survey of stakeholders and other non-profit leaders serving similar clientele. We also conducted a literature review to bring to light the importance of marketing and stakeholder support of a program. During the course of this project we learned that Boys Hope Girls Hope Las Vegas permanently close their doors in August 2009. The lack of support from leadership and stakeholders, coupled with not understanding the interrelationships between marketing strategies and the organization’s functions and processes inherently affected and influenced the public’s perception of the Boys Hope Girls Hope image and identity in the community.

Boys Hope Girls Hope
II. PURPOSE OF THE REPORT
The purpose of this report is to assist Boys Hope Girls Hope with identifying and securing additional marketing and awareness avenues. From the initial interview with Jane Jensen Saint, Executive Director for Boys Hope Girls Hope Nevada, it was made clear that there was a need to increase their donor list and brand awareness in the community. The best way to generate an increased awareness and revenue was through analyzing Boys Hope Girls Hope current marketing strategies and provide the findings to enhance and promote marketable brand recognition within the community.

In this paper we will focus on the how vital an effective marketing strategy is ensuring the visibility and ultimately viability of Boys Hope Girls Hope within the Las Vegas community. The group will measure this through an evaluation of answers gathered at the conclusion of our cross sectional survey, exploratory interviews, literature review, and the reasons for the organization's impending closure. Through a combination of these key areas being analyzed, our group will be able to provide Boys Hope Girls Hope with recommendations and any limitations identified at the conclusion of this report.

III. ORGANIZATION HISTORY AND BACKGROUND
Boys Hope Girls Hope is a national organization created in 1977 by Father Paul Sheridan. An educator and Jesuit Priest in St. Louis, Father Sheridan had witnessed the potential of America's youth being squashed by factors beyond their control. He wanted to create a program that would help children reach their full potential and achieve academic excellence. This program became Boys Hope Girls Hope with the mission to help academically capable and motivated children-in-need to meet their full potential and become men and women for others by providing value-centered, family-like homes, opportunities and education through college.
This unique group of children, or scholars as they are called, is incredibly special. They live with many obstacles facing them which include:

- Being victims of divorce.
- Living in neighborhoods riddled with drugs and crime.
- Experiencing extreme financial poverty which no child should endure.

Under these circumstances, most children would struggle to survive, much less thrive academically, but the scholars of the Boys Hope Girls Hope program are different. They have the capacity and motivation to move beyond their environment. While it is possible they would succeed even if not participating in the Boys Hope Girls Hope program, Boys Hope Girls Hope made their life significantly less difficult by providing an environment that is supportive of their education and ensuring that the students excel academically and personally by becoming good citizens.

Today, Boys Hope Girls Hope has over 20 affiliate programs in the United States, Mexico, and South America. In the history of the organization Boys Hope Girls Hope has aided thousands of youth in becoming academically successful and productive citizens in their community.

An affiliate location is selected based on certain criteria. The city must have a strong Jesuit presence and have a thriving philanthropic community. Each affiliate organization follows a set of general rules and guidelines relating to the mission statement, scholar selection, and programming; however, all other affiliate aspects are completely independent of the other and do not receive any assistance from the national office. According to a phone conversation with Jim Boys Hope Girls Hope
Palmer, Communications Director for the National Headquarters in Brighton, MO, “the national office provides guidance, but generally, the affiliates are on their own.” Boys Hope Girls Hope of Nevada is no exception.

When the national office was looking for a location to open a new Boys Hope Girls Hope affiliate, Las Vegas seemed to be an obvious choice. In the mid 1990’s, the economy was booming, philanthropic dollars were ample, and the number of at-risk children was growing by leaps and bounds. The National office knew they had found a perfect fit. However, what the National office did not research was what organizations were doing well, what major donors were interested in funding, or how many nonprofit organizations were actually registered in the area. The National office assumed Las Vegas would be similar to other affiliates across the country and the program would grow and be successful.

While other Boys Hope Girls Hope affiliates manage multiple homes and large programs, the Nevada affiliate’s budget is much smaller and vision allow for a deep impact for each scholar. Over the past 14 years, Boys Hope Girls Hope Nevada has served over 25 children by providing them with a secure value-centered home life, as well as a nurturing environment where children are encouraged to become educated and productive citizens. Of those children, three have completed the program as measured by their college attendance, successful graduation, and making a better life for themselves and their family.

The reason for the small number of youth is aligned with their goal to provide for the whole child. Youth excel when all their needs are being met; spiritual, emotional, physical, etc. To truly make an impact and change the scholar’s life for the better, the staff spends a lot of time focusing on that child. Large organizations who serve the masses are not able to give this one-
on-one attention as shared by Jane Jensen Saint, Boys Hope Girls Hope Nevada’s Executive Director. “Without this organization, these kids would get lost in the system.”

PROGRAM DELIVERY
According to The Boys Hope Girls Hope Nevada organization website and collateral materials, scholars have various ways to participate in programming, depending on what works best for the youth and their situation.

- **Residential program** where youth live in a Boys Hope Girls Hope home until they graduate from high school and leave to attend a form of educational or vocational program. However, should they drop out of school, engage in questionable or inappropriate behavior, or are unable to maintain their grades; the youth will be asked to leave. The youth may return to their family at any time.

- **Non-Residential community program** for scholars who are able to remain in their home, but still could use the support and guidance to make the successful transition. This is a new program for Nevada, but will function similar to the female scholar program. Scholars will participate in tutoring and meals.

- **College Support and Aftercare program** to help scholars while they are in college. Assistance with tuition, books, and room and board is provided. Also, emotional support and assistance securing employment is available.

- **Family Support** is available to provide that holistic support to parents and guardians as well. Parenting guidance and support groups, referrals to community resources, and invitations to family night.

According to Ms. Saint, participation in the Boys Hope Girls Hope Nevada program is based on an application and interview process. Each child must be between the ages of 10 and 14 at the time of admission. In addition to the age requirement, they also must meet the following standards according to the Boys Hope Girls Hope admissions application.
• The Scholar must have the academic potential to succeed in a college preparatory program.
• They must be able to benefit from long-term, values-centered and nurturing residential environment.
• The child does not show serious emotional or behavioral problems.
• The child is not a user of drugs or alcohol.
• Can relate positively with others living in the home and/or participating in the program.
• Understand and accept the expectation of the Boys Hope Girls Hope program.
• The family is fully supportive of the youth’s participation in the program.

The Nevada affiliate has a home in North Las Vegas for the male scholars. Five scholars live in the home and range from 12 to 18 years of age. During a recent visit to the home, two scholars truly summed up the intention of the program. Please note the name of the young men has been changed due to confidentiality reasons.

Sean, an 18 year old recent high school graduate has been participating in the Boys Hope Girls Hope program for four years. He came to the organization because his mother was having a difficult time making ends meet and providing for her family, but did not want to surrender custody to the foster care system. She wanted to remain his mother, but she also wanted a better life for her son. Sean is incredibly personable, bright, and talented. In the fall, he will be attending college in Denver, CO. Sean, most likely would have been a great success regardless if Boys Hope Girls Hope would have come into his life, but he would have had three times the challenges of any normal teenager.

Peter, a 14 year old high school freshman who loves football. He is so excited he was selected to play for Bishop Gorman High School beginning in August 2009. He feels he would have never had this opportunity if he would not have been proactive in finding Boys Hope Girls Hope after his mother died. “I mentioned this place to my DCFS case worker. I found it in the phone book. Without Boys Hope Girls Hope, my life would have been very different…and not for the better.”
In addition to the male scholars, Boys Hope Girls Hope initiated a non-residential program for the female scholars. These bright ladies continue to live with their parent or guardian, but attend after school programming and share an evening meal with the male scholars at the North Las Vegas Home. The female scholars program is still new (beginning in May 2009), however land has been donated for their home and a campaign to raise funds to build the home is in process.

**PROGRAM BEING ANALYZED**

Boys Hope Girls Hope and the Master of Public Administration students at University of Nevada Las Vegas are conducting an analysis of the Boys Hope Girls Hope marketing and awareness strategies. In conversations with Ms. Saint the organization “lacks a strong identity and often gets confused other organizations such as Boys and Girls Club, Boys Town, and the like. Boys Hope Girls Hope is Las Vegas’ best kept secret and does not receive the recognition it deserves, therefore program funding and awareness are limited.” stated Ms. Saint.

Las Vegas is known for lights, flash, and glamour. A nonprofit organization must be unique to receive any recognition. Without strong marketing an organization will most likely fail, as did Boys Hope Girls Hope Nevada.

Currently, the organization relies heavily on special events to raise awareness, which is effective if staff and volunteers are abundant. Unfortunately, Boys Hope Girls Hope has few professional administrative staff which leaves a majority of the work for the special events and fundraising to fall on the executive director, whose talents should be directed elsewhere. In addition, Boys Hope Girls Hope has several prominent names on their Board of Directors; however, many of them are overly committed or feel their role is to only provide policy governance and oversight.

Boys Hope Girls Hope
A detailed in our literature review, support and active participation from the Board of Directors is essential to a small organization such as Boys Hope Girls Hope Nevada. A small staff does not allow for the executive director to perform all the fundraising and marketing duties and manage the finances, bookkeeping, and staff. Requiring one person take on that much responsibility opens the door to failure.

PROBLEM STATEMENT

Boys Hope Girls Hope Nevada is an incredible organization that lacks recognition in the community. There are various reasons for not receiving the recognition they deserve. As stated earlier, they often get confused with other organizations that serve youth.

Also, the organization’s mission and structure encourages a significant impact on the scholars, which means the number of admissions is much lower than that of the organizations who serve large numbers. Unfortunately, these well-known organizations over-shadow Boys Hope Girls Hope limiting their awareness and fundraising. Without that revenue, the organization struggled financially which ultimately lead to its failure.

In addition to not receiving recognition, the organization lacks the support from the board of directors to generate that recognition. Without help in raising awareness from critical volunteers, all efforts to increase recognition for your brand are worthless. Nonprofits must have help with marketing.

Boys Hope Girls Hope also gets lost among the other major players in Southern Nevada, the organization encounters a “catch 22” because they do not have enough staff to effectively market Boys Hope Girls Hope and its mission. As detailed in the staffing section of this paper, 60% of the employees provide direct service and 40% is administrative. Of those 4
administrative staff, only one, the executive director, has marketing responsibilities in her job description.

**OVERALL GOAL**
The overall goal is for Boys Hope Girls Hope to increase their awareness, mission, and vision in the community. With heightened awareness and brand recognition, the organization will have a better foundation to raise more funds and expand their partnerships and services. The will enable Boys Hope Girls Hope to touch the lives and care for more children in our community and essentially create a better place for all to live.

It is the hope of this student group that through our survey findings, literature review, and collective experience, a useful marketing strategy for Boys Hope Girls Hope Nevada will be created.

**OUTCOME AND PERFORMANCE MEASURES**
In an effort to ensure quality of all of its affiliates the national office of Boys Hope Girls Hope requires all programs to complete a Quality Performance Assessment Inventory (QPAI). The form has a series indicators and action steps to complete; the individual in who is responsible for the action step, and the date this step is to be completed. An example is below and the three page document is included in Attachment A.

<table>
<thead>
<tr>
<th>Management Area:</th>
<th>Children Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicator #: C-1</td>
<td>Home(s) at full capacity during review period. All vacancies filled with in 30 days</td>
</tr>
</tbody>
</table>

**Improvement Action Steps:**

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Staff Responsible</th>
<th>Date</th>
</tr>
</thead>
</table>
1. Establish a referral network with several of the elementary and middle schools in the Las Vegas community, more specifically near the program home location. Through constant phone calls, invites to

| PD  | On-going |
| CRC |         |

2. Maintain positive and effective case management with all current scholars through meeting with them individually every month to assess their needs or concerns.

| PD  | On-going |
| House Staff |         |
| ASC |         |

3. Follow up with current community organizations and agencies that provide services to families (Department of Family Services, various religious groups and Kinships groups) to make presentations about the program and establish a point of contact.

| PD  | On-going |
| CRC |         |

Date completed by:

The QPAI is designed to provide organization with goals that will ensure they are meeting the mission of the organization.

IV. REVIEW OF LITERATURE

Marketing is a vital aspect in shaping and presenting a nonprofit organizations' name, identity and brand association to its audience and its communities. In order to be successful, a nonprofit organization (NPO) must continue to understand, and anticipate changes in its audience and in its environment. For many nonprofit organizations, economic conditions and competitive forces can constrain their ability successfully operate. The effect on NPO because of these changing environments is evident in a report specifically focusing on human service organizations by Giving USA (an organization that tracks fundraising):

In 2008, estimated overall charitable giving in the U.S. was $307.65 billion, which is a 5.7 percent drop from 2007, according to Giving USA in a report released recently. In 2007, giving totaled an estimated $314.07 billion. This marks the biggest decline in the history since 1956.
Giving USA also notes the following trends:

- For 2009, 60% of the surveyed human services organizations were cutting expenses, including cutting services or staff, due to funding shortages;
- The type of human service agency most likely to be underfunded was youth development/serving children and youth. Of this type of group in the study, 74% said they are underfunded or severely underfunded, meaning that current available funding was insufficient to meet current demand.
- Among organizations working to meet people’s basic needs (food, shelter, clothing, etc.), more than half (53%) said they are underfunded or severely underfunded for 2009.

These relevant statistics imply the need for individual NPOs to systematically and periodically analyze their organization’s internal and external marketing functions and relationships. In an attempt to understand their relative, current marketing positions, nonprofit organizations must begin to re-examine and assess their individual marketing disciplines such as: Marketing Strategies and Applications (pinpointing the marketing position, understanding the relevance of marketing consultants, effective nonprofit marketing strategies, and continuing awareness activities and protecting your brand reputation), The Niche’ of the Organization, The Competitive Differentiation of the Organization, The Organization’s Mission, Vision, and Value, The Roles and Responsibilities of the Board of Directors, The Role of the Chief Executive Officer, and The Importance of Building Dialogue and Stewardship Through Donor Colleagues (facilitating donor outreach efforts, developing donor-investor feedback channels, updating donor database files, and developing and cultivating donor-investor relations).
For most nonprofit organizations, strategic marketing functions are examined at initial strategic planning cycles. These functions are then periodically examined to determine their effectiveness and further reviewed during economic downturn conditions to determine problems and challenges that may hinder fundraising. This evaluation strategy becomes an important and critical aspect for that NPOs and should be conducted every one to three years.

The examination process begins, according to Peter L. Edles (2006), “Pinpointing the Marketing Direction” (Attachment C, Figure 1), by starting with a questionnaire to determine the organization’s present marketing views and perspectives such as:

1. The organization’s features and benefits
2. The measurable objectives to achieve by marketing the NPO
3. The communication objectives including media, changing perspectives or acquiring new prospects;
4. The intended audience group to target (people, groups, rank priority)
5. The relevant demographics of each target audience (age, sex, occupation, income etc.);
6. The factors that mostly influence those who support the organization or what attitudes or mindsets need to be changed
7. The obstacles that must be confronted in order for the organization to achieve its goals
8. The differences that allow us to compete with other similar organizations.

By undertaking this process nonprofit organizations can establish how they wish to be viewed in the community. This process will also ensure that organizations are taking into account the local culture and norms when establishing their marketing strategy.
UNDERSTANDING THE RELEVANCE AND USE OF MARKETING CONSULTANTS

Upon identifying the marketing position in which the NPO has defined, the organization must then consider whether to hire a professional marketing consultant to analyze, assist, and coordinate organizational marketing strategies. An organization’s lack of resources may limit the organization’s ability to justify the expense; therefore the organization must rely upon inexperienced staff members to perform marketing duties. Edles (2006) suggests “a consultant can furnish plenty of useful aid in helping an organization find marketing prospects” (Attachment C Figure 2).

EFFECTIVE NONPROFIT MARKETING STRATEGIES

After evaluating the NPO’s marketing views and perspectives, and establishing whether or not to include the advisement of a professional marketing consultant, NPOs must develop effective marketing strategies that best support their mission. Kay Sprinkel Grace and Alan L. Wendroff (2001) expressed that “effective marketing is about a compelling message delivered in ways that are appropriate to the organization and its audience”. Grace and Wendroff also remarked that “to be effective with marketing functions (Attachment C Figure 3), NPOs need to do the following:

- Develop a theme based on values, impacts, and issues.
- With that theme, develop a sequence of collateral materials and images that appeal to your audience and will extend over a period of years with annual fine tuning of the presentation.
- Devote a portion of your budget to creating and regularly revising these materials.
- Evaluate your impact, but don’t rush to judgment. Experiment with different approaches to the same message.

Boys Hope Girls Hope
CONTINUING AWARENESS ACTIVITIES AND PROTECTING YOUR BRAND REPUTATION

The current economic environment presents fundamental problems and challenges for NPO's marketing and fundraising, but many of these obstacles can be overcome simply by re-addressing the issues, and focusing on the aspects that enhance the image and position of the organization in the community. The Association of Fundraising Professionals (AFP) in an article entitled, “Fundraising in Difficult Times”, emphasized the importance of following marketing aspects in order to increase the visibility of a NPO by “Continuing Awareness Activities”, and “Protecting Your Brand Reputation.”

- **Continuing Awareness Activities** - “Don’t cut marketing and advertising and keep it steady, even considering increasing it. Media outlets are feeling economic pressures as well, and will most likely offer very good deals. In addition, if other organizations are cutting back, (as undoubtedly many are), your message will stand out even more. Those nonprofits that continue to market and advertise will be in the best position to raise even more funds when the economy improves”.

- **Protecting Your Brand Reputation** - “Your brand—what you are known for and how people think about you—is critical. Don’t damage or short-change your reputation by cutting corners. This applies not only to ethical behavior, but also to the presentation of materials, quality of products etc. Just because times are tough doesn’t mean that the donor no longer cares about quality or clear and solid presentation of information and data. To the contrary, stress your brand and solidify your reputation through informative and compelling messages and materials.”

Grace and Wendorff (2001) followed that “Branding is not a gimmick. Developing materials and themes that are repeated in all of your outreach communications is one way to establish wider recognition in the community.” From a NPO practical marketing application, Edles (2006) follows up other “ways of attracting attention to the organization through marketing.
concepts proposed by K.S. Kelly such as in person presentations, newspaper articles, speaker’s bureaus and printed materials. See Attachment C Figure 4 for a full listing of ideas.

THE COMPETITIVE DIFFERENTIATION OF THE ORGANIZATION.

In an effort to further understand the nonprofit organization’s marketing position, organizations consider through assessment, how they are differentiated and distinguished from one another. According to Kelly Moore (1996), “to differentiate or distinguish, an organization has to be unique.” The logic behind the importance of differentiation according to David Aakers, (2004) is “If a brand fails to develop or maintain differentiation, all brands will look the same to consumers; furthermore without differentiation, there will be little basis for commitment, and it will be difficult to develop and retain a loyal customer (i.e. donor) base.” Nonprofit organizations, then in an earnest attempt to proactively distinguish themselves from competitors, must either conform, or adopt a criterion that would allow the organization to position itself as different to its competitors.

ORGANIZATION’S MISSION, VISION, AND VALUES

In an effort to remain visible in a competitive marketing environment, nonprofit organizations must also focus on assessing and re-aligning their marketing strategies to create awareness of its brand. This alignment also enhances the organization’s mission, vision, and values associated with its identity. From a historical perspective, Jan Lindemann (2003-2004) explains that “this does not mean that management failed to recognize the importance of intangibles. Brands, technology, patents, and employees were always at the heart of corporate success, but rarely explicitly valued. The term ‘Brand’ is an intangible asset, and difficult to quantify; but yet, the verbal, visual, and creative aspects of the brand create financial value, and it is an organization’s brand that helps distinguish its values and beliefs from other similar, competing organizations.”
From a nonprofit standpoint, Ken Burnett (2006) equates ‘Brand’ as “the set of ideas, images, feelings, beliefs and values that are carried around in a person’s head.” An organization’s brand is what personifies the organization’s characteristics, gives it individuality, and further establishes the distinction of the organization’s core values and beliefs.

Anne Bahr Thompson (2004) also explained that “if a brand is to be a source of value for an organization, its positioning in the market and the minds of consumers will be critical to the actual value created. Burnett (2006) also suggests that “a strong brand isn’t just how the organization looks and thinks of its personality. Donors need to be able to easily differentiate between causes, and if your organization stands out clearly from others, it will be recognized and remembered, and will prosper as a result.”

Nonprofit organizations must also assess the impact that their mission, vision, and values have upon the organizations brand identity and its internal culture. In articulating institutional goals into the brand premise, Thompson (2004) stated that the institutional challenge then is “to identify and articulate a core idea or aspiration (focusing on human need or desire) for the brand that will be relevant to target audiences over time (more than 3-5 years) regardless of how competitive dynamics and business needs evolve over time.”

Deborah Bowker (2003-2004) identified the linkages between the institutional goals of mission, vision, and values in relationship to brand identity and image in a chart identified as the “Brand Organizational Context” (Attachment C Figure 5). Thompson (2004) further proposes the development of the “Brand Platform” which is designed to do the following: “impart a common understanding of the brand throughout an organization, and influence behaviors that shape stakeholder perceptions over time.” The foundational aspects of the Brand Platform Framework are based around the terms of vision, mission and values. Thompson (2004)
encompasses the term, ‘Vision’ as: “The reason for being, based on recognized and unrecognized customer needs and desires. An audacious statement, the vision articulates the brands aspirations, frames its long-term ambitions and essentially captures its point of view of the world.”

Thompson (2004) embodied the term, ‘mission’ as: “A statement that describes how the vision can be accomplished, embodying practical business goals. It is ambitious, yet achievable over time, and generally reassessed as markets change and the company grows.” Thompson (2004) envisions the term, ‘values’ as: “the tenets that guide an organization’s relationships-with employees, consumers, the media, and so on—thereby capturing the spirit of the brand and reinforcing the vision and mission. In the same way that individual’s morals and ethics form their behaviors, core values remain constant in the face of changing marketing strategies.”

The Brand Platform provides a basis of strength when the platform conditions exist to compliment the organizations marketing strategies.

Finally, the importance of alignment of an organization’s internal and external cultural values provides a basis of commitment from those identify with and sell the organization’s brand. Chuck Brymer (2004) stated that “an internal culture supportive of the brand strategy has a far better chance of delivering a consistent, yet, differentiated experience. The internal values are aligned with brand values to shape the organization’s culture and embed the core purpose. The true test of a leading brand is whether the employee’s ‘commitment to the brand’ is high, as that will ‘keep the customer commitment high’. If those who make and sell the brand are not committed to it, why should anyone else be? In other words, those who live the brand will deliver the brand.” Additional research by Shaun Smith (2003-2004) provided the framework to ‘identify and assess the expectation and experience that customers have of the brand’, defined
under the term, “Brand Management Framework” which provided additional understanding to the interrelationships of marketing (Attachment C Figure 6).

**THE PURPOSE AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS**

The importance of creating opportunities to attract successful enterprises through philanthropic contributions generally requires informed, enthusiastic leaders who are willing to lead and inspire others. According to James M. Greenfield (1999) the main purpose for a nonprofit organization’s board of directors is “providing the guidance for achieving readiness for operations and fundraising for the organization’s mission and purpose. Further board responsibilities include setting strategic goals and program objectives, establishing and approving the annual operating budget.”

Greenfield (1999) also stated that the Board is also responsible for making “reasonably frequent assessments of the organization’s mission, view, and values plus its purpose, goals and objectives, and in revising and rewriting their mission in order to reflect environmental change, demographic shifts, marketplace priorities, and economic cycles that affect those in whom the organization is dedicated to serve or as the result of evolutionary changes, maturity, technological improvements and even local disasters.”

The Board of Directors are directly responsible for determining whether the mission reflects the institution’s core values and that it clearly states what needs the organization is meeting in the community. In an interview with Steve Warren (2009), Executive Director of the Dream Foundation (a nonprofit youth organization), he expressed that the “Board of Directors is responsible for the financial security of the organization through fundraising, and insuring public accounting of assets, income, operations, and expenditures.” In overseeing the organization’s fundraising operations, the Board of Directors is responsible for, according to Zimmer and Boys Hope Girls Hope
Lehman (2004), "making sure that the organization is pursuing funds by every appropriate means. This means that the board mandates preparation of a written funding plan and reviews fundraising plans periodically to ensure timely and comprehensive implementation of the plan."

Other responsibilities, according to Warren (2009), may include appointing, supporting and monitoring the Chief Executive Officer (CEO), clarifying the mission, long-range planning, and overseeing programs such as specific marketing and fundraising efforts; also acting as a community liaison, and in assessing board member performance. Additionally, they set the standards for future board member recruitment including setting clear expectations of financial and personal time commitment for prospective candidates to the board.

The general requirements of a nonprofit board fall into four categories: legal and fiduciary, governance, setting policy, and fiscal responsibility. A nonprofit board is responsible for the legal accountability and maintaining the public trust to protect the organizational assets. Warren (2009) re-iterated that "the board is responsible for guarding against self-dealing and the organization operating ethically." Mr. Warren further states "it is the board’s responsibility to ensure legal compliance, and maintain the organization’s tax-exempt status and the governance of the organization setting the course for the future direction of the organization and operating within the by-laws." "They are the leaders who set policy, and ensure that staff adheres to and implements the policy."

In an interview with Executive Director of Unity Village, Ray Gidings (2009), a local nonprofit youth organization in Nevada stated that "in order for a board’s governance to be effective, individuals must make a collective effort to harness and advance the mission of the organization." Mr. Gidings (2009) suggests that "when boards spend their time focusing on day-to-day activities rather than focusing on work that matters, meetings become process driven..."
rather than focused on purpose driven work. Gidings (2009), believes the board's contribution is meant to be strategic, when intelligent people are brought together to combat the major challenges facing the organization, which may include marketing strategies.”

Kevin Jordan (2009), Executive Director of KYJO nonprofit youth organization in Fresno, California has suggested that “nonprofit board members are often left feeling underused and discouraged and the organization gains no real benefit from their talents.” Mr. Jordan (2009) stated that “this is why the common belief is that the task of marketing should not be placed on the board; but that the board should oversee the volunteers that are ‘in charge of marketing’.

Other common board member statements were that “board members have the overall responsibility for the organization.” They are expected to be effective leaders in terms of visionary planning and hiring capable managers. They have the power and the duty to carry out the mission of the organization. Specifically, they are charged with program and management oversight by making policies and decisions and assuring that decisions are carried out by staff in the manner intended. The board may not do anything that would create changes in the fundamental purpose or operational methods of the corporation.

Personal characteristics and qualifications are also necessary for boards to work effectively. According to Cedric Pittman (2009), Chief Executive Officer, New Beginnings Behavioral Treatment Agency, “NPO’s should recruit individuals who have an interest in the organization’s program or mission and possess management and business skills that collectively fulfill the general requirements of a nonprofit board. A common error that NPO’s make is recruiting high profile individuals for name association and not necessarily for the individual’s passion for the goals of the organization. A nonprofit’s goal should be to build a board
constellation by recruiting team members with an eye to the expertise needed, personal commitment, personality and overall chemistry."

Individuals, who are team players, allow for the ‘cultivation of group norms,’ and encourage the participation and the collective capabilities of all board members. In recruiting new board members, Zimmer and Lehman (2004), propose that “current board members should assist with recruiting new members to your board of directors who have clout and connections to ensure the success of fundraising effort. To achieve critical mass when it comes to fundraising, the board must contain at least a few people of means who have the ability to make a sizable contribution and have the desire to “put an arm” to friends and colleagues. Peer-to-peer fundraising is the name of the game.” Warren (2009) emphasizes that “initiative and integrity help insure the public trust in the nonprofit board and its organization. Commitment and continuity is important to help orient new board members and maintain organizational history while term limits provide for fresh ideas and broad community participation. An effective board should accurately reflect the diversity of that community”.

Surveying (via telephone) several nonprofit organization board members in and out of Nevada, lead one to believe that ‘nonprofit board members place more emphasis on legal, fiduciary, governance, setting policy, and fiscal responsibility, and not on marketing’ according to Pittman (2009). The respondents common responses where: “that the nonprofits sector is driven by social capital” (e.g. donations relying on individual volunteers to donate their time and resources to support their cause). These volunteers may also comprise the elected body to serve on the corporation as the board of directors or trustees. One common belief asserted by Pittman (2009) was that “board members who also serve as volunteers face the daunting assignment of completing daily task, which limits the roles and responsibilities of being an active board

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member; thus, resulting in the work as a member of the board, as being diminished”.

Furthermore, it was stated as a general rule, “that boards primarily govern and delineating daily task to staff managers, who in turn would address the marketing needs of the organization, which ensures that the relationship between board roles and staff remain intact” (Pittman 2009). From an electronic mail perspective, a Website is primarily the responsibility of nonprofits’ organizational staff.

Zimmerman and Lehman (2004) point out that “it is not the board members’ job and responsibility to design a Website, for the organization, but it is the board’s responsibility to ensure that the Website is doing its job; telling the organization’s story compellingly and comprehensively; that the Website should make it desirable, easy and secure for individuals and donors to make financial contributions; and that the site should be kept current and updated regularly.”

THE ROLE OF THE CHIEF EXECUTIVE OFFICER

The role of the NPO chief executive officer in fundraising is similar to that of the Board of Directors. He /She are actively involved in the marketing and fundraising functions. The CEO’s visibility in the community in establishing relationships, and their interconnections and involvement as a facilitator between members of the board and staff, make them a pivotal point in advancing the organization marketing and fundraising functions and in achieving organizational objectives and outcomes. Edles (2006) ideas purport the importance in fundraising of the chief executive of the organization (Attachment C Figure 7).

THE IMPORTANCE OF BUILDING DIALOGUE AND STEWARDSHIP THROUGH DONOR COLLEAGUES

It is important that nonprofit organization’s have a deep institutional commitment in understanding the donor mindset in order to develop, cultivate, and sustain donor- investor
relationships. This requires that nonprofit organizations commit to creating and sustaining donor-investor relationships. Kay Sprinkle Grace (2005) implied that investors in nonprofits look for one principle return “the knowledge that their investment will have the intended results and make an impact on the client and on the community.” Grace (2005) defined the donor-investor as an “individual or organization whose financial commitment to a nonprofit is guided by a belief in their shared values, and in the ability of the investor and the organization to mutually benefit each other and the community.”

Programming determines funding, according to Zimmerman and Lehman (2004), so it is important for the donors to understand what current and future needs require funding. Therefore, specific plans such as strategic plans need to be aligned to support the current mission statement in order to guide and direct fundraising efforts. Zimmerman and Lehman (2004) also suggested that “every nonprofit need a concise and comprehensive mission statement; a clear sense of mission and a direction that inspires staff, board, and volunteers. The organization’s strategic plan must have a strategic focus for where the organization wants to be (definitive timeline perspective), and its intentions on how to attain the organization’s intended strategic goals and activities.”

**LITERATURE REVIEW CONCLUSION**

As stated throughout our literature, marketing and brand awareness is critical to the success of any nonprofit organization as well as having the active support of the Board of Directors. Simple acts such as calling on a friend at the local newspaper, or asking a colleague to sponsor an event are small to volunteers but huge to a nonprofit organization. Without these critical components, nonprofit organizations will struggle and flounder, with the final outcome being the failure of the organization.
V. METHODOLOGY
The data used for this analysis was collected through an electronic survey. This section will detail the why the survey was conducted, how and why the questions were created, the survey response rate, and the qualitative and quantitative limitations.

The purpose of the survey questionnaire was to draw responses that assess Boys Hope Girls Hopes’ current level of marketing capacity and engagement efforts, inside and outside of the organization. The survey primarily gathered information from the staff, board of directors, and funders as identified by Ms. Saint, Executive Director of Boys Hope Girls Hope. The survey also sought responses from other key stakeholders from outside the Boys Hope Girls Hope organization such as those working with similar youth organizations within the community. This includes survey responses from those working with domestic violence programs, Department of Children and Family Services, school counselors, school teachers, and others working with at risk populations.

SURVEY DESIGN AND DELIVERY
The survey consisted of 23 questions, which sought to identify how knowledgeable the respondent was about Boys Hope Girls Hope, and how the respondent felt Boys Hope/Girls Hope could improve their visibility with the greater Las Vegas community. The survey was delivered electronically, via surveymonkey.com, which proved to be a simple and reliable method of delivery. Please see Attachment D for the survey in its entirety.

A personalized cover letter accompanied the distributed electronic Web survey. This letter provided a brief overview of the survey intent; identified those individuals primarily involved in conducting the survey and its examination (University of Nevada, Las Vegas “Masters of Public Administration” students); and those in support of the research, and its further
analysis (Nonprofit organization “Boys Hope Girls Hope’ and its Executive Director, Jane Saint). The Executive Director’s name and the organization’s logo gave credibility to the significance of the research questionnaire process. The questionnaire also “reassured the respondent that the information obtained through the survey will be treated ‘confidentially’, and a phone number for the respondent to call in regard to any specific survey questionnaire questions and its content.” (Russell K. Schutt, “Investigating the Social World: The Process and Practice of Research” 2004).

The survey sample consisted of 183 recipients including, but not limited to, the organizations stakeholders including the Chief Executive Officer, Board of Directors’, Staff, Volunteers, and Donors. Stakeholders of other NPO’s (locally and statewide, and some nonprofit youth organizations) who may or may not have connections with and perceptions of Boys Hope Girls Hope, were also included. In order to eliminate any bias, a list of community representatives with no direct affiliation to Boys Hope Girls Hope, also received the electronic Web survey.

Seventy-three (73) completed surveys were returned giving a response rate of 39.8%. Due to limited time frame and an acceptable response rate, the students did not conduct a follow up with the survey population. We did not collect demographic data on survey participants as we felt these factors would not influence the outcome of the questions.

Of those completing the survey 29 (40.4%) are currently affiliated with Boys Hope/Girls Hope as a volunteer, employee, or funder of the organization. Of these affiliations the largest group of respondents belonged to the funder (donor) category.

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LIMITATIONS OF THE EXAMINATION

The conducted research, examination, results and the recommendations of this study have provided valuable insight into the overall dynamics of nonprofit organization marketing and fundraising aspects; however, certain limitations were confronted in this study that need to be acknowledged from this examination.

Quantitative Limitations - The sampling procedure and the relatively small, sample of the population used in this analysis may decrease the ability to generalize informational outcomes derived from the analysis findings themselves. The tenets of this study look at the dynamics of a relationship primarily across multiple nonprofit organizations within the State of Nevada; however, the study also randomly selects a number of similar nonprofit organizations located within close proximity to the outside the state of Nevada. This limitation makes it difficult to say that the results will be generalized beyond the realm of the State of Nevada or even across the organizational scope of Boys Hope Girls Hope nationwide.

Qualitative Limitations - This study identifies self-reported data that may have very little reliability or verification because it draws from the experiences and opinions of its participants. These informational sources may also be limited in how accurately they inform the issues of interest relevant to this examination and its analysis. The questionnaire may not be adequately designed in drawing forthcoming responses from individual recipients due to the questionnaires’ possible lack of focus on relevant, underlying issues; issues that may be more pertinent had they been uncovered initially in the developmental process of the questionnaire. The interpretation of the findings and the results are primarily based upon the assessment of the questionnaire outcomes and not necessarily upon the review of the literature. Specific correlations to the scholarly review of the literature were not correlated to the findings and results due to overall time constraints. This impeded correlations’ limited the ability of the research assessment and analysis in giving scholarly credibility and substance to the generated report; thus limiting its parallels, associations’ and its significance.
The individual participants of this analysis may have limitations in their ability to reflect on and articulate their experiences and opinions related to specific survey and interview questions.

VII. INTERPRETATIONS OF FINDINGS AND RESULTS

All data was obtained using SurveyMonkey.com’s data collection and analysis program. There were a total number of 73 individuals who started the nonprofit marketing survey, and of those 72 or 98.6% actually completed the survey. From the information obtained, there are several areas of importance that will be mentioned in this section. All references within this section are detailed in Attachment E and their respective graph number.

From the survey, it was discovered that Boys Hope Girls Hope would benefit from expanding partnerships to improve awareness within the community. Among survey respondents 83.7% felt in order for Boys Hope Girls Hope to increase visibility within the community the organization would have to expand their partnerships within the community (Graph 7). The majority of the survey respondents 88.9% (Graph 5) felt the Department of Child and Family Services was the best suited agency for Boys Hope Girls Hope to partner with, since the Department of Child and Family Services primary focus is the safety and well being of the boys and girls they serve.

As it relates to building lasting and meaningful partnerships within the community, an overwhelming number of participant (72.5%) answered the question “What would be the best way for Boys Hope Girls Hope to build those relationship” and the response of 72.5% was by “volunteer media or marketing committee lead by a board member” (Graph 17). Moreover specifically, 67.4% of survey respondents felt that the marketing campaign would be best initiated through a volunteer marketing committee led by a board member (Graph 19). This Boys Hope Girls Hope
marketing strategy would focus on the deep impact that Boys Hope Girls Hope has on each student scholar, as well promote their logo—since 47% of the survey respondents were not able to identify with their logo.

The following are more highlights from the survey:

- Among survey respondents 60.6% are aware of the organization called Boys Hope Girls Hope. The organization has been able to stand out among nonprofit organizations in southern Nevada community, because 53% of the survey respondents felt the services provided by Boys Hope Girls Hope are focused and have a direct impact on their participants (See Graphs 1 & 9).

- Of the 73 respondents 54 were either not associated with Boys Hope Girls Hope or skipped the question. Of the 19 participates who answered the question, 63.2% (12) were/are donor/funders of Boys Hope Girls Hope (Graph 3). This result does have cause for concern because the survey tool did not record the actual numbers of individuals with no association to Boys Hope Girls Hope versus those with simply skipped the question. The numbers that were captured only reflected those who actually had an association with Boys Hope Girls Hope.

- Out of the 33 individual who responded to the question “Which of the following best describes why you remain actively involved with Boys Hope Girls Hope”, 72.7% believed donors/funders are committed to the organization’s mission (Graph 8).

- Among the survey respondents 66.7% felt the greatest challenge faced by Boys Hope Girls Hope is brand recognition, however due to the current economic climate in Southern Nevada it was felt that retaining a professional marketing firm would not be a
good use of Boys Hope Girls Hope funds (Graph 18). Instead of retaining a professional marketing firm, 68.6% of respondents felt that attending community events would be the best marketing strategy for Boys Hope Girls Hope (Graph 23).

- Among survey respondents 71.2% felt that board commitment and involvement was the most effective strategy for improving the financial strength and visibility of Boys Hope Girls Hope (Graph 21). Moreover 78.1% of respondents felt it is the Executive Director’s responsibility for fund raising and promoting the organization (Graph 22).

**VIII. Recommendations**

The following recommendations are based on the findings in the interpretation and the information in the literature review. Also included in this section is the students own analysis of Boys Hope Girls Hope.

- **Boys Hope Girls Hope should focus their marketing strategy on the deep impact that is made on each child.** The fact that this organization has the ability to provide one-on-one attention to each scholar and instill core values that will last them a life time is a huge selling point. Similar organizations who serve the masses can provide a service to these youth, but only Boys Hope Girls Hope has the experience and capacity to truly make a difference.

- **Boys Hope Girls Hope expand its partnerships with other organizations.** There are so many organizations in Clark County that serve at-risk and neglected youth. Many of them have children that would fit perfectly into the Boys Hope Girls Hope program. With an expansion of partnerships, more recognition could be awarded to the organization.

- **Develop a volunteer marketing committee that is lead by a member of the Board of Directors.** Volunteers are critical to an organization the size of Boys Hope Girls Hope, especially when those volunteers have the institutional knowledge of the Board of Directors. Boys Hope Girls Hope has an impressive roster of board members who have
quite a few connections. Utilizing those connections on a volunteer basis would enable the organization to better allocate resources.

- **Create more localized marketing material that appeals to Southern Nevada.**

  Nevada, especially Las Vegas, is original and unique. To get the attention of the community, a nonprofit has to standout. Marketing materials that appeal to local donors are critical to their effectiveness. The photos, language, and style need to reflect our demographics or the message is ignored.

Outside the recommendations above, the students also came to the conclusion in the beginning of the project that the organization was not sustainable based on several factors. First, the economic climate of Las Vegas was not strong enough to sustain a program that only serves five children and offer a small success rate. Second, not having the support of the Board of Directors is very dangerous and significantly contributed to the organizations failure. Third and final, without a strong marketing plan which is designed to bring recognition and credibility to the organization, the community is not aware of your existence; therefore, the organizations message is not voiced.

The student group had no intention of predicting the future; and it is with great sadness that Boys Hope Girls Hope Nevada announced the closing of its doors effective August 9, 2009.


Boys Hope Girls Hope


**INTERVIEWS**

Jane Jensen Saint, Executive Director, Boys Hope Girls Hope Nevada, 4/21/2009

Jim Palmer, Communications Director, Boys Hope Girls Hope National, 4/17/2009

Anonymous Representative, College of Southern Nevada-Foundation Department, 6/26/09

Ray Gidings, Executive Director, Unity Village, 7/2/09

Kevin Jordan, Executive Director of KYJO 6/27/09

Cedric Pittman, CEO, New Beginnings Behavioral Treatment Agency7/7/09

Steve Warren, Executive Director of the Dream Foundation 7/5/09
INTERNET SEARCH

Association of Fundraising Professionals - www.nsfre.org

The Foundation Center - http://www.fdncenter.org

American Association of Fund-Raising Counsel (AAFRC)

Donorcast Analytics Website: www.donorcast.com/newswatch/


Nielsen Demographics 2009 - http://www.nielsen.com


Website: http://www.epodunk.com - Statistic, Demographics and other information about 25,000 Communities.

Robert Niles Statistical Data Analysis - http://RobertNiles.com

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