Walden University

College of Management and Technology

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Vonda Brooks

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Walden University
2014

Abstract

Exploration of Leadership in Nonprofit Sustainable Philanthropic Partnerships

by

Vonda K. Brooks

MS, Indiana Wesleyan University, 2008

BS, Indiana Wesleyan University, 2006

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

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January 2014

Abstract

The majority of nonprofits will fail within 3 years without philanthropic corporate partnerships--between for profit executives, nonprofit executives, and new funding resources--to support the success of nonprofit organizations. The purpose of this case study was to explore the phenomenon of limited philanthropic financial contributions among for-profit executives in the Midwest region of the United States. Three conceptual frameworks served as the theoretical foundation: (a) transformational leadership theory, (b) situational leadership theory, and (c) change management theory. With the intent to explore the reasons that non-profit organizations do not secure philanthropic contributions with collaborative corporate partnerships, 26 for-profit corporate directors and non-profit directors of development responded to an online open-ended questionnaire with 18 questions about organizational strategies, strategic leadership, organizational complexities, modifications, and collaborative sustainable partnerships required for philanthropic financial contributions. Using an interpretational analysis process, data gathered from the questionnaire were categorized, coded in segments, and analyzed for patterns, comparative phrases, themes, and word frequency. The data reviewed yielded three dominant themes: (a) for-profit executives questioned the dedication of nonprofit leadership, (b) for-profit executives were uncertain of the influence that contributions have to the community, and (c) for-profit executives questioned the competency of nonprofit leaders. The implications that might contribute to positive social change and business environments are that nonprofits might strengthen current sustainable partnerships and generate opportunities among funders to create new collaborative partnerships. Nonprofit executives might benefit by embracing the corporate leadership structures in order to clarify the allocation and disbursement process of financial contributions and verify the social impact of the community program initiatives.

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Dedication

I dedicate this doctoral study to my parents, Odell and Bertha Brooks, for all of your love, guidance, and support. Together, you taught me to pray, have faith, and always put God first. I am so grateful for your beliefs in the value and strength of family and the importance of education, and for always encouraging me to do my very best. Although my father has passed on, I know that he is so very proud of my accomplishments. Daddy, you are the wind beneath my wings, and I plan to soar! Rest in peace; all of my love.

I would also like to make a special dedication to my cousin Stacey L. Washington. You were my first cousin, but you and I were more like sisters, MY BEST FRIEND! I will miss our daily phone calls, your beautiful face, and smile, our trips together, the sound of your laughter, how we would finish one another's sentences, our love for shoes, and more importantly, I will miss how you supported me through my doctoral journey. I only have comfort at this moment because you are finally in the hands of the Lord and the love of your life – your father William A. Moore (Uncle Bill). I love you Stacey; I miss you dearly, and you will forever be in my heart!

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Section 1: Foundation of the Study

The 2007 global economic recession forced organizations to create, implement, and execute crisis-management leadership strategies that resulted in organizational challenges for unprepared companies (Hamel, 2009; Uslaner, 2010). Organization leaders, from executive to middle management, found that recent models of crisis management strategies were not successful. Therefore, a complete business overhaul of management training systems might transcend the entire organizations' collaborative and management transformations (Dovey, 2009). The intent of this research study was to explain alternative means to secure sustainability for social programs through nonprofit sustainable-philanthropic partnerships, and partnerships between for-profit organizations and nonprofit organizations (Trzcinski & Sobeck, 2012).

Background of the Problem

In the United States, financial contributions between corporate-philanthropic partnerships and the nonprofit sector declined due to the global economic downturn (Allen, Bali, & Tang, 2012). The shift and reduction of partnerships require the implementation of innovative financial strategies to ensure sustainable success. The United Way of Central Indiana, a nonprofit organization, experienced corporate external examinations to retain sustainable success (Office of Research & Sponsored Programs, 2011). This section focuses on providing background on the following four themes: (a) philanthropic partnerships, (b) global business marketplace, (c) continuous marketing evolution, and (d) collaborative business relationships, one of the strategies organization leaders use to address the lack of external partnerships with corporate organizations.

Philanthropic Partnerships

The philanthropic partnerships have emerged due to emphasis on the importance of community partners and changes within corporate marketing (Thomas & Skinner, 2010). Organizational leaders have witnessed (a) consolidations of firms within industries, (b) continuous marketing evolution, and (c) constant pressure on the organizations' bottom lines. Organizational leaders realized that collaborative business relationships improved the ability to respond to the new business environment by allowing the focus on core business strategies that increased revenue in business processes (Thomas & Skinner, 2010).

Global Business Marketplace

The results of the global business marketplace study provide the most valuable knowledge that an organization might acquire because developing and implementing efficient external partnerships within the community might lead to a competitive advantage (Aldashev & Verdier, 2009; Thomas & Skinner, 2010). The connectivity between business and technology leads to a more empowered and informed society (Gilligan & Golden, 2009; Nunnenkamp & Öhler, 2012). Because of the increased influence that technology has within the business environment, corporate leaders are adapting to a model in which the vision and purpose of the organization reflect their social responsibility initiatives.

Continuous Marketing Evolution

One of the results of the continuous marketing evolution for many organizations was that competencies and leadership skills are required to implement the goal of being more socially responsible companies (Carroll & Shabana, 2010). In multi-sectoral partnerships, leadership might be complex and different from the typical uni-sectoral practices (Glasby & Dickinson,

2009). Multi-sectoral leadership is a complex interaction of individuals and structure in which groups of individuals interact. The implication is that the nature of multi-sectoral partnerships requires unique leadership skills.

Sustainability is one of the reasons that for-profit organizations may strive for corporate social responsibility (Hansen, Grosse-Dunker, & Reichwald, 2009). Implementing sustainable business goals and objectives is imperative to the sustainability of the future of the organization's strategies to succeed (Nieto, 2009). The implementation of proactive sustainable corporate best practices will create and improve an organization's competitive advantage (Haugh & Talwar, 2010).

Collaborative Business Relationships

Collaboration among different sectors is one way of addressing social problems (Feng, Fan, & Ma, 2010). Therefore, business relationships might develop between nonprofit and for-profit organizations through strategic goals or purposes. Nonprofit organizations adopted the business framework of for-profit organizations to increase revenues (Finney & Scherrebeck-Hansen, 2010). If for-profit organizational leaders focus on the nonprofit organizations' social contributions, they may become more socially responsible companies.

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Problem Statement

</div>

Van Fleet (2010) noted a national decline in corporate contributions by 4.5% or -8% in inflation-adjusted dollars. In 2008, the gross domestic product (GDP) fell 6.2% 16 years after the last recorded economic recession (Van Fleet, 2010). Van Fleet (2010) projected that charitable giving in the United States would reach nearly $307.65 billion dollars in 2008. The national average of charitable donations in 2007 of 54.3% fell to 29.2% in December 2009 (Van

Fleet, 2010). List (2011) classified the current economic status as the worst since the recession following World War II.

The general business problem was the existing decline in charitable donations in the nonprofit sector, causing a gap between funding resources and nonprofit organizations' missions related to research, family support, community services, and education programs (Van Fleet, 2010). The amount of government, corporate, and individual gifts and donations to nonprofit organizations decreased (Kerlin & Pollock, 2011). The specific business problem was that leaders of nonprofit organizations do not seek out alternative means to secure more diverse philanthropic corporate partnerships and new funding resources. Mosley, Maronick, &Katz (2012) determined the need for public and private contributions and financial partnerships to avoid failure within 3 years to remain successful.

Purpose Statement

The purpose of this qualitative method and explanatory case study design was to explain a contemporary phenomenon of philanthropic financial contributions among public and private partnerships in a real-life context when the boundaries between the phenomenon and context were non-evident (Yin, 2009). The intent of this explanatory multiple case study design was to explore the contemporary phenomenon of philanthropic financial contributions among public and private partnerships (Stake, 1995; Yin, 2009). I collected and analyzed the primary and secondary data using three data sources: (a) documents, quarterly reports (for-profit), and government reports (nonprofit); (b) open-ended questionnaire questions; and (c) a demographic questionnaire.

I analyzed the data for themes and patterns that might explain the relational patterns among the challenges, claims, and concerns of the following five themes (a) organizational strategies, (b) strategic leadership, (c) complexities, (d) modifications of philanthropic financial contributions, and (e) the benefits of public and private collaborative sustainable partnerships. After IRB approval of the study, without a pilot study, I sent the open-ended questionnaire to executives in Indianapolis, Indiana for review. Executives representing 12 corporate and 14 nonprofit organizations in Indianapolis, Indiana submitted responses that met the expected saturation point of 20. The responses received did not provide new information (Marshall & Rossman, 2010; Seidman, 2006). Open-ended questionnaire questions focused on the challenges (issues), concerns, and benefits (claims) in public and private collaborative sustainable partnerships (Guba & Lincoln, 1989, 2001; Lincoln, Lynham, & Guba, 2011). Corporate leaders might be encouraged to create and maintain partnerships with nonprofit organizations, and those partnerships could benefit for community social initiatives, that will bring people to higher levels of human dignity and contributing to social change.

Nature of the Study

A qualitative study was appropriate for this research because the purpose of a qualitative study is to describe a specific phenomenon in its natural setting, gain insights, discover concepts, identify concerns, and describe findings in real-world settings (Marshall& Rossman, 2010, 2011). A qualitative method assists the researcher in addressing and identifying the issues, claims, and concerns that occur with strategic collaborative partnerships. The data collection process has the potential to uncover the specific analogies of extant misconceptions and problems and link to strategic partnerships and the possibility of uncovering justifiable solutions.

The quantitative methodology was unsuitable because a quantitative study focuses on the analysis of statistical quantifiable data and hypotheses (Marshall & Rossman, 2010, 2011). Quantitative methodology was not appropriate because the focus of this qualitative study was to explain a contemporary phenomenon in a real-life context and not to research theory confirmation. The research method selected for this study was a qualitative, explanatory case study.

Case study research design consists of the following descriptions (a) extent of control, (b) various research questions, and (c) historical and / or contemporary events (Yin, 2009). This research study involved discovering explanations as to why an intervention works, and an explanatory design was best suited to the purpose of this research over a descriptive design. The explanatory case study research design allowed for the exploration of how participants interpret experiences of a contemporary phenomenon in a real-life context when the boundaries between phenomenon and context are not evident.

The researcher can use the case study design to explore the phenomenon through in-depth processes, and to analyze specific events by individuals or groups (Marshall & Rossman, 2010, 2011). A researcher might use explanatory case studies to enable the use of rich descriptions of the information collected from participants (Yin, 2009). An explanatory case study design explained the patterns for philanthropic financial contributions, including the benefits of public and private collaborative strategic partnerships based on the perceptions of leaders from for-profit and nonprofit organizations. I found that relational or causal patterns, or a combination of both, emerged from the results of the open-ended questionnaire. These patterns explained

financial contributions, accompanied with the meanings and intentions involved in the situation (Yin, 2003, 2009).

Through the open-ended questionnaire questions, *what* and *how* questions focused on the issues, claims, and concerns of philanthropic financial contributions (Guba & Lincoln, 1989; Lincoln et al., 2011). The results of the 18 open-ended questions revealed the concerns, issues, and claims of individuals concerning philanthropic financial contributions. The selected explanatory case-study research design was appropriate because the emphasis was on the competing explanations for philanthropic financial contributions, using multiple sources of data to explain a complex phenomenon.

Research Question

The intent of this qualitative explanatory case study was to answer the following overarching research question: Why do nonprofit organizations not have alternative means to secure social program sustainability through collaborative strategic partnerships using corporate philanthropic financial contributions? The open-ended questionnaire consisted of 18 questions (see Appendix B) pertaining to the challenges, benefits, and concerns of public and private collaborative strategic partnerships (Guba & Lincoln, 1989; Lincoln et al., 2011). The six research questions are

1. What are the challenges, benefits, and concerns of organizational strategies required for philanthropic financial contributions?

2. What are the challenges, benefits, and concerns of strategic leadership required for philanthropic financial contributions?

3. What are the challenges, benefits, and concerns of organizational complexities required for philanthropic financial contributions?

4. What are the challenges, benefits, and concerns of modifications required for philanthropic financial contributions?

5. What are the challenges, benefits, and concerns of the benefits of collaborative sustainable partnerships required for philanthropic financial contributions?

6. How do nonprofit and for-profit organizations implement social change initiatives through strategic leadership required for philanthropic financial contributions?

Guba and Lincoln (1989, 2001) proposed the open-ended questionnaire questions, issues, claims, and concerns. According to Kelsey and Pense (2001), the Guba and Lincoln methodology model (1989) is a compilation of a detailed, systematic process. The outline consists of three phases; however, I only focused on the first phase because the two additional phases were neither relevant to my study nor were they contributing factors to my research. Using this process, I focused on the claims, concerns, and issues (CCI) of the participants. The definition of CCI includes claims, concerns, and issues: (a) *claims* are the participants' approved acknowledgements of the process and program; (b) *concerns* are the stakeholders' expressed disapprovals of the process and program, and (c) issues are two or more participants disagree on a particular subject matter (Lincoln et al., 2011; Seidman, 2012). Each participant provided written feedback to the open-ended questionnaire to answer the overarching question, the six research questions, and the following 18 questions, which guided the open-ended questionnaire:

1. What are your issues with the organizational strategies that might be required for philanthropic financial contributions?

2. What are your claims with the organizational strategies that might be required for philanthropic financial contributions?

3. What are your concerns with the organizational strategies that might be required for philanthropic financial contributions?

4. What are your issues with strategic leadership and philanthropic financial contributions?

5. What are your claims with strategic leadership and philanthropic financial contributions?

6. What are your concerns with strategic leadership and philanthropic financial contributions?

7. What are your issues with the complexities of philanthropic financial contributions?

8. What are your claims with the complexities of philanthropic financial contributions?

9. What are your concerns with the complexities of philanthropic financial contributions?

10. What are your issues with the organizational modifications that might be required for philanthropic financial contributions?

11. What are your claims with the organizational modifications that might be required for philanthropic financial contributions?

12. What are your concerns with the organizational modifications that might be required for philanthropic financial contributions?

13. What are your issues with public and private collaborative sustainable partnerships?

14. What are your claims with public and private collaborative sustainable partnerships?

15. What are your concerns with public and private collaborative sustainable partnerships?

16. What are your issues with nonprofits implementing social change initiatives?

17. What are your claims with nonprofits implementing social change initiatives?

18. What are your concerns with nonprofits implementing social change initiatives?

Conceptual Framework

The guiding theories for this study are the transformational and situational leadership theories. To determine the guiding theories, I reviewed the scientific management theory, and 10 leadership theories (see Table 1):

1. management theory (Alexander & Nank, 2009; Codman, Deming, & Donabedian, 2012; Deming, 1985; Meek, Goedegeburre, Sangtiago & Carvalho, 2010; Taylor, 1911; Wood &Wood, 2002);

2. the great man theory (Bass & Bass, 2009; Galton,1870; Machiavelli, 1515 (as cited in Machiavelli), 1910);

3. trait theory Lewin, 1939; Lussier & Achua, 2009);

4. group theory, (Maslow, Frager & Fadiman,1970; McGregor, 1960; Sahin, 2012);

5. contingency theory – (Fiedler, 1967);

6. behavioral theory (Golden Pryor, Humphreys, Taneja, & Toombs, 2011; Lewin, Lippitt, &White, 1939; Weber, 1952);

7. situational leadership theory (Bennis, 2007; Stogdill & Coons, 1957);

8. transactional leadership model (Bass & Bass, 2009; Burns, 1978);

9. transformational leadership model (Rost, 1993; Wang & Huang, 2009);

10. charismatic leadership (Williams, Ricciardi, & Blackbourn, 2006);

11. servant leadership model (Greenleaf, 1977; Van Dierendonck, 2011).

I designed Table 1 from the data reviewed in Rahim (2011) to use as a tool to display the theories, and dates for each scholar reviewed. I reviewed the theories and models summarized in

Table 1. Reviewing the research of the listed scholars aided in the clarification of the most

relevant theories that applied to the research study. The transformational and situational theories

were most applicable because of the theoretical interface with the study.

The intent of the qualitative method and case study design research was to explain the

concepts of philanthropic financial contributions and the benefits of public and private

collaborative strategic partnerships (Marshall & Rossman, 2010, 2011). Constructivism is

significant to the goals of the proposed study because of corporate and nonprofit executives'

perceptions about philanthropic financial contributions and benefits of public and private

collaborative strategic partnerships. An analysis of each of the participants' responses provided

the option to generate the business experiences and illuminated specific information from for-

profit and nonprofit leaders regarding the financial benefits of public and private collaborative

strategic partnerships.

Leadership Theories and Models

Transformational (Rost, 1993; Wang & Huang, 2008) and situational leadership (Bennis,

2007; Stodgill & Coons, 1957) theories provided the framework for this study. Proactive

leadership is often the most important factor in the development of creating synergy in multi-

sectoral partnerships. Weak or problematic leadership might lead to problems in multi-sectoral

partnerships (Crosby & Bryson, 2010; Selsky & Parker, 2010). Transactional and

transformational types of leadership provided insights into the relationship between leaders and

followers, particularly in multi-sectoral partnerships (Glasby & Dickinson, 2009). These types

of leadership theories are important in the analysis of the leadership characteristics of executive

leaders in the for-profit and nonprofit organizations.

Table 1

Eleven Leadership and Management Theories and Models Reviewed

Theory	Scholar	Date
Behavioral theory	Golden Pryor, Humphreys, Taneja, & Toombs	2011
	Lewin, Lippitt, & White	1939
	Weber	1952
Charismatic leadership	Williams, Ricciardi, & Blackbourn	2006
Contingency theory	Fiedler	1967
Great Man theory	Bass & Bass	2009
	Galton	1870
	Machiavelli	1515
Group theory	Maslow, Frager & Fadiman	1970
	McGregor	1960
	Sahin	2012
Management theory	Alexander & Nank	2009
	Codman, Deming & Donabedian	2012
	Deming	1985
	Meek, Goedegeburre, Santiago & Carvalho	2010
	Taylor	1911
	Wood & Wood	2002
Servant leadership model	Greenleaf	1977
	Van Dierendonck	2011
Situational leadership theory	Bennis	2007
	Stodgill & Coons	1957
Trait theory	Lewin	1948
	Lussier & Achua	2009
Transactional leadership model	Bass	2009
	Burns	1978
Transformation leadership model	Rost	1993
	Wang & Huang	2009

Management Theory

According to Rahim (2011), the early innovators of management theory, Fayol (1841-1925) and Taylor (1856-1925), using experiences derived from their personal business practices, developed organizational and planning principles. Likert and Mayo were consultants recognized for their ideas regarding *change management* and how motivation creates synergy. Finally, the scientific management theory (Taylor, 1911) and bureaucracy theory (Weber, 1952) are applicable and pertinent to this research study because past researchers have indicated that a

difference exists between *management* and *leadership* as they relate to nonprofit community initiatives (Stid & Bradach, 2009).

Great Man Theory

Great man theory is rooted historically in mythical leadership figures in Babylonian, Hindu, and Chinese traditions, as well as in the Bible (Golden Pryor et al., 2011). In the modern era, great man theory focuses on the traits and the lives of powerful leaders. According to Allio (2009), the works of writers, philosophers, and psychologists such as Machiavelli, 1903 (1910), Nietzsche, 1935 (2009), and Darwin, 1859, influenced the idea of what constitutes a great leader. The philosophers during the neoclassical era suggested that great leadership skills are present at birth and that the leaders' socio-economic status is not a determining factor in their success (Cunningham, 2010; Nietzsche, 2009; Valk, Belding, Crumpton, Harter, & Reams, 2011).

Trait Theory

In the 20th century, great man theory became popular in business and politics (Russell, 2012; Thorn, 2012). During the classical era, the great man theory transformed into trait theory. Trait theory provides descriptions of the attributes of effective and ineffective leaders. According to Lewin (1939), trait theory is the opposite of great man theory, in that anyone might be taught to be a leader and that leadership characteristics are directly intertwined with the leader's physical, personality, and ability traits (Golden Pryor et al., 2011). Because of the lack of evidence differentiating the characteristics between effective and non-effective leaders based on the behavior aptitudes and characteristics, the trait theory became archaic in the mid-20th century (Golden Pryor et al., 2011).

Group Theory

Collaborative leadership is a means of evolving individuals to interact within a group environment (Hogg, Van Knippenberg, & Rast, 2012). In contrast, Mayo suggested that if leaders were to create positive interactions with the workers, there would be an increase within the workflow. McGregor (1967) was intrigued with human behavioral leadership practices.

McGregor's theory (McGregor, 1967) introduced and defined theory Y and theory X. Theory Y indicates that organizational decision-making goals and objectives are effective through the improvement of management efficiencies (Kopelman, Prottas, & Falk, 2010). The Y theory suggests that the subordinates who have the ability to work effectively without direct supervision are not lackadaisical, and that the front-line workers have the ability to make the necessary adjustments to improve workflow production (Fiol, Pratt & O'Connor, 2009). The X theory is in direct contrast to the Y theory, which implies that the workers are lazy, incompetent, lack the ability to solve issues, and require direct supervision from management (Kopelman et al., 2010).

Contingency Theory

During the modern era in the mid-1960s, Fiedler introduced the contingency theory of leadership, based on how effective a leader could be (Thompson & Vecchio, 2009). Fiedler's contributing theory proposed that behaviors of the leaders empowered and engaged the group resulting in increased individual self-confidence and minimized negative aspects (Fiedler, 1967; Hogg et al., 2012). In 1973, Vroom and Yetton (1973) created a new decision-making model called the Vroom-Yetton-Jago. This contingency theory suggests how the leader enjoins the

participation of the employees. The contingency theory explains the influence of the leader by enumerating five leadership styles (Hogg et al., 2012; Vroom & Yetton, 1973).

Behavioral Theory

During the classical era from 1939 to the late 1960s, the study of leadership models began to evolve within the behaviorist movement. In 1939, Lewin, Lippitt, and White proposed the similarities and differences in behaviors between the leaders and their subordinates, and the actual work performed by leaders on their jobs. Behavioral theory focuses on the effectiveness of the leader's capabilities and his or her concern for the staff (Schyns, Kiefer, Kerschreiter, & Tymon, 2011). However, continuous research shows that behavioral changes implemented through the process of administering rewards might be a means of increasing performance, and production based initiatives for their employees.

Situational Theory

More recently, Bass and Bass (2009) revealed that specific situational leadership outcomes were the opposite of the trait theories by Lewin (1939). Bass and Bass (2009) believed that effective situational leadership strategies (Bennis, 2007; Stodgill & Coons, 1957) differed from specific issues and problems. As recently as 2011, Gardner noted civil leadership required a different type of leadership skills those more similarly associated with the type used in the military (Schyns et al., 2011).

Transactional Leadership

In the transactional leadership (Bass & Bass, 2009; Burns, 1978) style, an individual is motivated to reach out to others in hopes of exchanging significant information (Bass & Bass, 2009; Burns, 1978; Rowold & Rohmann, 2009). Transactional leaders incorporate bureaucratic

standards when dealing with their followers (Bass & Bass, 2009; Rowold & Rohmann, 2009) by using transactional leaderships theories. Transactional leaders emphasize work ethic and standards and often use authority, with corresponding legitimacy, in interacting with followers (Agho, 2009; Neubert, Carlson, Kacmar, Roberts, & Chonko, 2009).

Transformational Leadership

The influence of leaders might result in organizational and behavioral changes. Transformational leadership occurs when personal interaction between leaders and followers results in synergy between the two groups (Burns, 1978; Rowold & Rohmann, 2009). Transformational leaders usually tap into the ideals and values of followers in order to gain their support and legitimacy as leaders. When followers are inspired and motivated by the leadership, they are more likely to instigate organizational changes and behaviors that meet the demands of their leaders (Agho, 2009; Neubert et al., 2009). Transformational leadership is an instrumental component of organizational innovation (Gumusluoglu & Ilsev, 2009). The authors analyzed the direct positive correlation of administering and implementing internal and external transformational leadership and management training innovation (Gumusluoglu & Ilsev, 2009).

21st Century Leadership

Globalization and the technological revolutions were major components in the development of 21st century leadership (Ardichvilli, Mitchell, & Jondle, 2009; Hitt, 1998). Rost (1993) suggested that, through the implementation of an effective vision, leadership in the 21st century might inspire and encourage individuals to maximize their highest performance level to achieve mutual goals (Agho, 2009; Neubert et al., 2009). The leadership relationship process involves persuading others by using power resources such as prestige, personality, interpersonal

and group skills, motivation, and give-and-take behaviors (Agho, 2009; Neubert et al., 2009; Rost, 1993). In order to cope with the demands of the 21st century, leadership remains a significant factor. According to Uhl-Bien and Marion (2009), despite the core role of leadership in the modern era, the understanding of leadership skills required in the 21st century is limited. The old framework is no longer applicable to the changing organizational and societal climate.

Leadership utilizes the complex adaptive system (CAS) (Uhl-Bien & Marion, 2009). Within the CAS framework, leadership is emergent and interactively dynamic. Twenty-first century leaders operate with the dynamics of the different actors, creating a situation that is different from previous frameworks. To understand the demands on leaders in the 21st century, the interplay between different actors in organizations needed to be examined and explained (Uhl-Bien & Marion, 2009).

Charismatic Leadership

Charismatic leadership theory involves leading by visionary measures, and the significance of relating that vision to the followers enforces the importance of innovative change management and performance measures (Rahim, 2011; Williams et al., 2006). The specific characteristics of charismatic leadership theory leaders require a behavioral and moral balance of power that influences followers to excel overall (Rahim, 2011; Williams et al., 2006). Charismatic behaviors within this leadership theory are the foundation of social acceptance and the equilibrium of the utilization of power.

Servant Leadership

In the 1970s, Greenleaf founded servant leadership, which emphasized the servant-leader as a servant first (Greenleaf, 1977). The leader begins with the natural feeling of wanting to

serve first and then aspires to lead. In addition, the leader needs a drive to assuage an unusual

power drive or to acquire material possessions. The leader-first and the servant-first are two

extreme types. However, in between these two leadership types, there are subtypes that are part

of the infinite variety of human nature. The difference manifests itself in the care taken by the

servant-first and by ensuring that others' needs are a priority (Andersen, 2009; Rahim, 2011; Van

Dierendonck, 2011).

Definition of Terms

The following 18 terms provide a consistent understanding of some of the concepts

integral to the proposed study.

Change Management: the process of selecting organizational tools and processes that

identify leaders in administering successful change transitions (Easterby-Smith, Lyles, & Peteraf,

2009).

Constructionism: described as being relativistic in stance, which means that an

individual, through his or her cognitive processes, subconsciously determines the world

experiences based on social generalizations (Andrews, 2012).

Constructivist evaluation: a type of evaluation method that focuses on stakeholder issues,

claims, and concerns (Guba & Lincoln, 1989, 2001; Lincoln et al., 2011).

Corporate Social Responsibility (CSR): specific acts administered by business

organizations that are beneficial to the welfare of the community or global citizens at large

(Aguilera, Rupp, Williams, & Ganapathi, 2007; Hansen et al., 2009).

Evaluation: inquiry form in which a researcher makes judgments about or determines

values of a person, place, process, or program (Lincoln et al., 2011).

For-profit: a public organization whose primary business objective is to make a profit; in other words, to have more income than expenditures (Abzug & Webb, 1999; Miao & Wang, 2011).

Hermeneutic: a process of interpreting methodical ideologies as a means to channel opposing views (Guba & Lincoln, 1989).

Management: defined as a process that consists of administering an environment in which individuals or teams work efficiently to accomplish goals and objectives (Nicolai & Seidl, 2010).

Mission Statement: a written document that encompasses the company's purpose and core business strategies and objectives (Clarke, 2011).

Nonprofit: charitable organization that does not function as nor is it maintained for-profit (Jaeger, Kreutzer, & Beyes, 2009).

Partnerships: collaborative relationship between people or groups that have similar goals and objectives and agree to work together to implement a particular initiative (Vock, van Dolen, & Kolk, 2013).

Philanthropy: means of giving one's time, treasure, or volunteer support for community social initiatives (Bekkers & Wiepking, 2011).

Program Development/Grass Root Initiatives: collaborative strategic plans implemented to create social conscience programs that will assist those individuals or communities in need (LeRoux & Wright, 2010).

Strategic Planning: outline of the businesses' goals, objectives, and the detailed guidelines to accomplish the projected vision (Jarzabkowski & Balogun, 2009).

Sustainability: managerial decision-making processes that incorporate environmental, social, and economic issues into their strategic business plan (Blake-Beard, O'Neill, Ingols, & Shapiro, 2010).

Transactional Leadership: a leadership style wherein the relationship between leaders and followers is a transaction (Gumusluoglu & Ilsev, 2009). Transactional leadership is a barter—an exchange of wants between leader and follower. The leader and follower exchange gratifications in a political marketplace (Agho, 2009; Burns, 1978; Neubert et al., 2009; Rowold & Rohmann, 2009).

Transformational Leadership: innovative leadership that inspires subordinates to embrace new company policies (Thompson & Vecchio, 2009).

Vision Statement: consists of a broad inspirational message that indicates the future visionary long-term goals that the organization intends to achieve (Gregory & Brierley, 2010).

Assumptions, Limitations, and Delimitations

In an explanatory case study research, the objective truth is not the goal. The goal is to explain the subjective experiences, behaviors, and complex changes of the participants. The honesty of the participants is essential in capturing the experiences of the participants.

Assumptions

The assumption is that the 12 corporate participants and 14 nonprofit participants provided honest and accurate responses. The semi-structured survey with open-ended questions was sufficient in capturing the perceptions, experiences, and opinions of the executives of for-profit and nonprofit organization leaders regarding the philanthropic financial contributions and

benefits of public and private collaborative strategic partnerships. I used the structure of the guide questionnaire to capture the responses sought for the proposed study accurately.

In addition, the data reflecting the true experiences and perceptions of the participants was accurate. I used Survey Monkey software to organize data. The use of Survey Monkey software increased the likelihood that the data organized systematically would omit errors and my personal biases.

Limitations

The qualitative case study research design did not allow the generalization of the findings to all corporate and nonprofit CEOs in the country. The intent of the selected research design provided an explanation to the business experiences and perceptions of individuals who had the relative experience of the phenomenon, and did not verify existing theories. Another limitation was the use of a small sample, which also limited the generalizability of the results. The questionnaire results were limited to the experiences and perceptions of the participants discussing for-profit and nonprofit organizations located in Indianapolis, Indiana. The patterns and themes from the results of the study did not influence the personal biases of the researcher.

Personal biases were set aside during the data collection and data analysis phases of the study. However, the researcher attempted to maintain personal objectivity and strive to maintain impartiality throughout the study to capture the experiences of the participants as accurately as possible. The use of a questionnaire might result in bias; therefore, through the interpretation of the questionnaire, a set of pre-determined questions ensured the intent of the research study. The investigator might deviate from

the questionnaire guide depending on the responses of the participants and in the

situation.

Delimitations

The proposed study was limited to the experiences of 12 corporate executives and

14 nonprofit executives from Indiana. The 12 corporate executives were limited to

organizations involved in partnerships with nonprofit organizations. The proposed study

consists of a conceptual framework and the explanatory case study of effective leadership

strategies. The participants did not receive monetary incentives; however, every

participant received a non-monetary token of appreciation for his or her participation in

the study.

<div align="center">

Significance of the Study

</div>

Leaders of for-profit and nonprofit organizations aim for organizational sustainability.

Leaders of for-profit organizations implement corporate social responsibility for maintaining

corporate advantage and public trust that are crucial to the success of the business (Vurro, Russo

& Perinni, 2009). Similarly, leaders of nonprofit organizations establish partnerships with

funding institutions to ensure the continuous implementation of community development

programs. The implementation of sustainable collaborative partnerships between profit and

nonprofit organizations is imperative to the sustainability of both organizations (Hansen et al.,

2009; Nieto, 2009).

The study is significant because the results might provide insights about the barriers

encountered by leaders in for-profit and nonprofit partnerships. The differences between the

dynamics in multi-sectoral leadership and traditional uni-sectoral partnerships were examined

(Glasby & Dickinson, 2009). The results of the proposed study might add to the literature on multi-sectoral leadership, in addition to identifying successful collaborative partnerships between for-profit and nonprofit organizations who can gain useful information from the results of the study.

The atrophy in charitable giving results in the reduction of donations received by the nonprofit sector and overall corporate financial contributions (Kerlin & Pollock, 2011; Urriolagoitia & Vernis, 2012). Current economy and global business market leaders analyzed and identified organizational behaviors, partnership dynamics, social perceptions, and outcomes regarding the importance of securing sustainable corporate strategic partnerships (Chowdhry, 2010). The rapid global economic changes challenge leaders to seek alternative solutions to ensure operational sustainability (Buergel, 2010). The results might provide insight for leaders of nonprofit organizations seeking effective corporate partnership strategies that will lead to the sustainability of developing programs.

Contribution to Business Practice

Whereas corporate leaders' vision is to prioritize the economic advancement of the community, the organizational mission generally involves the improvement of profits (Senge, Smith, Kruschwitz, Laur, & Schley, 2010). Therefore, the development of philanthropic campaigns and tactical market segmentation analysis might assist with long- and short-term business goals. The data from the research study expanded the depth of knowledge that directly or indirectly relates to philanthropic financial contributions and benefits of public and private collaborative strategic partnerships.

The organization and leadership studies focused on how organizations and leaders manage their respective organizations and subordinates, and not leadership and multi-sectoral partnerships (Kolk, Van Dolen, & Vock, 2010; Stid & Bradach, 2009). The concern of the research study was to examine the business experiences of executive leadership in for-profit and nonprofit organizations who have a shared purpose of sustaining the implementation of positive community program initiatives. The results of the research study might provide empirical information regarding the collaborative partnerships of profit and nonprofit organizations in the implementation of a shared goal.

Implications for Social Change

The results of the study might provide insights regarding the benefits of corporate partnerships with the nonprofit sector. The results might encourage other Indiana-based corporate directors of community relations to engage in partnerships that could benefit society. The inclusion of the exploration of challenges involved in entering into a philanthropic partnership could help leaders anticipate difficulties when securing philanthropic partnerships.

Difficulties in establishing sustained partnerships with the nonprofit sector might lead to a decrease in corporate and nonprofit financial partnerships. The decreasing number of leaders who engage in nonprofit partnerships could lead to a deeper understanding of the phenomenon. Leaders might use the results of this study to address the challenges associated with financial partnerships with the nonprofit sector (Wirgau, Farley & Jensen, 2010).

A Review of the Professional and Academic Literature

The intent of the literature review was to examine pre-existing and current research based upon the researcher's ability to decipher a specific area that needs further development. According to Marshall and Rossman (2010, 2011), the literature review provides the framework for the foundational introduction to the problem statement. The overarching research question for the proposed study was *What reasons do nonprofit organizations not have alternative means to secure sustainability for social programs through collaborative strategic partnerships with corporate financial contributions and philanthropic financial contributions*?

The results of the qualitative research method identified and revealed the possible philanthropic and corporate giving opportunities that might exist between the private and non-private businesses. The potential collaboration and implementation of strategic business partnerships might result in major social changes within their communities (Le Ber & Branzei, 2010c). Leaders found that proactive strategic planning and execution strategies are vital in the pursuit of obtaining and sustaining collaborative community partnerships (Le Ber & Branzei, 2010b). Effective administration might result in the possibility of implementing global social change (Seitanidi & Lindgreen, 2010).

Title Search

This section contains the sources I used to create the review of the literature. A plethora of information was available on nonprofit organizations and collaborative partnerships. However, the reasons that nonprofit organizations do not have alternative means to secure sustainability for social programs through collaborative strategic partnerships with corporate financial contributions and philanthropic financial contributions were more limited.

Sources in the literature review pertained to the problem statement, purpose, and themes of the study. The literature review searches focused on two major areas: collaborative partnerships and corporate sustainability. The keywords, terms, and phrases associated with the topic are (a) for-profit organizations, (b) nonprofit organizations, (c) collaborative partnerships, (d) corporate social responsibility, and (e) sustainability.

The search for pertinent information entailed the use of five online sources: (a) peer-reviewed journals from EBSCOhost database, (b) ProQuest database, (c) InfoTrac database, (d), ERIC database, and (e) Google Scholar. The search included relevant information from peer-reviewed books, peer-reviewed publications, and government reports was included in the results of the research. I created Table 2 as a summary that contains a breakdown of the different sources in this review of the literature.

Table 2

Title Searches, Articles, Research Documents, and Journals Researched

Category	Scholarly Books	Empirical research & dissertations	Scholarly reviewed articles in journal and periodicals	Websites	Total
For-profit organizations	0	0	12	0	12
Nonprofit organizations	0	0	24	0	24
Partnerships	0	0	5	0	5
Philanthropy	0	0	8	0	8
Change management Training	0`	0	5	0	5
Leadership	21	0	46	0	67
Corporate social responsibility and sustainability	0	0	39	0	39
Mission and vision	0	0	7	0	7
Collaborative community partnerships	0	0	7	0	7
Supportive Documentation	15	0	34	1	50
Totals	36	0	187	1	224

The review consisted of 224 references from scholarly books, a website, and journal articles. The researched literature retrieved within the last 5 years represented 86% of the total literature from founding theorists, scholarly books, and journal articles, while periodicals published prior to 2009 represent the remaining 14%.

For-Profit Organizations

For-profit organizations are primarily concerned with increasing revenues and maximizing profits. The traditional business model of for-profit organizations centers on the maximization of profits (Bear, Rahman & Post, 2010). For-profit organizations generally begin with the cost exceeding the revenues. It generally takes a few years before a for-profit organization starts earning profits. Once for-profit organizations "move through their life cycle, eventually, successful organizations may become more efficient, learn economies of scale, optimize costs, achieve break-even, and continue on to earn financial profit" (Gilligan & Golden, 2009, p. 103).

The problem with many successful for-profit organizations is that after revenues and profits start to stabilize, social responsibility is often neglected (Rodriguez-Dominguez, Gallego-Alvarez & Garcia-Sanchez, 2009). Because of the evolving nature of the social context in which businesses are operating, for-profit organizational leaders are starting to expand the responsibilities of their organizations. Nonprofit organizations usually take the lead in shouldering the social support that the government cannot provide; however, leaders of business organizations are starting to take part in exercising their social responsibility and contributing to the society (Forrer, Kee, Newcomer, & Boyer, 2010).

According to Wilson, Bunn, Michele, and Grant (2010), a corporation's strategic plan, goals, and objectives are pre-determined based on their initiatives. For-profit executive leadership have two key factors that are the foundation to creating community partnerships: (a) determining the appropriate strategic partnerships that will represent their vision in a positive light within the community, and (b) implementing projects that are agreeable to the community (Vurron, Dacin & Perinni, 2010). For-profit organizations have to ensure that collaborative relationships will employ and formulate dynamic partnerships, will achieve the organizational goals and objectives, and will generate the appropriate outcome measures (Wilson et al., 2010).

One potential problem faced by for-profit organizational leaders is convincing shareholders and investors how social responsibility partnerships and activities might benefit the organization (Vurron et al., 2010). For-profit leaders used marketing to sell the significance of social responsibility to the shareholders and investors (De Cooman, De Gieter, Pepermans, & Jegers, 2011). Organizational leaders need goals for marketing that might facilitate social responsibility and might help the organization in the long term, particularly in terms of maximizing revenues and profits.

The description of for-profit involvement in socially responsible activities is a strategic form of corporate philanthropy (Chen, 2010). According to Nickel and Eikenberry (2009), the term discounts the affective connotation attached to philanthropy. Strategic corporate philanthropy contextualizes the involvement of for-profit organizations in socially responsible activities in terms of strategy (Nickel & Eikenberry, 2009).

Nonprofit Organizations

The government is the primary and largest sector that is concerned with society's interests (Stone, Crosby & Bryson, 2010). However, the government cannot provide all the assistance and aid that society needs due to the plethora of issues that need to be resolved. Nonprofit organizations fulfill some of the obligations and responsibilities that the government cannot or has failed to provide to society (Cornelious & Wallace, 2010).

Business leaders recognized nonprofit organizations as the third sector, with the public and private sectors as the two primary sectors in the United States (Aarons, Sommerfield, & Walwrath-Green. 2009). Salamon and Anheier (1992) provided three unique definitions of nonprofit organizations. The first definition of nonprofit organizations emphasizes tax exemption from the federal government; Reiser (2009) embellished the legalities of this definition. The second definition emphasizes the source of income, which typically comes from donations or fund-raising revenues. The third definition pertains to the mission and purpose of typical nonprofit organizations, which is the improvement of the lives of individuals in the society.

Nonprofit organizations are the potential social stakeholders from the strategic mission and vision statement objectives of for-profit organizations (Crane, 2010). The lateral relationships are conducive to the nonprofit's ability to create synergy with its social development programs. According to Johnson (2009), leaders of nonprofit organizations must be proactive when evaluating how their mission and vision statements match their corporate partnership objectives. Nonprofit leaders might have flexibility when deciding their programming and place more emphasis on common goals and objectives they may have with

their anticipated corporate partners in order to secure philanthropic financial contributions. Assessment is a strategic examination that coincides with their researched selected for-profits that have the same initiatives for social change (Johnson, 2009).

Johnson (2009) noted that to ensure the success of nonprofit organizations, the executive management team has the option to reveal their program model, logistics, characteristics, and financial objectives. To achieve the goals for their particular programming expectations, collaborative partnership is necessary. It is important to examine the grassroots evaluation processes of the nonprofit programs (Forrer et al., 2010).

An examination of the nonprofit sector's protocol for measures and outcomes is a key factor in establishing collaborative partnerships between for-profit and nonprofit organizations. According to Rabade (2012), this analytical process includes two components: (a) delegation of power of the specific effects within the nonprofit community, and (b) evaluation of the current trends for accountability in project management within the nonprofit sector. Cross-functional teamwork internally and externally is vital in executing and facilitating project development processes.

The influence of devolution, impact of programming, in nonprofit organizations might include increased competition with private organizations, misdirection of goals and mission, and longer terms for sustainability services and programs (Dahan, Doh, Oetzel, & Yaziji, 2010). Clients, organizations, and social services experience the effects of devolution within communities differently. Most of the effects of devolution focus on organizations; however, clients and social services are just as important (McMurray, Pirola-Merlo, Sarros, & Islam, 2010).

With regard to grassroots initiatives, government employees often require regular evaluations (Poister, Pitts, & Edwards, 2010). The evaluation of the measurements and outcomes of philanthropic programs required an overseer by the organization's program. Due to the dispersed power within nonprofit organizations, program evaluations might be eliminated or due to the dysfunction within the chain of command.

Summary

In understanding the significance of partnerships between for-profit and nonprofit organizations, leaders must establish a distinction between the two sectors. Several researchers differentiate between for-profit and nonprofit organizations (Jooste & Scott, 2012). The difference between the two sectors focuses on the nature of profits, sources of compensation, and type of employees (Holmberg & Cummings, 2009).

Vision represents a nonprofit organization's central focus in regards to the direction it takes when pursuing a for-profit partnership (Ruvio, Rosenblatt, & Hertz-Lazarowitz, 2009). Vision encompasses the organization's goals and ideals, specifically in terms of what that organization has to offer (Ingenhoff & Fuhrer, 2010). For nonprofit organizations, vision usually pertains to affecting the most positive societal change. The vision of many for-profit organizations typically hinges on maximizing its profits (Morales Gutierrez & Ariza Montes, 2010).

Nonprofit and for-profit organizations vary in terms of how they provide incentives to employees (Jegers, 2009). For-profit employees typically earn higher wages compared to their nonprofit counterparts (Van Puyvelde, Caers, Du Bois, & Jegers, 2012). In nonprofit organizations, employees offer substantial incentives other than the money; employees are

usually motivated to take part in the organization's vision to affect societal change (Van Puyvelde et al., 2012). The difference between the two sectors focuses on the nature of profits, sources of compensation, and type of employees (Ridder & McCandless). Finally, with regard to compensation, for-profit employees tend to earn more compared to employees of nonprofit organizations (Ridder & McCandless, 2010). Nonprofit organizations tend to have more volunteers compared to for-profit organizations (Vantilborgh, Bidee, Pepermans, Willems, & Jegers, 2011). The abundance of volunteers in nonprofit organizations, enticed through intrinsic motivation, emphasizes a stress on self-fulfillment rather than monetary compensation (Vantilborgh et al., 2011).

Partnerships. According to Dahan et al. (2010), collaborative cross-sector partnerships between the private and non-private sectors uses four key mechanisms: (a) defining the various types of partnerships, which includes philanthropy, transactional, and integrative, (b) analyzing the value of collaborative alliances, (c) determining factors that guide the partnerships, and (d) having executive decision makers create effective management strategies. By analyzing various theories and data, leaders might define the similarities and differences that contribute to the importance and overall success of inter-organizational collaborative cross-sector partnerships (Seitanidi, 2010; Seitanidi, Koufopoulos & Palmer, 2010). In addition, nonprofit leaders, after validating their successes within the community, might increase the advantage of their social change programming initiatives.

According to Austin (2010), negative relationship barriers exist between nonprofit and corporate business-collaborations. Differences between corporations and non-profits might be (a) the means of performance measurement, (b) the dynamics of achieving a competitive

advantage, and (c) evaluating and comparing their corporate cultures (Muller, & Whiteman, 2009). The authors noted that collaborative work and combined joint efforts might create synergy within partnerships (Austin, 2010).

The developmental process of implementing strategic partnerships through various avenues such as philanthropy, reciprocal exchange/cross-related marketing, independent value creation, and symbiotic value creation that is integrative to achieve a common goal (Austin, 2010). Austin (2010) noted the importance of researching and collecting critical data regarding the philanthropic relationships between businesses and nonprofit organizations. Rabade (2012) contended that the research would incorporate both points of view from the corporate aspect as it relates to the views from nonprofit executives.

According to Pratama and Firman (2010), data collection through the in-depth questionnaire reveals the specific philanthropic patterns of corporate and nonprofit organizations. The analysis of data might lead to the disclosure of the communication barriers about perceptions of each other, positive and negative, between public and private executive managers (Jegers, 2009). Through this direct internal and external communication strategy, data might lead to the revelation of an organization's program development goals and objectives as they relate to community relations initiatives (Jegers, 2009). Implementing collaborative social responsibility partnerships will create synergy in conjunction with developing programs for social change (Kemper & Martin, 2010).

The nature of partnerships, between corporations and non-governmental agencies, espouse corporate social responsibilities, with the focus on the leadership decisions of the nonprofit sector (Kitzmueller & Shimshack, 2012). McMurray et al. (2010) found that nonprofit

organizations align with companies that postpone concrete results. On the other hand,

companies that have significant influence in the interest of nonprofit tend to diminish the

legitimacy of non-profit, resulting in partnerships that do not come into fruition.

According to Turker (2009), partnerships between the corporate and the nonprofit sectors

are integral components of corporate social responsibility. To understand the nature of

partnerships between the business and nonprofit sectors, Seitanidi (2009) examined the

implementation of corporate social responsibility in terms of selection, design, and

institutionalization. Seitanidi's research study was limited to two case studies about partnerships

between for-profit and nonprofit organizations that had similar organizational goals and

objectives.

Selection refers to the criteria that leaders use to gauge if a particular partnership is

beneficial and/or productive to their organizations (Forrer et al., 2010). Leaders realized, for a

successful partnership, strategic planning is the foundation of the planning process. Finally,

institutionalization refers to ensuring that practices and competencies integrated into the

corporation and partnership as a whole. The three stages of partnership incorporated the

formation-implementation-outcomes process (Forrer et al., 2010).

Philanthropy. There are key components and criteria that corporations utilize in the

selection process of the beneficiaries for the philanthropic financial contributions (Lee, Park,

Moon, Yang, & Kim, 2009). A specific concentration based upon an unwritten contract

emphasizing the control factors of the stakeholder's interests, the society as a whole and the

corporate community at large (Cooke, 2010; Lev, Petrovits, & Radhakrishnan, 2010; Reich,

Wimer, Mohamed, & Jambulapti, 2011). Corporate and community outreach restructuring is a

major indicator of an effective strategic and collaborative philanthropic volunteering, sponsorship, and individual and corporate fundraising initiative (Lee et al., 2009). There are similarities with the business industries, semi private and purely private foundations that provide financial assistance to non-operating and non-value aspects of nonprofit organizations (Grant, 2010).

Leaders of organizations might establish specific guidelines and criteria that prevent and eliminate any potential partnership risks for negative publicity (Babiak & Thibault, 2009). Stakeholders gain and retain financial contributions by increasing awareness through external cultivation of private and public funds. The identification of institutions and the pursuit of new grant opportunities to increase unrestricted and restricted funds are necessary. The evaluation of the previous years' donation patterns and the adjustment of philanthropic strategies to maximize return on investment (ROI) are imperative (Strugatch, 2011).

In addition, Strugatch (2011) suggested that specific target categories, such as the organization's mission and vision statements between for-profit and nonprofit organizations are significant. An analysis of these target categories provides social commitments to the private philanthropic financial contributions to citizens, and their specific state communities. According to Strugatch (2011), the ultimate goal is to achieve and build strong collaborations and major sponsorship dollars that will increase their financial sustainability.

Google Inc., a business organization that champions philanthropy (Rana, 2013) was an integral source of reference. Google cited its success by not limiting their goals in terms of increasing profits, but extending their involvement in philanthropic acts (Rana, 2013). Extending the company's philanthropic acts even further was the decision of Google leaders to

create a foundation in which 1% of the profits of the company will be donated (Rana, 2013).

Rana (2013), contended that Google is a perfect example of how a philanthropic for-profit

combines the charitable goals of a nonprofit while maintaining the main goal of the for-profit,

which is to maximize profits.

Management training assists leaders in determining their strategic resources with

intermediary stakeholders, businesses, and community consultants (Hamel, 2009). The

executive management team learns the importance of strategically working collaboratively with

corporate partners to access the community's needs for structural social change initiatives

(Bluestone, 2011). Administering and implementing change management leadership strategies

will harvest effective executive leadership, staff development, and organizational focus; thus,

reinventing a new mental revolution management model by taking risks (Wines & Hamilton,

2009). Successful organizational transformations require various tactics that should incorporate

and engage the entire organization (Bluestone, 2011).

According to Harms and Credé (2010), effective leadership is the major factor in the

organization's success or failure. Those leaders have in-depth knowledge and understanding of

what it takes to motivate and inspire their subordinates (Murphy & Arenas, 2010). The

transformational leadership approach utilizes an unselfish framework as its foundation to analyze

the climate and implement various strategies to empower workers to excel above and beyond

their own individual potential and the company's expectations as a whole (Harms & Credé,

2010). Collaborative open lines of communication between leaders and subordinates during the

change management process is encouraged (Hamel, 2009). Front line leaders might be

encouraged, empowered, and allowed the innovative freedom to analyze and administer critical-thinking analogies to respond accordingly in the decision-making process (Hamel, 2009).

Change is (a) developing a specific vision, (b) establishing direction through effective leadership, and (c) establishing a team of innovative change champion coalitions (Hamel, 2009). Key factors that will assist with the change management transitions are (a) change agent innovation teams, (b) administering effective methodology in conjunction with project management strategies, (c) diversification, and (d) implementing operative human resources processes and procedures (Hamel, 2009). If the change management criteria are not a part of the collaborative change management strategic initiatives, operational failure might be the ultimate result (Driver, 2009).

The evaluation of management leadership styles is important to determine if transformational leadership and transactional leadership have an effect on the multi-level job skill sets, human perceptions, and personality traits. The research indicated that two of the personality factors from the five-factor model of personality, extroversion and agreeableness, are major contributors to positive transformational leadership measures and outcomes (Seiler & Pfister, 2009). Purvanova and Bono (2009) suggested the need for further research of transformational leadership theory and its direct effect on the potential follower transformational leadership. Transformational leadership, divided into three segments, compared (a) direct comparison between transformational *supervisor* leadership and the development process to transformational *follower* leadership, (b) the indirect effects and outcomes of interrelationships of leaders and followers are apparent within the transformational leadership structure model, and

(c) to be used a comparative analysis of various leadership theories and styles at the leader's discretion.

Leadership

Leadership in multi-sectoral partnerships appeared to be different from uni-sectoral leaderships (Glasby & Dickinson, 2009). The focus of the paper was how managers and leaders perceive leadership within the context of multi-sectoral partnerships. Leadership is a complex interaction of individuals and structure in which groups of individuals interact (Bolden, 2011). Glasby and Dickinson (2009) indicated that managers and leaders tend to be reliant on individual characteristics, often ignoring the perceived structural and organizational components of leadership. Multi-sectoral leadership examines the terms of three dimensions (Glasby & Dickinson, 2009). Multi-sectoral leadership examines the terms of three dimensions: (a) first-person strategies, (b) second-person strategies, and (c) third-person strategies (Glasby & Dickinson, 2009). These dimensions provide information on how leaders perceive leadership in partnerships.

First-person strategies refer to the behavioral patterns of individuals who are leaders or are in the hierarchy leadership roles (Glasby & Dickinson, 2009). These traits and behaviors reflect the perceived necessary skills leaders need to possess in order to lead successful partnerships. According to Antonakis, Ashkanasy, and Dasborough (2009), emotional intelligence is an important characteristic of leaders.

Second-person strategies take into consideration the multi-faceted leadership strategies that encompass inter-relational partnerships that exist between parties obtaining their goals. Glasby & Dickinson (2009), focus on the interaction between leaders and followers mirrors

transactional leadership as discussed by Jamaludin, Rahman, Makhbul, and Idris (2011). Second-person strategies emphasize whether leaders can influence their followers to act or perform practices that are in line with the goals and purpose of partnerships.

Third- person strategies focus on the analytical systematic processes that embody the best practices or organizational leadership structures (Glasby & Dickinson, 2009). In this dimension, the organizational structure and practices reflect the leadership (Kempster, Jackson & Conroy, 2011). According to Glasby & Dickinson (2009), third-person strategies are often evident in mature partnerships; often overlooked in budding partnerships in which structures and practices in the organization.

The literature on leadership mainly focuses on private corporations and single organizations (Austin, 2010). There is a lack of studies on the nature of leadership in multi-sectoral partnerships based on the search conducted in online databases. However, recent researchers are starting to explain and examine leadership within the context of multi-sectoral partnerships (Koschmann, Kuhn & Pfarrer, 2012).

Previous researchers found that leadership in multi-sectoral partnerships more complex than the non-multi-sectoral partnerships (Bradshaw, 2009). Leadership is often the most important factor stimulating synergy in multi-sectoral partnerships, which suggests that weak or problematic leadership might lead to problems in multi-sectoral partnerships (Wilson et al., 2010). The hierarchy and complexity of leadership, correlates the distinction between leaders and followers, and are representations of individuals within different sectors that are involved in the partnerships (Watt et al., 2011).

Leadership in partnerships is often collaborative in nature (Rosener, 2011).

Collaboration manifests in terms of sharing of resources, diversity, and shared leadership. The

lack of clear leaders in partnerships indicates informal or emergent leadership practices

supported by Houglum, (2012). Under this leadership model, hierarchy emphasizes shared

leadership; identifying the real leaders under this model could be difficult (Crawford & Mills,

2011). The two critical and fundamental concepts that enable successful change within the

organizational development (OD) process are a combination of collaborative management

systematic approaches, which include formal and informal systems (Benjamin & Wong, 2011).

The definition of OD is a means of implementing a proactive forecasting initiative to analyze the

existing problems within the organizational infrastructure and develop cohesive revitalization

strategies (Benjamin & Wong, 2011).

The business culture is a social communication systems approach that emphasizes

individual and organizational relationships, and it is management's philosophy and effective

interpretation of their policies and procedures, values and norms, goals, and vision that will steer

the cultural direction of the organization (Avolio, Walumbwa, & Weber, 2009). Culture defines

the style of leadership, communication vehicles, and the dynamics of individual and group

behavior. Leaders of structured organizations will acquire prideful employees who are satisfied

and optimistic about their personal development and professional growth. Any organizational

culture will generate camaraderie and motivate employees to buy into their viewpoint (Cogliser,

Schriesheim, Scandura, & Gardner, 2009).

The *Principle-Centered Leadership* (Covey, 1991) provided four key principle levels to

develop new and effective leadership skills (a) organizational-alignment, (b) managerial-

empowerment, (c) interpersonal-trust, and (d) personal-trustworthiness (Caldwell & Hayes, 2010; Covey, 1991; Fry, Hannah, Noel, & Walumbwa, 2011). The characteristic traits for effective leaders directly relate to their experiences. The self-initiated growth process is due to competence of acknowledging their abilities to challenge themselves. According to Covey (1991), there are seven characteristics common to leaders:

1. Viewing life's purpose as a mission to be service-oriented

2. Emitting positive energy

3. Believing that there is "good" in all people

4. Valuing life, health, honesty and integrity

5. Embracing living life to the fullest and explain and openly welcome every aspect of life;

6. Having positive self-synergy

7. Self-renewal – physically, emotionally, spiritually and mental daily re-birth of self-worth.

Corporate Social Responsibility and Sustainability

For many for-profits, corporate social responsibility requires competencies and leadership skills to implement the goal of being more socially responsible companies (El Ghoul, Guedhami, Kwok, & Mishra, 2011; Groves & LaRocca, 2011). One of the core competencies requiring development is partnership skills with the different sectors of the society (Avolio et al., 2009). Partnerships with the various sectors of the society, such as non-governmental agencies and other nonprofit organizations, are important in the institution and development of corporate social responsibility (Forrer et al., 2010).

Sustainability is one of the primary issues pertinent to both public and private sectors. The implementation of sustainable business goals and objectives is imperative to the sustainability of the future of the organization's strategies to succeed (Carroll & Shabana, 2010). The implementation of proactive sustainable corporate best practices is imperative to create and improve the organization's competitive advantage, through sustainable community grass-roots initiatives by corporations (Weerawardena, McDonald, & Mort, 2010). Leaders use sustainability, a conscious decision-making strategy, to create visionary and innovative goals and to encourage short and long-term business opportunities (Groves & LaRocca, 2011; Nieto, 2009). As such, there is a need to examine the leadership capabilities within the profit and nonprofit organizations regarding collaborative partnerships in the implementation of sustainable development.

Sustainable development is a process of recognizing current obstacles and making decisions that will not place limitations on future business needs (Haugh & Talwar, 2010). As many as 3000 companies have become part of the UN Global Impact, which mandated for-profits to champion corporate social responsibility (Berger, Cunningham, & Drumwright, 2007; Walters & Anagnostopoulos, 2012). Because of the connectivity that technology brings, society is becoming more empowered and aware of the social conditions that influence the world (Gilligan & Golden, 2009). As a result, for-profit leaders are adapting to a model in which social responsibility incorporates in the vision and purpose of the organization.

There are several possible reasons why for-profit leaders would strive to be socially responsible (Campbell, 2007). First, for-profits are more likely to be more socially responsible if the financial performance of the for-profit is strong. Second, in a business climate where

competition is strong, for-profit leaders are more likely to engage the company in socially

responsible activities (Campbell, 2007). Third, Campbell argued

> Corporations will be more likely to act in socially responsible ways if there are strong
>
> and well-enforced state regulations in place to ensure such behavior, particularly if the
>
> process by which these regulations and enforcement capacities developed negotiation and
>
> consensus building among corporations, government, and the other relevant stakeholders.
>
> (p. 955)

The proposition that was pertinent to the study was Campbell's contention that for-profits are

more likely to act socially responsible when they affiliated with nonprofit organizations or other

organizations that are not concerned with gaining profits. Campbell (2007) argued that nonprofit

organizations provide for-profit organizations with the mechanism to control and monitor

behaviors that are socially responsible. For-profits have the ability to limit organizational

behavior patterns through rules and regulations in addition, to social responsibility community

initiatives (Campbell, 2007).

The interrelationship between the mutual readiness and reinforcing building capacity

might work to enhance each individual nonprofit's program initiatives (Bear et al., 2010). Every

for-profit has the social responsibility to access their community's needs and to create and

initiate solid foundational programming models, goals, and objectives that will complement and

enhance the organization's readiness to work cohesively with neighborhood organizations to

implement change (Vurron et al., 2010). The strategic resources with intermediary stakeholders,

businesses, and community consultants will assist with the community's needs for structural

changes (Murphy & Arenas, 2010).

The combined leadership initiatives will generate executive leadership, staff development, and organizational focus that will embrace the concept of sustainability to ensure and increase the financial bottom-line (El Ghoul et al., 2011). The overall perspective of sustainability development conceptualizes and conveys the importance of corporate citizenship within the for-profit and nonprofit sectors (Bowen, Newenham-Kahindi, & Herremans, 2010). Corporate social responsibility is no longer a voluntary option for for-profit leaders (El Ghoul et al., 2011).

Corporate social responsibility started to become a way for corporations to sustain themselves, particularly in terms of gaining and maintaining a competitive advantage (Bhattacharya, Korschun, & Sen, 2009). Previous researchers found that corporate social responsibility has evolved from the motivation of legal and social responsibility motivation to involving more strategic goals (Carroll & Shabana, 2010). The underlying rationale for championing corporate social responsibility is to gain the support of the society, which translates to consistent profits for corporations.

One advantage of corporate social responsibility through partnerships in business corporations is building a solid reputation (Mutch & Aitken, 2009). Alliances with nonprofit organizations increase the reputation of business organizations (Reed & Reed, 2009). Through partnerships, business corporations are able to communicate to the public that the company has integrity and is concerned with the welfare of the society (Herlin, 2013).

Mission and Vision Statements

Although for-profit and nonprofit missions and visions are different, it is important that each are fulfilled (Ingenhoff & Fuhrer, 2010; Moss, Short, Payner, & Lumpkin, 2011). For-

profit leaders are very specific in their financial requirements, and goals and incentives, specifically in terms of increasing profits (Chen, 2010). Nonprofit leaders of nonprofit organizations are primarily concerned with the initiating actions for the betterment of the society.

Whether for-profit or nonprofit an organization's mission represents why the organization exists, whereas its vision represents the company's goals. According to Moss et al. (2011), the mission, followed by the customer, internal process, learning and growth, and financial perspectives, often heads the structure of nonprofit organizations.

The mission of nonprofit organizations is the primary element of the leaders' strategic plan (Chen, 2010) and takes precedence over financial aspects and shareholders' interests. The financial aspect and the individual interest of the shareholders are only secondary to the mission and vision of nonprofit organizations. In for-profit organizations, financial performance is at the top of the structure in order to sustain the operations of the business and to increase profits (Chen, 2010).

In a nonprofit organization, the vision is a plan that utilizes the strength of the people in terms of learning, working, and communicating together as a team (Vurro & Perrini, 2011). To fulfill its mission, the interest of the financial donors, the customers, and the nonprofits vision are all considered. According to Kaplan and Norton (2001), when all the three components, learning, working, and communicating, are a part of the integrated organizational strategy, the nonprofit organization will be successful.

The four target categories that utilized among for-profit and nonprofit organization's mission and vision statements are

1. Are the opposite company's vision and mission comparable to the organization's mission and vision statements?

2. Does the organization obtain a similar target audience?

3. Does the organization have a consistent messaging and values campaign?

4. Is the organization willing to have the flexibility in their behavioral partnership practices within the community (Ingenhoff & Fuhrer, 2010)?

For both nonprofit and for-profit organizations, satisfaction of the customers and profitability require the aforementioned actions to maintain business operations. Nonprofit organizations are primarily concerned with customer satisfaction and service, although, profitability is the main factor needed to sustain operations (Ingenhoff & Fuhrer, 2010).

Collaborative Community Philanthropy Partnerships

The interrelationship between the mutual readiness and reinforcing building capacity works to enhance each individual business' program initiatives (Lev et al., 2010). Every for-profit leader of organizations has the social responsibility to access their community's needs and to create and initiate solid foundational programming models, goals, and objectives that will complement and enhance the readiness to work cohesively with neighborhood nonprofits to implement change (Rabade, 2012). The strategic resources of for-profit leaders with intermediary stakeholders, businesses, and community consultants will assist with the community's needs for structural changes (Seitanidi & Crane, 2009). Furthermore, their combined leadership initiatives will generate executive leadership, staff development, and organizational focus that will embrace sustainable development principles to ensure and increase the financial bottom-line (Pless & Maak, 2011).

Green and Peloza (2011) examined the perceived influence of corporate social responsibility on buying behavior. The examination of buying behaviors from consumers analyzes the relation to their perceptions about an organization's social responsibility (Marin, Ruiz & Rubio, 2009). Several consumer behavior patterns emerged from the data that resulted from the analysis of questionnaire transcripts. The pertinent themes that emerged from the data are

1. Consumers who define quality of life primarily through monetary means are less likely to practice socially responsible consumer behaviors, which indicate that these consumers are not generally concerned with a company's reputation regarding social responsibility.

2. Consumers are more likely to stay away from companies that are perceived to be socially irresponsible, than support companies that are perceived to be socially responsible.

3. The beliefs of consumers about socially responsible companies are not always consistent with their buying behaviors. Behaviors and beliefs of consumers are more likely to be more consistent when consumers are more knowledgeable about the concept of socially responsible companies and the more important these issues are to them.

The implication of Marin et al. (2009) quantitative study is that the relationship of corporate social responsibility and increased profitability is not yet definitive. Although there is an indication that the buyer's perception of a company being socially responsible could boost profit, but it does not always manifest in terms of buying behaviors (Green & Peloza, 2011). Beliefs and actual behaviors of consumers do not necessarily manifest together (Maurer, Bansal, & Crossan, 2011).

Collaboration among different sectors such as the for-profit and nonprofit organizations is one way of addressing social problems (Manner, 2010). Collaboration can occur among different nonprofit organizations, with the intention of working together to reach common goals or purposes (Le Ber & Branzei, 2010a). Nonprofit organizations, such as charitable organizations, are increasingly operating under a business framework, similar to for-profit organizations (Morris, Webb, & Bryant, 2011).

Several applications of the traditional business model are relevant in the operations of nonprofit organizations (Finney & Scherrebeck-Hansen, 2010). One application is the implementation and practice of incentive-based goals, which could improve with the performance of employees and volunteers. Second, is the model that is typically used for increasing efficiency, reducing cost, and improving the organizations overall performance. Finally, the adoption of effective communication practices (Morris et al., 2011).

There are benefits and needs for nonprofit organizations to operate like a business (Austin & Seitanidi, 2012a, 2012b). Austin focused on collaborations that involve two separate sectors, for-profit organizations, and nonprofit organizations. Corporate and community outreach restructuring will be the ultimate result of effectively implementing a strategic and collaborative philanthropic volunteering, sponsorship, individual and corporate fundraising initiative (Clarke & Fuller, 2010). There are similarities with semi-private and purely private foundations that provide financial assistance to non-operating and non-value aspects of nonprofit organizations (Grant, 2010).

Transition and Summary

For-profit organizations are primarily concerned with increasing revenues and maximizing profits. For-profit organizations typically need a few years in order to start gaining profits. The problem with many successful for-profit organizations is that after revenues and profits stabilize, social responsibility is often neglected (Gilligan & Golden, 2009). One potential problem for the for-profit organization leaders is convincing shareholders and investors how social responsibility partnerships and activities might benefit the organization (Acar, Guo, & Yang, 2012).

Researchers determined that the definition of nonprofit organizations involves facts. According to Wilson et al. (2010), one fact about nonprofit organizations is they are exempt from government taxation. Another fact about the nonprofit organizations pertains to the source of income, which typically comes from donations and fund-raising activities. Finally, leaders of nonprofit organizations focus on the assistance of those in need of a specific community service. The developers of nonprofits designed the organizations to fulfill some of the obligations and responsibilities that the government cannot provide. Leaders of the nonprofit organizations, potential social stakeholders, might be able to merge nonprofit objectives with the objectives of the strategic mission of vision statements of for-profits (Wilson et al., 2010).

There are three different areas to compare for-profit and nonprofit organizations: visionary, strategic, and financial considerations (Ingenhoff & Fuhrer, 2010). Vision represents the central focus of an organization regarding the direction that leaders want to pursue the organization (Ruvio et al., 2009). I found that, in organizations, the for-profit's vision impinges

on profits; whereas, in the nonprofit, positive change is the heart of its vision. Strategically, for-profit organizations are primarily responsible in satisfying the needs of shareholders. Nonprofit organizations' responsibilities are larger in scope because stakeholders encompass a wider range of groups, which might include the organizations' supporters, volunteers, and the society (McMurray et al., 2010). For financial considerations, nonprofit and for-profit organizations differ in terms of incentives and revenues (Rivera-Santos & Rufin, 2010).

Partnerships between the corporate and the nonprofit sectors are integral components of corporate social responsibility (El Ghoul et al., 2011). Collaboration among different sectors is one way of addressing social problems (Manner, 2010). Collaboration might occur among different nonprofit organizations, with the intention of working together to reach common goals or purposes (Le Ber & Branzei, 2010a).

Nonprofit executives have inadequate in their leadership skills (Johnson, 2009). Those leaders need to be pro-active in evaluating their organization's mission and vision statement objectives with corporate partners (Johnson, 2009). There are three different dimensions in Multi-sectoral leadership (Glasby & Dickinson, 2009). The three dimensions are the first-person, second-person, and third-person strategies. These dimensions provide information on how leaders perceive leadership within collaborative partnerships.

First-person strategies refer to the behavioral patterns of individuals who are leaders or are in the hierarchy leadership roles (Glasby & Dickinson, 2009). Second- person strategies take into consideration the multi-faceted leadership strategies that encompass inter-relational partnerships that exist between parties obtaining their goals (Glasby & Dickinson, 2009). Third-

person strategies focus on the analytical systematic processes that embody the best practices or organizational leadership structures (Glasby & Dickinson, 2009).

As many as 3000 companies have become part of the UN Global Impact, signaling the emergent trends for for-profits to champion corporate social responsibility (Marin et al., 2009). The reasons why for-profit leaders strive to be more socially responsible include boosting financial performance and maintaining a competitive advantage (Campbell, 2007). According to Campbell (2007), for-profits are more likely to act socially responsible when affiliated with nonprofit organizations or other organizations that are not concerned with gaining profits.

Corporate social responsibility is no longer a voluntary option for for-profit leaders (Bradshaw, 2009). Corporate social responsibility started to become a way for corporations to sustain themselves, particularly in terms of gaining and maintaining a competitive advantage. The underlying rationale for championing corporate social responsibility is to gain the support of the society, which translates to consistent profits for corporations (Carroll & Shabana, 2010).

The general problem is that the proposed study reveals that there has been an 8.7% decline in charitable giving (Van Fleet, 2010). The purpose of this study was to explain the experiences of for-profit and nonprofit executives regarding the philanthropic financial contributions and benefits of public and private collaborative strategic partnerships by determine the internal and external leadership and training strategies between these sectors.

The rational and conceptual *constructivism* research approach addressed similarities and differences between the sectors. An explanatory case study methodology served as the framework. Transformational and situational leaderships provide insights regarding the dynamics of relationship involved in philanthropic partnerships of nonprofits.

A small group of 12 corporate executives and 14 nonprofit executives in Indianapolis, Indiana volunteered to participate in the research study. The participants' responses identified the positive and negative attributes that have occurred during collaborative social responsibility partnerships. To highlight the strategic measures and outcomes of collaborations, both entities might benefit from using this study when determining the philanthropic expectations regarding the benefits of partnership communication processes, the cause-marketing program development for social change, and the evaluation processes involved in decision-making.

Section 2 will contain details pertaining to the research method and research design for the proposed study. The research design discussed includes the appropriateness of using a qualitative explanatory case study design. The next section presents a specific focus on the data collection and data analysis procedures used in the proposed project.

Section 2: The Project

A qualitative method and explanatory case study design was used to explain the philanthropic financial contributions among public and private partnerships in terms of (a) organizational strategies, (b) strategic leadership, (c) complexities, (d) modifications of philanthropic financial contributions, and (e) the benefits of public and private collaborative sustainable partnerships. There are specific research strategies, supported by three factors: (a) research questions, (b) extent of control, and (c) historical or contemporary events (Yin, 2009). The results of this research project provided best practices for establishing philanthropic partnerships that are collaborative and strategic that will enhance program development and grassroots initiatives between the corporate and nonprofit sectors that will effect social change.

Purpose Statement

The purpose of the qualitative, explanatory case study was to explain challenges, benefits, and concerns with philanthropic financial contributions among public and private partnerships in terms of patterns, themes, and relationships (Yin, 2009) among 26 executive leaders of organizations, from for-profit and nonprofit organizations, in the implementation of collaborative partnerships. The selection of a qualitative explanatory case study research design allowed me the ability to collect questionnaire data using a purposeful sampling strategy and a snowball strategy. A research case study design analysis assisted in an attempt to examine a contemporary phenomenon in its real-life context, especially when the boundaries between phenomenon and context are not evident (Yin, 2009).

There are three possible types of case study used in research: explanatory, descriptive, and exploratory (Yin, 2003, 2009). I chose an explanatory design over descriptive and

exploratory types because the research questions explored participants' perceptions about why intervention works and all participants interpreted their experiences pertaining to contemporary phenomenon in its real-life context, especially when the boundaries between phenomenon and context were not evident. Due to the economic downturn, nonprofit executives must amplify their operational efficiencies and community advocacy to ensure their long-term future success and secure sustainable financial contributions (Carman & Fredericks, 2010; Yang, Lee, & Chang, 2011). The contemporary phenomenon consists of two primary areas of thought (a) nonprofit survival with an added emphasis on creating sustainable, philanthropic partnerships for social change, and (b) the unclear boundaries of the leadership perceptions on how to create effective collaborative partnerships between the nonprofit and for-profit sectors are not evident (Unerman, & O'Dwyer, 2010).

Twelve corporate executives who have partnerships with nonprofit organizations and 14 nonprofits that have partnerships with corporate organizations in Indiana comprised the sample of the study. Indiana was the specific geographic location because the reduction in philanthropic contributions among corporate leaders in the state is highly significant (Van Fleet, 2010). The benefits and exploration of program development and grassroots initiatives between the corporate and nonprofit sectors require additional research. From the perspective of society, philanthropic activities might provide some of the community programs that the government cannot provide. The results of the study revealed the benefits for corporate leaders to create and maintain partnerships with nonprofit organizations.

Role of the Researcher

The researcher served as the main instrument of the study. To organize this, I used a qualitative method as the main data collection tool (Marshall& Rossman, 2010, 2011). The data collection process conducted was through open-ended structured questionnaire. I have over 18 years of experience as a corporate Director of Community Relations. The topic of the research selected was due to my role as the Director of Community Relations; one of the job responsibilities was to donate corporate financial contributions to the nonprofit sector. However, leaders of nonprofit organizations rarely approached the corporation; therefore, nonprofits that administered the social responsibility initiatives did not coincide with community goals and objectives.

In contrast to the corporate world, as the Director of Development in the nonprofit sector, my main responsibility was fund development. Prior experience in the corporate sector was beneficial for raising funds because I had many years of experience on how to cultivate and approach corporations to solicit financial contributions. In addition, an awareness of how to research, strategize, connect, cultivate, and make the presentation of the nonprofit social programs to the corporations was necessary. When administering the questionnaire, I created a relaxed environment to increase the participant cooperation and elicit honest responses. I utilized my ability to elicit responses within the scope of the study throughout my research.

Participants

This explanatory case study involved the use of a target sample size of 10 participants from the public and private sector; however, the sample size for the present study was 26 participants. Marshall and Rossman (2010) and Yin (2009) suggested the use of a proposed

sampling strategy, that used purposive sampling and snowball sampling, as a contingency plan if, one or more participants decided not to participate in the study. I selected the participants using a purposive sampling technique. If one or more participants chose not to participate in the research study, a snowball sampling strategy was used (Marshall & Rossman (2010) and Yin (2009).

I initially contacted corporate and nonprofit executives through email and/or telephone to invite to request their participation in the research study. Finally, an Invitation to Participate in a Research Study (see Appendix A) emailed to the participants who expressed a willingness to volunteer to participate officially in the proposed semi-structured questionnaire. Scholars have not identified specific rules for sample size (Botha, 2011). However, the appropriate considerations for sample size are the study's purpose and problem, the study's consequences and credibility, and the study's budget and potential utility (Botha, 2011). The sample size for this research study was 12 corporate executives and 14 nonprofit executives.

Research Method and Design

A qualitative research method was the foundation for this study. Qualitative research methods focus on the subjective experiences of individuals as opposed to verifying theories in quantitative methods (Marshall & Rossman, 2010). Constructivism is a theoretical perspective adopted in qualitative methods because of the emphasis on the experiences of individuals, based on their own perceptions.

Qualitative methodology in a natural environment is an attempt to interpret the data and the behavior of the individual who have the experiences of the phenomenon (Denzin & Lincoln, 1994; Qu & Dumay, 2011). In addition, researchers use the qualitative research approach to

discover and understand the meaning of the phenomenon by exploring the experiences and views of the individual involved in the phenomenon (Glaser & Strauss, 2009). The goal is to understand the philanthropic financial contributions and benefits of public and private collaborative strategic partnerships through exploring the business experiences of the 26 organizational leaders (Haugh & Talwar, 2010).

Method

Qualitative researchers seek to investigate a central phenomenon, whereas quantitative researchers tend to describe trends or explain the relationship among variables (Marshall & Rossman, 2010). After researching the various types of designs that were available, a qualitative explanatory case study design was appropriate for the proposed study. I made this choice because the qualitative explanatory case study design expounds on the deep information and perceptions that are derived from the research participants.

Research Design

The explanatory case study is an intensive description and analysis of a phenomenon or social unit, such as an individual, group, institution, or community (Marshall & Rossman, 2011). By concentrating upon a single phenomenon or entity (the case), this approach allows for the exploration of the interplay of significant factors that are characteristic of the phenomenon. The case study seeks holistic description and interpretation. The content of a case study chiefly by its purpose, typically, reveals the properties of the class. If conducted over time, the case study might be longitudinal; thus, changes over time become one of the variables of interest. Other case studies are concerned with describing a phenomenon, as it exists at a particular time.

An explanatory case study is a rich thick description of the phenomenon under study. Qualitative approach allows the investigator the ability to capture the in-depth knowledge of the population to justify the findings of the research (Yin, 2003, 2009). In addition, qualitative methodology through interpretive framework allows the investigator to rely on their beliefs and or independent experiences (Qu & Dumay, 2011). Qualitative research also allows the analyst to interpret the data from the distinct individual evaluations, which are the basis for the subjective conclusions (Yin, 2004; 2009).

For the present study, the explanatory case research design was appropriate to explore and identify strategic behavioral and complex changes and to share business experiences (Carrillo & Batra, 2012). In simpler terms, a phenomenon is an observable occurrence. As this study uses the qualitative analysis, methods to analyze data are unique from the usual or quantitative methods of research (Glaser & Strauss, 2009). In a qualitative explanatory research, the researcher is engaged in attending to the participants' views more attentively and being engrossed in a process of having a new perspective of the world (Glaser & Strauss, 2009). The aim of this type of study was to let the phenomenon present itself instead of conducting experiments to make one happen or having preconceived ideas about it.

Population and Sampling

The objective of the qualitative explanatory case study was to gain specific knowledge from the experiences of 26 organizational leaders regarding philanthropic financial contributions and benefits of public and private collaborative strategic partnerships. The researcher of the study focus aims to generate business experiences, perceptions and behavioral patterns of 12 corporate executives and 14 nonprofit executives from Indianapolis, Indiana selected based on

(a) 10 years' experience in community relations and philanthropy, and (b) current directorship position in the organizations.

The leaders of for-profit and nonprofit organizations in the United States comprise the population for the study. The investigator contacted the initial contact list of for-profit executives and nonprofit executives. This process assisted the final sampling population of 26 participants. An invitation letter to the qualified participants received the request in the format of an email.

Purposive Sampling

A purposeful sample strategy used to acquire the target number of 12 corporate and 14 nonprofit participants within a natural setting (Suri, 2011). Purposeful sampling in qualitative studies to acquire a sample that satisfies the required characteristics for the sample is generally used (Suri, 2011). The characteristics of the sampling required participants to have personal experience and knowledge on the problem or issue, and this pool of participants were a collective representation of the private and public sectors (Streiner, 2013). Sampling might be viewed as complex within qualitative research (Suri, 2011).

Researched literature provides clarity to the purposeful sample by enhancing the differences and understandings of the methodology. The analysis and the eligibility of the particular population was the investigator's need to unveil very precise information (Streiner, 2013). The research question is the foundational blueprint for the study and a very specific group was predetermined to extract information that was pertinent to the validity of the research (Suri, 2011). Purposive sampling encourages the pursuit and recruitment of appropriate

participants with the educational and professional expertise that are representative of the volunteer pool (Streiner, 2013).

Snowball Sampling

The results of the study not generalized to a larger population because of the use of small sample without any randomization techniques used in the selection of participants. The criteria for the justification of the participants' selection process were limited to only corporate executives and nonprofit executives. The justification of the participants acquired through purposive sampling, which consisted of corporate executives that have partnerships with nonprofit organizations.

Snowball sampling is an alternative means of data collection (Handcock & Gile, 2011). This approach was a contingency plan that allowed the investigator to ask confirmed participants to make suggestions and refer possible colleagues that might be available to participate in the research. This process might have a high-risk bias due to the confirmed population's knowledge of the new participants' place of employment, which may result in a homogeneous sampling (Anderson, 2010; Mahoney, 2010).

It is important to note that the relevance of the demographic questionnaire (see Appendix B) is significant to the study. The demographic questionnaire relates to the public and private sectors, age, executive position, gender and personal years of experience on the job (Marshall & Rossman, 2010). The investigator will make the initial contact list of for-profit executives and nonprofit executives.

Qualitative Research

Qualitative methodology normally involves small sample sizes of participants, as opposed to quantitative research, which normally relies on a larger sample sizes. Marshall and Rossman (2010) recommended that the size of a qualitative sample should range from 1- 20 participants. This qualitative research includes sample sizes of 26 participants from the corporate and nonprofit sectors.

Ethical Research

Confidentiality is a crucial component of ethical research; it ensures the validity of the research, and it protects the privacy of the selected participants (Graebner, Martin, & Roundy, 2012). All personal information will be color coded without public knowledge, which will prevent the disclosure of names, workplace, and phone numbers. In addition, the investigator will provide the participants with a disclosure statement that collected data will be preserved in a postal safe deposit box for 5 years to ensure the safety of all corporate and nonprofit participants, and after the allotted period has elapsed the information will be personal shredded by the researcher. Proper confidentiality techniques are in place and assurance that collected data is secure (Pratama & Firman, 2010). This is strictly a volunteer process with no incentives offered to the participants. When a participant agrees to take part in the study, he or she will receive a detailed form with instructions and additionally, how a participant can withdraw from the study without any legal obligations (see Appendix A).

Data Collection

Instruments

The investigator serves as the main instrument because of expertise in the field and will

be directly involved in the data collection process. I administered a demographic questionnaire

to ensure that the participants met the criteria for the purpose of the study. In addition, I utilized

a semi-structured open-ended questionnaire and collected data from responses of the participants.

A demographic and open-end questionnaire served as the foundation for gathering the

specific data and was the primary data collection instruments (see Appendix B). The open-ended

questionnaire included issues, claims, and concerns (see Appendix B), as it pertains to the

overarching research question: What are the explanations that corporate executives have

pertaining to philanthropic financial contributions among public and private partnerships?

To address the overarching question, an open-ended questionnaire asked 18 opened-

ended questionnaire questions from 12 corporate executives and 14 nonprofit executives. The

qualitative research process based on the experiences of individuals applied methodology to a

specific number of participants and established similar patterns between the existing

relationships (Marshall & Rossman, 2010). The questionnaire data assessed by using

interpretative, structural, and reflective analysis generated conclusions used in consensus

building.

I utilized Survey Monkey, qualitative software, to support the analysis. The software has

the capability to provide observed trends and themes by expressing then in terms of frequencies

and percentage of responses. The approach allows me to assess these frequencies and percentage

of the responses to determine which factors contribute significantly to the research questions posed for the study.

The calculated frequencies and percentages quantified the responses of the participants to the open-ended questions (Hunt, 2010). These data depended on the number of the times the participants provided a certain response to the questions during the questionnaire. In addition, I used Excel spreadsheets to organize the data collected from public documents, quarterly reports (for-profit), and government reports to cross-reference with the responses from the participants.

Using the primary data instruments, I reviewed the documents on three criteria: (a) satisfied, (b) neither satisfied nor unsatisfied, and (c) unsatisfied. To verify the partnership relationships of each participant, I administered a cross comparison analysis of the corporate quarterly reports to the annual collected data from the nonprofit government reports. The predetermined data collection tool such as the open-ended questionnaire questions helped to reveal patterns, themes, similarities and differences of participants' responses (see Appendix B).

Data Collection Technique

Three factors were involved in the consideration of appropriate research methods for data collection and instrumentation (Easton, 2010). The factors included the need for data from subject matter experts, access to a representative population, and varied perspectives from diverse participants. In assessing the existing primary data and secondary data, I collected and analyzed three research strategies through data from three research sources: (a) documents, quarterly reports (for-profit), and government reports (nonprofit) (b) open-ended questionnaire questions; and (c) a demographic questionnaire.

Content analysis. The use of document sources such as corporate quarterly reports and annual nonprofit reports assisted with examination of the philanthropic initiatives between nonprofit and corporate partnerships. Each participant provided information about their current title, if they worked for a for-profit or nonprofit organization, employment title and business experience. A content analysis, conducted by visually comparing corporate quarterly and annual nonprofit reports to verify partnership status, aided in the verification of the participants' annual giving efforts as well as verifying their strategic partnerships.

To aid the process, relevant and practical reference sources required examination. Through content analysis using Excel worksheets to track the responses, I identified patterns and themes revealed similarities. Data analysis also involved the cross-examination of the open-ended questionnaire (see Appendix B) and this data collection tool provided an explanation regarding the relational patterns among the organizational strategies, strategic leadership, complexities, and modifications of philanthropic financial contributions and the benefits of public and private collaborative sustainable partnerships.

Open-ended questionnaire questions. The observations, questionnaire, documents, and audio-visual material are forms of data collection (Marshall & Rossman, 2010). The use of the unstructured observational data in different venues as a participant observer or non-participant observer is not available and precludes the opportunity to take field notes or to record data to inform the research. The most appropriate and available data collection method to achieve data validity and reliability in the target population frame is the semi-structured open-ended questionnaire (Graebner et al., 2012). Since the role of the researcher is to elicit and represent an interpretive relationship of the phenomenon and bears most of the emphasis, conducting the

questionnaire using semi-structured questions provided the most appropriate instrument to understand the central phenomenon of leaders implementing collaborative partnerships. The selection of the data collection technique used to collect data for structured analysis, through a demographic survey and a questionnaire.

Demographic questionnaire. Phone interviews in qualitative research have advantages and disadvantages (Dick, 209; Seidman, 2012). The advantages include direct contact by the researcher with the research participants, a commonly accepted protocol for valid qualitative research, reduced time, reduced nervousness of interviews and more access to research participants, reduced location effects, and the generation of a large volume of research data from the transcribed interviews (Curry. 2009). A demographic questionnaire created to extract the sample population and to ensure that the appropriate population is relevant to the purpose of the research study.

In addition, a case study had an advantage over phenomenology, narrative, or ethnographic, because I had the option to examine a sample population within a short duration with an emphasis on one single design resulting in complete understanding of inter-dynamics of cross-inter relationships. Case studies allowed me the opportunity to gain the participants' individual perspectives real-life experiences and their specific viewpoints. A frequent criticism of case study research is that the results are the opposite of being pertinent to real life experiences.

Yin (2013) repudiated those acquisitions and rebutted with providing an explanation of the differences between analytic generational which utilizes a template to equate the empirical results and statistical generalization may be interpreted as being constructed from a larger pool of

cases. Stake (2013) was instrumental with expanding on Yin's thought process. Stake (2013) noted that the naturalistic generalization was a more empirically grounded approach and suggested that a connection may develop between the reader and the actual case study research. Stake noted that the case study experience would generate an appreciation of the real life phenomenon. Yin (2009) performed research on the various types of case studies, which consist of the following (a) intrinsic, (b) instrumental, (c) refining a particular theory, (d) collective, (e) intent of understanding, and (f) multiple case studies.

I administered the intent of understanding case studies approach for my research. This particular approach was significant to my study, because it allowed me the opportunity to discover the similarities and complexities shared by corporate and nonprofit philanthropic partnerships and the differences between executive corporate leadership and nonprofit executive leadership expertise. The disadvantages include reduction of social cues, no view of interviewees' environment, technical disruptions, and difficulty in replication of the research (Curry, 2009). Table 3 contains the data collection schedule created and adopted by the researcher.

Table 3

Data Collection Schedule

Step	Time	Data Collection Procedures
1	Completed	The participants completed the open-ended questionnaire and the demographic questionnaire at the same time.
2	Completed	Research (Indianapolis, IN) 10 most recognized philanthropic corporations that have a strategic partnership with nonprofit organizations.
3	Completed	Request permission to participate in the study obtained from the final participants list.
4	Completed	The initial invitation informed participants to forward the invitation to others who fit the inclusion criteria.
5	Completed	The data maintained in the researchers' home in a fireproof safe, shredded, and discarded five years after the conclusion of the study.

An extensive evaluation perspective of the central problem statement analyzed from an explanatory case study. This particular process through the appropriate paradigmatic criteria to streamline and hone the central conceptual approach and specific questions analyzed throughout the proposed project (Marshall & Rossman, 2010). The application of implementing an effective strategy formulation will enhance the collaborative strategic innovations processes to incorporate strategic and visionary efforts between the for-profit and nonprofit decision makers.

Data Organization Techniques

The data organization techniques intend to utilize various measures to retrieve the business experiences for the study through the collected questionnaire data. The process of organizing and transcribing the open-ended questionnaire consisted of developing a systematic process to separate and gather the collected data. The data information consisted of printed paper responses as well as being backed-up with a protected password on the computer and stored in a home safe as a contingency plan to eliminate unforeseeable issues and to prevent any loss of the collected data. The creation of chronological and color-coded organized files helped to obtain all pertinent subject titles, hand written notes, various categories, date and time individual participant's data was received.

The documents consisted of quarterly and annual reports, demographic questionnaire, questionnaire, confidentiality forms, and informed consent forms piles. Key major themes from the collected data and was transcribed and transposed to the computer for data analysis. The key metric graphs included all pertinent information from the data.

I determined that it was imperative that I ensured the identity of the participants remain strictly confidential. For identification purposes, coded numbers identified individuals and their responses, and only I know the exact identity of individuals. Gender, age, business experience, the highest degree level, title, current employer, and ethnicity/race separated the data on the demographic questionnaire (see Appendix B).

The participants' identification was limited to each one receiving a number from 1 – 26 for my purpose only. The data included the issues, claims, and concerns of the business leaders, business experience, similarities, differences, and themes. The questionnaire data was transcribed and code for data entry into an excel spreadsheet. The collected data stored and secured in a safe deposit box will be secluded for approximately 5 years. The following 11 Institutional Review Board (IRB) guidelines (Walden, 2010) were the foundation and implemented throughout the doctoral study:

1. Harm to participants: eliminating impairment throughout the research process,

2. Dignity: convey mutual respect and inspire dignity to all participants,

3. Informed consent: consent from participants,

4. Privacy: inform participants of privacy protection,

5. Confidentiality: relay protocol to ensure confidentiality of data,

6. Anonymity: safety of anonymity,

7. Deception: explanation of possibilities of deception throughout research,

8. Affiliation: potential conflict of interests,

9. Honesty and transparency: open communication and truthfulness,

10. Reciprocity: collaborative input will be beneficial to all involved, and

11. Misrepresentation: exemplary ethical integrity.

Data Analysis Technique

Because qualitative explanatory case study analysis is not just a description of the phenomenon, but an interpretive process, explanatory design induction uses several processes designed by Yin (2003, 2009). I analyzed the data using three data analysis strategies: (a) documents, quarterly reports (for-profit), and government reports (nonprofit), (b) open-ended questionnaire questions, and (c) a demographic questionnaire. The following section includes interpretational analysis, structural analysis, and reflective analysis. Interpretational analysis consisted of (a) segmenting the database, (b) developing categories, (c) coding segments, (d) grouping category segments, and (e) drawing conclusions. Structural analysis included (a) quality, (b) consistency, and (c) continuity. Reflective analysis included (a) what, when and how, (b) alternatives, and (c) consequences (Marshall & Rossman, 2011; Suri, 2011).

The data consisted of the responses collected from 26 participants' to the 18 open-ended questionnaire questions (see Appendix B). The issues, claims, and concerns formed the foundation used to analyze and to determine the explanations that corporate executives have pertaining to philanthropic financial contributions among public and private partnerships. The ordinal data analysis process consisted of editing the recorded information, coding, and marking the categories: (a) conducted specific queries to identify commonalities of particular words or phrases, (b) collected the data, and (c) exported, arranged, and analyzed the data in Excel spreadsheets to create ordinal charts and graphs.

Open-ended questionnaire research data was loaded into an excel spreadsheet. I used the data generated with the aid of Survey Monkey to complete the data analysis process, uncovering

key themes revealed from responses to the research questionnaire. The use of Survey Monkey

ensured that all data was systematic to avoid careless mistakes in the analysis.

Interpretational Analysis

I used Interpretational Analysis as a tool to organize and aid in the implementation of the

database procedures process. Qualitative inquiry through Interpretational Analysis is an

emphasis of refining and illustrating qualitative data (Pratama & Firman, 2010). An overview of

the themed sections included a systematic process to identify key descriptive factors, including

segmenting the database, developing categories, coding segments, grouping category segments,

and drawing conclusions (Pratama & Firman, 2010).

Segmenting the database. Two steps implemented during the segmentation of the

database included (a) listing and preliminary grouping, and (b) reduction and elimination

(Moustakas, 1994; Yin, 2009). Listing and preliminary grouping involves the listing of every

expression relevant to the experience and the process often times known as horizontalization.

The second step involves reduction and elimination, to determine the invariant constituents. In

determining the invariant constituents, the following two questions require attention

1. Does it contain a moment of the experience that is a necessary and sufficient constituent

     for understanding it?

2. Is it possible to abstract and label it? If so, it is a horizon of the experience (Moustakas,

     1994, p. 121).

Developing categories. Clustering the invariant constituents involve the clustering of the

invariant constituents of the experience that are related into a thematic label or categories

(Moustakas, 1994; Yin, 2009). The clustered and labeled components are the core categories

representing themes for the experiences that emerged from the data; however, those responses not fitting into the themes are not usable data. The data that are overlapping, repetitive, and vague will become obsolete or presented. The horizons that remain are the invariant constituents of the experience.

Coding segments. The invariant constituents for every participant represent coding segments (Moustakas, 1994; Yin, 2009). Invariant constituents are codes for unique meanings that emerged from the data from each participant. Invariant constituents will be instrumental in the creation of themes because, in every category, the most cited invariant constituent will become the theme.

Grouping category segments. The grouping of category segments involves the final identification of the invariant constituents and themes by application (Moustakas, 1994; Yin, 2009). In this process, categories emerge so that the subsequent analysis based on interrelations of categories and the corresponding meanings and themes. To initiate the validation process the invariant constituents were checked and their accompanying theme against the complete record of the research participant. Several questions aided in the validation process:

1. Does the complete transcription contain explicitly expressed themes?

2. Are they compatible if not explicitly expressed?

3. If they are not explicit or compatible, they are not relevant to the [participant's] experience (Moustakas, 1994; Yin, 2009).

Drawing conclusions. To draw conclusions using the relevant and validated invariant constituents and themes, I provided an individual textual description for each participant. The individual textural description contains the summary of the experiences of each participant.

Verbatim examples from the transcribed questionnaire were included in the individual textural description. Individual structural description for each participant correlated the experiences of the participants with structural themes.

In addition, I identified a textural-structural description for each of the participants regarding the meanings and essences of the experience, which incorporates the invariant constituents and themes (Moustakas, 1994; Yin, 2009). From the individual textural-structural descriptions, a composite description revealed the experiences of the entire sample as a whole. Conclusions and emergent themes materialized in the composite descriptions.

Structural Analysis

The structural analysis process was appropriate as it allows clearly for the thoroughly defined steps, to extract the essences and the business experiences of the participants. Although the qualitative software program assisted in "data importation, coding, retrieval, comparing, and linking" (Patton, 2002, p. 442), I was responsible for interrupting the data. In addition, the following procedures analyzed the data for quality, consistency, and continuity themes, which represented the experiences of the sample as a whole:

1. Listing and preliminary grouping: Every expression was relevant to the experiences of each participant.

2. Reduction and elimination: To determine the invariant constituents, test each expression for two requirements (a) does the expression contain a moment of the experience that is a necessary and sufficient constituent for understanding it, and (b) is it possible to abstract and label it or is it a horizon of the experience. During the elimination process, I excluded expressions, not meeting requirements that included overlapping, repetitive,

and vague expressions. The horizons that remain are the invariant constituents of the experience.

3. Clustering and thematizing the invariant constituents: Cluster the responses of invariant constituents of the experience that are related into a thematic label. Administrating and structuring the individual experiences of the participants will be the inner core to segmenting the business themes of their experiences (Moustakas, 1994; Suri, 2011).

Reflective Analysis

Check the invariant constituents and their accompanying theme against the complete record of the research participant. The following questions were the primary focus of reflective analysis (a) Are they [themes] expressed explicitly in the complete transcription, (b) Are they compatible if not explicitly expressed, (c) If they are not explicit or compatible, they are not relevant to the co-researcher's [participant's] experience and should be deleted.

1. Using the relevant validated invariant constituents and themes, construct for each co-researcher [participant] an *Individual Textural Description* of the experience. Include verbatim examples from the transcribed questionnaire.

2. Construct for each co-researcher [participant] an *Individual Structural Description* of the experience based on the *Individual Textural Description* and *Imaginative Variation.*

3. Construct *for each research participant* a *Textural-Structural Description* of the meanings and essences of the experience, incorporating the invariant constituents and themes. From the Individual Textural-Structural Descriptions, develop a Composite Description of the meanings and essences of experience, representing the entire group (Moustakas, 1994; Pratama & Firman, 2010).

Reliability and Validity

The reliability and validity of the instrument revealed the inferences of the meaningful

measurements of the extracted content (Marshall & Rossman, 2010). A question that is a

concern is whether the criteria of the questionnaire are valid to predict the reliability and validity

of the outcome of the questionnaire (Stake, 2013). It is important to extract the criteria that

determine the constructive validity or the purposive sampling of the research (Qu & Dumay,

2011).

Reliability

According to Marshall and Rossman (2010), reliability in qualitative studies refers to the

ability of other researchers to replicate the results in other studies. For the reliability measures, a

well-defined scope and procedure enables other researchers to replicate the methodology of the

study. Specific data collection strategies and techniques administered in this study allow other

researchers to have access to the process involved in the proposed project. As in explanatory

case studies, constructing specific research questions for questionnaires must meet specific

protocol, such as the selection of the questions created to adhere to the rules for explanatory case

studies.

I created and selected the original questions for this open-ended question (see Appendix

B) of this study to meet the criterion for the explanatory case studies and ensure reliability of the

participants' results. The questions formed originated from my business experiences as an

executive in the corporate and nonprofit sectors and my accumulated perceptions for over 20

years of the related issues, claims, and concerns. Upon IRB approval, I selected an experienced

group of executives in the for-profit and nonprofit business environments that met the criteria

and requested their feedback and suggestions for improvement. I received positive responses

from each of them with no recommendations for changes to the research questionnaire. The data

collection questionnaire used to collect the data from their individual responses was similar to

the actual targeted 26 participants, generating the reliability of the research study.

Validity

I collected and analyzed the primary and secondary data using three data sources: (a)

documents, quarterly reports (for-profit), and government reports (nonprofit); (b) open-ended

questionnaire questions; and (c) a demographic questionnaire. It was essential that I as the

researcher did not disclose any bias to ensure the validity of the study was not compromised

(Bluhm, Harman, Lee, & Mitchell, 2011). However, direct interviews and direct participant

observation and were not relevant to the research study. The intent of this explanatory, multiple

case study design was to explore the contemporary phenomenon of philanthropic financial

contributions among public and private partnerships (Stake, 1995; Yin, 2009).

I was meticulous in establishing the origin of the records generating a chain of evidence

to maintain accuracy. Internal validity of the collected data was applicable through the

utilization of the truth-value theory that encourages the usage of triangulation, individual

perceptions, and implementing thick descriptions. Mitigating key factors proficiency and

trustworthiness are key facets to the evidence of credibility (Metzger, Flanagin, & Medders,

2010).

Transition and Summary

The purpose of the proposed study was to explain the experiences, concepts, and

understanding of philanthropic financial contributions and benefits of public and private

collaborative strategic partnerships based on the perceptions of corporations that have partnerships with nonprofit organizations. According to Johnson (2009), executive leaders of the nonprofit organizations are inadequate in their leadership skills and have to be pro-active in pre-determining and evaluating the objective of their mission and vision statement with corporate partners. The rational and conceptual *constructivism* worldview approach addressed similarities and differences between the sectors. Their collaborative partnerships might reshape the corporate and nonprofit community social culture and identify strategic partnerships to enhance and support the business methodology for social change (Pratama & Firman, 2010).

A small group of 12 corporate executives and 14 nonprofit executives and their responses identified the positive and negative attributes that have occurred during collaborative social responsibility partnerships. The purpose of the study was to evaluate the philanthropic expectations from both entities regarding the benefits of partnerships, communication processes, cause-marketing program development for social change, and the evaluation processes to determine the strategic measures and outcomes of the collaborations. I used the SurveyMonkey to the analysis and storage of participant responses. The philanthropic financial contributions among public and private partnerships, in terms of patterns, themes, and relationships, revealed the similarities within the data analysis process (Stake, 1995, 2013; Yin, 2009).

Section 3: Application to Professional Practice and Implications for Change

In the previous section, I presented the research methods and methodological stance applied in the study. While the previous section contained illustrations of the data collection procedures as well as the process of conducting the thematic analysis, this section contains the themes and thematic categories that emerged during the process of analysis, which qualitatively explains the philanthropic financial contributions among public and private partnerships as a contemporary business phenomenon in the United States. Presented in this section are the empirical results within the professional practice of organizational leadership in general and business administration in particular.

Overview of Study

Collaborative business relationships improve the private firms' position to respond to the new business environment and acquire additional resources by allowing core business strategies and processes to integrate with corporate social responsibilities. Within these needs, many industry affiliates have collaborated and developed best practices to promote the social initiatives and increase the perception of the public regarding the social commitment of the company and the leaders (Feng et al., 2010). The potential of business leaders to maximize sustainable resources enhances their ability to build long-term business ventures (Senge et al., 2010). In addition, business leaders have the analytical ability to evaluate commitment and trust of potential community partners who have the capacity to provide positive publicity through implementation of a community development program (Austin & Seitanidi, 2012a, 2012b). For-profit and nonprofit organizational leaders equally valued the sustainability of the organizational operations. The shared goal requires for-profit and nonprofit organizations to establish specific

guidelines and criteria to eliminate potential partnership risks that might influence negative publicity (Jamieson & Briggs, 2009).

The intent of the study was to evaluate the philanthropic expectations from both entities regarding the benefits of partnerships, communication processes, cause-marketing program development for social change, and the evaluation processes to determine the strategic measures and outcomes of the collaborations. The analysis of the data aims to determine the relational patterns of the challenges, claims, and concerns of the themes: (a) organizational strategies, (b) strategic leadership, (c) complexities, (d) modifications of philanthropic financial contributions, and (e) the benefits of public and private collaborative sustainable partnerships.

I asked the research questions to identify the explanations that corporate executives have about philanthropic financial contributions among public and private partnerships when seeking patterns of the themes meant to understand the philanthropic financial contributions among public and private partnerships. In finding answers to the overarching research question, the following six questions emerged

1. What are the challenges, benefits, and concerns of organizational strategies required for philanthropic financial contributions?

2. What are the challenges, benefits, and concerns of strategic leadership required for philanthropic financial contributions?

3. What are the challenges, benefits, and concerns of organizational complexities required for philanthropic financial contributions?

4. What are the challenges, benefits, and concerns of modifications required for philanthropic financial contributions?

5. What are the challenges, benefits, and concerns of the benefits of collaborative sustainable partnerships required for philanthropic financial contributions?

6. How do nonprofit and for-profit organizations implement social change initiatives through strategic leadership that is required for philanthropic financial contributions?

These questions addressed the responses of the corporate and nonprofit executives to the 18 open-ended questions posed.

This section contains five major subsections. The first subsection contains the presentation of the research findings, which articulates the thematic categories and themes that emerged from the qualitative responses of the participants of the study. The second subsection contains the articulation of the salient categories of themes and the themes in the professional practice. The third subsection highlights the activities based on the results of the study. The fourth subsection highlights the salient findings that require future study. The fifth subsection highlights my reflections regarding the conduct of the study in relation to the implementation of a program that might support the enhancement of the current philanthropic system in the United States. Table 4 displays the demographic characteristics of the participants of this study.

Table 4

Demographic Characteristic of the Participants

Characteristics	Frequency	Percent
Type of Organizations (*n=26*)		
For-profit	12	46%
Non-profit	14	54%
Title (*n=22*)		
Director	8	30%
President	5	19%
Chief Executive Officer	5	19%
Specialist	4	15%
Gender (*n=26*)		
Female	16	61%
Male	10	39%
Years of Experience (*n=26*)		
Below 10 years	2	8%
11-20 years	18	69%
21-30 years	6	23%
Above 30 years	0	0
Educational Attainment (*n=26*)		
Vocational/Technical Degree	3	11%
Undergraduate Level	2	8%
Undergraduate Degree	8	31%
Graduate Degree	13	50%

I summarized the demographic information from the responses of the participants received in Table 4. The summary of this table includes the demographic characteristics that include type of organization, title held, gender, the years of experience, and educational attainment of each participant. Female directors with 11-20 years of experience, and holding graduate degrees provided the majority of the responses.

Presentation of the Findings

I organized the presentation of findings section by these five themes: (a) questions and conclusions, (b) evidence collected, (c) relationship of findings to the larger body of literature, (d) ties to the theoretical framework, and (e) relationship to business practices. The intention of

the study was to collect data from 12 corporate and 14 nonprofit executives; the research study

generated 26 participants from for-profit and nonprofit organizations (46% and 54%,

respectively). The participants were 10 (39%) men and 16 (61%) women. Fifty-percent of

participants had taken graduate courses and had 11 years to 20 years of working experiences.

Research Question 1. What are the challenges, benefits, and concerns of organizational

strategies required for philanthropic financial contributions? Three thematic categories emerged

in the analysis of Research Question 1. Tables 5, 6, and 7 show the challenges, benefits, and

concerns required for philanthropic financial contributions. Data showed three themes

representing the challenges the participants observed in the strategies requiring philanthropic

financial contributions. Seven of the participants 2, 5, 6, 9, 12, 13 and 15 noted that while for-

profit organizations have funded programs for the community in need, they were *uncertain about*

the impact the contributions made to the community.

The perception of these leaders from the for-profit might have been the result of the

continuous external examination of the corporate organization (Van Fleet, 2010). These

participants claimed that they were uncertain of how leadership of nonprofit organizations

utilized the grants provided by the for-profit organizations. Participant 14 was disgruntled due

to, "not knowing exactly how or if my contributions actually make a difference within the

community."

The second theme, *sources of operations cost for the nonprofit organization,* emerged

from the responses of the seven participants of the study. Seven participants 1, 2, 5, 6, 8, 10 and

13 have noted that grants of private organizations are often restricted for program inputs that

directly benefit the community beneficiaries. This finding is consistent with the mandate of the

private companies concerning social responsibility projects that directly benefit the community rather than the organizations that will manage the project implementation (Campbell, 2007). The third theme, *limited funds to finance all programs*, suggests that in terms of community problems, grants of the private organizations are too limited, to accommodate all community problems.

The conceptual framework of social responsibility is a major mandate of the corporate organizations to contribute to community development as well as to increase their margin (Bowen et al., 2010). Participant 11 indicated that, with the recent recession, corporate investors prioritize their marginal profits more than donating to charity. This finding is significant in the context of the *Principle-Centered Leadership* (Caldwell & Hayes, 2010; Covey, 1991; Fry et al., 2011) where trust, honesty, and integrity are crucial in building effective partnerships. This is a business practice scenario where for-profit and nonprofit assess respective visions and missions concerning social change to determine appropriate strategies in the management of a very scarce resource (Johnson, 2009). When two partner organizations have similar interests that complement each other's weaknesses and strengths, implementation of development programs will likely be effective (Crane, 2010). A participant (19) noted a similar experience and stressed that financial problem is among the issues in the nonprofit sector. Table 5 highlights the challenges perceived by the participants regarding philanthropic financial contribution.

Table 5

Challenges in Philanthropic Financial Contributions

Thematic Categories/Constituents	No. of participants to offer this perception	Percent (%) of participants to offer this perception
Uncertain of the impact of the contributions	7	27%
Sources of operations cost for the nonprofit organization	7	27%
Limited funds to finance all programs	6	23%

In Table 5, I summarized the three primary themes that emerged from the participant responses. The two most relevant responses (tied at 27% each) pertained to impact within the community of the contributions or if the contributions were used as operation costs rather than being disbursed within the community. Twenty-three percent of the participants expressed concerns that the funds from the contributions would be limited and not sufficient to meet community needs.

Four themes emerged representing the benefits with philanthropic financial contributions. Two themes emerged from the participant responses indicating perceptions that positive influences are attainable through continuous funding support of the for-profit organizations: (a) funding can be associated to sustainability of philanthropic programs and the organization, and (b) financial contributions help the needy community. Recent researchers (Bhattacharya et al., 2009; El Ghoul et al., 2011) confirmed these findings, suggesting that corporate social responsibility is no longer a social obligation rather a way of ensuring social acceptance through public product patronage. Participant 15 indicated that "if enough financial contributions come in, the nonprofit might fully work to meet original goals."

Participants 15 and 18 expressed concerns, "funding relationships, volunteers, strategic opportunities for future growth", and "ways of not only gaining donations, but also tapping into their volunteers and a secondary", respectively, regarding theme three. Collectively, these participant responses indicated that with well-funded programs and the associated positive outcome of the programs, for-profit organizations as well as private individuals might be motivated to provide more financial and manpower resources to a nonprofit organization. Participant responses supported the fourth theme *philanthropic contribution as means to support the government* in assisting to identify beneficiary communities. Participant 9 perceived that economic recovery of the country reached its peak when poor communities realized their purchasing power and their power to participate in the economic activity of their local communities. Table 6 reflects the participants' perceptions regarding the benefits of philanthropic financial contributions.

Table 6

Benefits in Philanthropic Financial Contributions

Thematic Categories/Constituents	No. of participants to offer this perception	Percent (%) of participants to offer this perception
Funding can be associated to sustainability of philanthropic programs and the organization	5	19%
Financial contribution helps the needy community	5	19%
Attracts more resources and volunteers	4	15%
Contribution serves to augment government assistance to needy communities	2	8%

Table 6 reflects the participants' responses that yielded four primary themes. Nineteen percent of the participants perceived that funding would be associated with sustainability of the philanthropic programs and organizations and that the financial contributions might help the

needy community. Fifteen percent believed that securing philanthropic contributions attracts more corporations to donate resources and an increase in volunteers due to the partnership. Eight percent perceived that corporate donations served as an alternative means to enhance governmental grants received to assist the needy communities

Four themes emerged representing the concerns of the for-profit and nonprofit organizations with the philanthropic contributions. The first theme, *limited funding support to finance the growing needs of the needy communities,* suggests the increasing interest of for-profit and nonprofit organizations to help needy communities. However, with limited resources, nonprofit leadership initiated requirements to prioritize the communities and individuals that are more vulnerable and marginalized. Corporations and even nonprofit organizations practice prioritizing communities and individuals, particularly in situations where resources are scarce (Rahim, 2011).

The second theme, *financial accountability of nonprofit organizations,* emerged from the responses of the six participants in the study. The majority of these participants noted that nonprofit leaders should validate the appropriate allocations of funds and report all transactions to the donors and the public. Participants 2, 5, 9, 12, and 13 expressed concerns with nonprofit leadership's financial accountability. Participant 5 stated "unsure of how the nonprofits are spending the money" In addition participants (2, 9, 12, and 13) are equally concerned with how the money is used, how the donor/public is informed of how the money is used and how much of the funding goes toward administrative costs. Extensive competition between nonprofit organizations vying for corporate funding exists. A transparency of the operational transactions

in securing and sustaining philanthropic relationships with the for-profit donors also

exists (Carroll & Shabana, 2010).

The third theme, *national economy affects the contributions of for-profit organizations,*

suggests that the economic activity of the country influence the influx of contributions from the

for-profit companies for the needy communities through the nonprofit organizations. As

determined by Campbell (2007), philanthropic contributions are more likely high when financial

performance of the philanthropic corporations is strong. As such, when there is a downfall of the

national economy, leaders are pushed to prioritize profit margin rather than their philanthropic

contributions (Chowdhry, 2010; Smith, 2010). Participants supported the fourth theme, *ability of*

non-profits to acquire grants for operation and program implementation with responses such as

if the economy worsens, non-profits will suffer and the number of people and agencies looking

for help has exploded, and will there be enough resources to go around. I designed Table 7 to

reflect the participants' concerns with philanthropic contributions.

Table 7

Concerns with the Philanthropic Contribution

Thematic Categories/Constituents	No. of participants to offer this perception	Percent (%) of participants to offer this perception
Limited funding support to finance the growing needs of the needy communities	6	23%
Financial accountability of nonprofit organizations	6	23%
National economy affects the contributions of for-profit organizations	5	19%
Ability of non-profits to acquire grants for operation and program implementation	4	15%

Twenty three percent of the participants expressed concerns regarding limited funding options and the lack of accountability for nonprofits financial operational efficiency. Of the participants, 19% expressed concern that the national economy affects the contributions of the for-profit organizations. Fifteen percent of the participants expressed concern about the ability of nonprofit leadership to secure grants for operations and program development.

Research Question 2. What are the challenges, benefits, and concerns of strategic leadership required for philanthropic financial contributions? Four thematic categories emerged representing the challenges, benefit, and concerns of strategic leadership required for philanthropic financial contributions. Tables 8, 9, and 10 show the results of the analysis. Table 8, which I developed about the perceptions of the participants regarding the challenges of strategic leadership with philanthropic financial contributions, shows three themes. These themes include (a) less appreciation of a coordinated effort, (b) protection of individual organizational interest, and (c) differences of organizational goals and priorities. The first theme, *less appreciation of a coordinated effort*, suggested the difficulty of leaders in coordinating their efforts for social development programs. The majority of participants expressed their differences in their perceptions of partnerships. Participant 5 viewed the inability of nonprofit leaders to understand what partnership means for the for-profit leaders.

The second theme, *protection of individual organizational interest*, suggested that both organizations are in a dilemma of protecting their interest as well as making their partners comfortable with their engagement. However, the conceptual framework of leadership supported the known studies concerning the engagement relationship of nonprofit and profit organizations (Austin, 2010; Pratama & Firman, 2010; Rabade, 2012). Leaders of nonprofit

organizations constantly strive to gain approval from for-profit organizations solidifying trust in

their capabilities and values to uphold the genuine intention of helping the needy community

(Jegers, 2009). In addition, for-profit executives expect that social support might intensify

community trust in the company's product (O'Neill, 2009).

The business practice scenario encompasses the third theme, *differences of*

organizational goals and priorities, which suggested that both organizations compromised their

priorities as they were in partnership (Jegers, 2009; McMurray et al., 2010). Participant 17 noted

the political dynamics involved in the partnership that might affect the services in general and

the client in particular. Nonprofit executives suggested the importance of establishing trust and

confidence in the partnership while corporate executives suggested that all partners involved in

the program must equally enjoin positive and negative outcomes.

Table 8

Challenges of Strategic Leadership with Philanthropic Financial Contributions

Thematic Categories/Constituents	No. of participants to offer this perception	Percent (%) of participants to offer this perception
Less appreciation of coordinated effort	7	27%
Protection of individual organizational interest	6	23%
Differences of organizational goals and priorities	5	19%

Three themes emerged representing the benefits of collaborative strategic partnership as

perceived by the participants of the study. These three themes were (a) beneficial for the

business and achievement of social impact, (b) partnership is crucial for both organizations, and

(c) increase support for the needy communities. These themes (see Table 9) suggest that both

organizations benefit from their engagement (Seitanidi, 2010; Turker, 2009). Table 9 reflects

participants' perceptions of the benefits of collaborative strategic partnerships.

Table 9

Benefits of Collaborative Strategic Partnerships

Thematic Categories/Constituents	No. of participants to offer this perception	Percent (%) of participants to offer this perception
Beneficial for the business and achievement of social impact	10	38%
Partnership is crucial for both organization	5	19%
Increase support for the needy communities	3	12%

However, five themes emerged representing the concerns of both organizations regarding

strategic partnerships. These themes are (a) sustainability of programs implemented by public

and private organizations, (b) assurance that organizations are accountable to their community

and the organizations, (c) unstable economy affects corporate grants, (d) ownership of the

program and associated success, and (e) lack of defined agreement (see Table 10). These themes

articulated both partnerships and the national economic issues. The issues on partnership

focused with how two organizations view the ownership of the program. As two partnering

organizations, the accountability and outcome of the program community inputs were two

important elements emerged in strengthening issues of partnership (Cooke, 2010; Forrer et al.,

2010). The recent finding is consistent to that of the management priorities, including the norms

and practices, and concepts of leadership of the organizations of the for-profit and nonprofit

organizations (Bass & Bass, 2009; Bryson et. al., 2009; Burns, 1978; Rahim, 2011; Rowold &

Rohmann, 2009; Rost, 1993; Williams et al., 2006). Table 10 displays the perceptions of the

participant's concerns about strategic partnerships.

Table 10

Concerns of Strategic Partnerships

Thematic Categories/Constituents	No. of participants to offer this perception	Percent (%) of participants to offer this perception
Sustainability of programs that are implemented both by public and private	5	19%
Assurance that organizations are accountable to their community and the organization	5	19%
Unstable economy affects corporate grants	3	12%
Ownership of the program and the associated success	2	8%
Lack of defined agreement	2	8%

Research Question 3. What are the challenges, benefits, and concerns of organizational

complexities required for philanthropic financial contributions? Three thematic categories

emerged as a response to Research Question 3. Tables 11, 12, and 13 show the themes

associated with challenges, benefits, and concerns of the organizations regarding the

complexities occurring in the respective organizations that might influence the philanthropic

financial contributions. Table 11 shows three themes representing the challenges of the

organizations and organizational complexities. These themes are (a) creation of sustainable

financial initiatives among the nonprofit organizations, (b) partnership issues that need

resolutions, and (c) financial dependence of nonprofit from private grants.

The conceptual framework of servant leadership structurally intertwines with these

themes. The issues relate to the inability of the nonprofit organizations to survive without the

presence of corporate donors. The implementation of development programs tends to be high

when philanthropic contributions are excelling (Campbell, 2007; Carroll & Shabana, 2010).

The business practice scenario suggests that the sustainability of the social development

programs has a breakdown when national economic downturn affects the profit corporations.

These themes articulate the need for nonprofit organizations to acquire business management

skills so they might afford to finance their programs. Strategizing alternative means of securing

financial contributions is mandatory during the strategic planning process (Jarzabkowski &

Balogun, 2009; Lake, 2011; Le Ber & Branzei, 2010b). Table 11 displays the perceptions of the

participants on the challenges of organizational complexities.

Table 11

Challenges of Organizational Complexities

Thematic Categories/Constituents	No. of participants to offer this perception	Percent (%) of participants to offer this perception
Creation of sustainable financial initiatives among non-profit	9	35%
Partnership issues such as cooperation	6	23%
Financial dependence of nonprofit from corporations	1	4%

Three themes emerged representing the benefits of for-profit and nonprofit organizations

in venturing partnership. These themes highlight the continuity of their operations in the

community. For-profit organizations have a mandate to provide grants to communities, as a

form of their corporate social responsibility initiatives while nonprofit organizations derive their

existence from the grants of privately owned business organizations (Campbell, 2007; Carroll &

Shabana, 2010). I introduced the idea that nonprofits should not always rely on a for-profit

partnership dynamic in this research study. Nonprofits should also be accountable in financing

their program. Table 12 is reflective of the participants' perceptions on the benefits of

sustainable philanthropic partnerships.

Table 11

Benefits of Sustainable Philanthropic Partnerships

Thematic Categories/Constituents	No. of participants to offer this perception	Percent (%) of participants to offer this perception
Sustainability of nonprofit programs depends with the corporate grants	7	27%
Positive outcome of partnerships determines sustainable partnership	4	15%
Sustainable partnership is beneficial to both organizations	4	15%

Four themes emerged in the analysis of the responses of the participants of the study,

regarding their concerns on the sustainability of philanthropic partnerships. These themes

highlight the inability of nonprofit leaders to be creative in financing their own operations

without the assistance of the private companies. Profit organizations are competent in

implementing effective marketing strategies (Chen, 2010; Nickel & Eikenberry, 2009), a skill

that nonprofit organizations do have. The themes indicate that sustainability of nonprofit

operation depends largely on the contributions of these companies (Campbell, 2007; Carroll &

Shabana, 2010), which also depends on the business performance and subsequently with the

national economy (Campbell, 2007). The themes suggest that uncertainties of the national

economy affecting the financial performance of business organizations also affect the operation

and sustainability of the programs implemented by the nonprofit organizations. The situations

described by the participants indicated the interrelationship of the government, private, and

nonprofit in relation to implementing sustainable philanthropic programs. In Table 13, I show

the concerns of the participants about sustainable philanthropic partnerships.

Table 12

Concerns of Sustainable Philanthropic Partnerships

Thematic Categories/Constituents	No. of participants to offer this perception	Percent (%) of participants to offer this perception
Complacency of nonprofit to draw creative strategies in increasing funding support from other sources	4	15%
Operations of nonprofit are designed to be unsustainable without corporate grants	3	12%
Uncertainty of the national economy affects the sustainability of partnerships	3	12%
Assurance of nonprofit accountability to corporate grants	3	12%

Research Question 4. What are the challenges, benefits, and concerns of modifications

required for philanthropic financial contributions? Modifications of system of leadership have

been the central focus of the Research Question 4. Three thematic categories emerged

representing the challenges, benefits, and concerns of modifying the leadership system as a

requirement for sustainable philanthropic financial contributions. Table 14 shows the four

themes representing the challenges in nonprofit leadership. These themes include (a) nonprofit

leaders should have the characteristic and business acumen similar with the for-profit leaders, (b)

leadership abilities of nonprofit leaders, (c) competency of the board and staff to perform their

job, and (d) transparency of business transactions.

All themes that emerged from the responses of the participants articulated the importance

of positive values and characteristics of a leader of nonprofit organizations – the conceptual

framework characteristics often described in the literature as to that of transformational leaders

(Rost, 1993) and charismatic leaders (Rahim, 2011; Williams et al., 2006). Consistently, these

concerns are aligned to the previously known research on value-based leadership (servant

leadership, charismatic leadership, and transformational leadership) and management models (emphasis of competency), which profit organizations considered important elements in effective philanthropic programs. In the achievement of this cause, a more value-based leadership is a requirement (Rahim, 2011; Rost, 1993).

The business practice contribution of this study is that findings revealed that the technical knowledge and abilities of officers and staff of the nonprofit organizations are limited only to program implementation and management. Nonprofit leadership has limited knowledge and skills in generating their own financial resources to fund and support their own programs. Strategic leadership initiatives support the issues regarding the limited capacity of nonprofit organizations to sustain their operation without the assistance of the for-profit organizations (Chen, 2010; Nickel & Eikenberry, 2009).

Table 14

Challenges of Nonprofit Leadership

Thematic Categories/Constituents	No. of participants to offer this perception	Percent (%) of participants to offer this perception
Nonprofit leaders should have the characteristic and business acumen similar with the for-profit leaders	7	27%
Leadership abilities of nonprofit leaders	7	27%
Competency of the board and staff to perform their job	2	8%
Transparency of business transactions	2	8%

Four themes emerged representing the perceived benefits of modifications to nonprofit leadership. Six of the participants 1, 6, 9, 13, 14 and 20 of the study believed that leadership within the nonprofit organization should be dedicated to the cause of the organization. In addition, five participants 2, 4, 11, 15 and 16 believed that the organizational cause is inclusive

in the vision, mission, and goals of the organizations (Bryson et al., 2009). Table 15 reflects the

participants' perceptions about the benefits of nonprofit leadership.

Table 15

Benefits of Nonprofit Leadership

Thematic Categories/Constituents	No. of participants to offer this perception	Percent (%) of participants to offer this perception
Leadership is dedicated to the cause of the organization	6	23%
Should possess characteristics of servant leadership	5	19%
A good nonprofit leadership creates positive community	4	15%
A good leadership increases support from for-profit organizations	2	8%

When asked about the concerns of the participants with nonprofit leadership, two themes

emerged. These themes were consistent with the challenges and benefits earlier identified by the

participants. These include (a) possession of good values, and (b) development of leadership and

business skills, which in many instances might appear as a weakness of the nonprofit

organizations as perceived by leaders from the profit organizations. Table 16 displays the

concerns with nonprofit leadership perceived by the participants.

Table 16

Concerns with Nonprofit Leadership

Thematic Categories/Constituents	No. of participants to offer this perception	Percent (%) of participants to offer this perception
Nonprofit leaders may need to possess good values	13	50%
Development of leadership and business skills of nonprofit leaders	7	27%

Research Question 5. What are the challenges, benefits, and concerns of the benefits of collaborative sustainable partnerships required for philanthropic financial contributions? Tables 17, 18 and 19 show the responses, derived from the participants, constituted the answers for Research Question 5. Table 17 shows the challenges with implementing social change initiatives. The data revealed four themes: (a) alignment of program goals and social needs, (b) implementation of accountability mechanism, (c) implementation of shared culture and beliefs, and (d) effective collaborative strategic partnership of organizations.

The conceptual framework of management theory aligns with the analyzed themes as being programmatic issues in the implementation of programs. Themes pertaining to the organization's capacity to generate resources of their own, and knowledge and skills of nonprofit leaders about resource generations earlier, surfaced as crucial functions of sustainable organizations by the for-profit organizations not identified. Nonprofits did not see the importance of these elements to the sustainability of their operation and their organization.

This is a business practice scenario; corporate executives articulated the need for nonprofit leaders to acquire the business characteristics and acumen of for-profit leaders. The development of business leadership competencies will be beneficial in securing strategic partnerships and securing additional sources of revenue. In this light, sustainability of programs implemented by the nonprofit organizations is a positive assurance. I developed Table 17 to display the participants' perceptions of challenges with nonprofits implementing social change initiatives.

Table 17

Challenges with Nonprofits Implementing Social Change Initiatives

Thematic Categories/Constituents	No. of participants to offer this perception	Percent (%) of participants to offer this perception
Alignment of program goals and social needs	5	19%
Implementation of accountability mechanism	2	8%
Implementation of shared culture and beliefs	2	8%
Effective collaborative strategic partnerships of organizations	1	4%

When asked about the benefits when implementing social change initiatives, four themes emerged. These themes suggest the beliefs of the participants regarding the cause and the process of implementing a social change initiative program. The themes (a) strategic initiatives are social change initiatives, and (b) good leadership influences positive social change relates to behavioral changes of leaders who believed they are accountable to their communities. To show the perceptions of the participants about the benefits of social change initiatives implementation, I developed Table 18.

Table 18

Benefits with Social Change Initiatives Implementation

Thematic Categories/Constituents	No. of participants to offer this perception	Percent (%) of participants to offer this perception
Strategic initiatives are social change initiatives	6	23%
Good leadership influences positive social change	6	23%
A tedious process of change	1	4%
Willingness of corporations to uplift the quality of life of surrounding communities	1	4%

However, the participants have concerns about the implementation of the social development programs. Based on the responses from the participants of the study, four themes emerged: (a) improvement of organizational development and management, (b) achievement of mutual understanding, (c) alignment of programs to organizational mission, and (d) creation of monitoring and evaluation system. The first theme, *improvement of organizational development and management component of the nonprofit organizations*, suggests that sustainability of the organizations is feasible when leaders recognize their limitations and thereby act on it by developing and honing their skills for organizational improvement. In Table 19, I summarized the participants' concerns with social change initiative implementation.

Table 19

Concerns with Social Change Initiatives Implementation

Thematic Categories/Constituents	No. of participants to offer this perception	Percent (%) of participants to offer this perception
Improvement of organizational development and management	5	19%
Achievement of mutual understanding	3	12%
Alignment of programs to organizational mission	3	12%
Creation of monitoring and evaluation system	2	8%

Research Question 6. How does a nonprofit and for-profit organization implement social change initiatives through strategic leadership required for philanthropic financial contributions? Responses to Research Question 6 from the participants yielded three thematic categories. These categories represent the challenges, benefits, and concerns of for-profit and nonprofit organizations in financial contributions within the context of strategic leadership. Tables 20, 21, and 22 show the result of the analysis. As shown in table 20, four themes emerged representing the challenges of implementing nonprofit responsibility programs. These

themes highlight (a) accountability, (b) partnerships, (c) technical capabilities, and (d)

monitoring and evaluation mechanisms required for a successful implementation of nonprofit

responsibility programs.

The conceptual framework of transformational leadership and social responsibility

initiatives are significant components within the nonprofit and for-profit business structures. The

first theme, *accountability of nonprofit leaders to community,* summarized the needed

partnership from other stakeholders, development of their technical knowledge and capacities,

and appropriate mechanisms to support effective and efficient implementation of social

development programs. Leaders of for-profit and nonprofit organizations aim for organizational

sustainability. For-profit organizations leaders implement corporate social responsibility for

maintaining corporate advantage and public trust that are crucial in the business success.

The business practice theme suggested that sustainability of the organizations depends on

the performance of each organization in particular and the national economy in general.

Similarly, leaders of nonprofit organizations establish partnerships with funding institutions to

ensure the continuous implementation of community development programs. The

implementation of sustainable collaborative partnerships between profit and nonprofit

organizations is imperative to the sustainability of both organizations (Hansen et al., 2009; Nieto,

2009). I created Table 20 to reflect the perceived challenges of the participants with

implementation of nonprofit social responsibility programs.

Table 20

Challenges with Implementation of Nonprofit Social Responsibility Programs

Thematic Categories/Constituents	No. of participants to offer this perception	Percent (%) of participants to offer this perception
Accountability of nonprofit leaders to community	7	27%
Effective partnerships	3	12%
Capability of leaders to produce a positive outcome	2	8%
Creation of research, monitoring, and evaluation system	1	4%

Six themes emerged during the analysis, which constitutes the benefits gained in the implementation of these types of programs. These six themes are (a) genuine interest to sustain commitment, (b) nonprofit leaders are facilitators of change, (c) nonprofit leaders empower their employees, (d) nonprofit organizations have value-laden employees, (e) nonprofit might further improve their system of operations, and (f) nonprofit and for-profit organizations might work collaboratively. Social responsibility programs implemented by nonprofit organizations are extensions of the genuine interest of private companies in sharing the economic profits acquired from their business operations with the people. Implementation of these programs might result in various levels of empowerment. At the organizational level, employees are motivated with enablement activities, therefore they might use learned knowledge and skills in assisting the beneficiary communities. Table 21 reflects the perceived benefits of participants with the implementation of nonprofit social responsibility programs.

Table 21

Benefits with Implementation of Nonprofit Social Responsibility Programs

Thematic Categories/Constituents	No. of participants to offer this perception	Percent (%) of participants to offer this perception
Genuine interest of keeping their commitment with the community	4	15%
Nonprofit leaders are facilitators of change	4	15%
Nonprofit leaders empower their employees	1	4%
Nonprofit organizations have value-laden employees	1	4%
Nonprofit can further improve their system of operations	1	4%
Nonprofit and for-profit organizations can work collaboratively	1	4%

However, while learned-knowledge and skills are crucial to the success of philanthropic program implementation, the participants emphasized high level of concerns with (a) accountability of nonprofit leaders to fulfill their goals, and (b) programs that are appropriate for the needs of the community. These themes firmly articulate the need for a value-based leadership that emphasizes technical ability to implement programs that address the genuine needs of the community as well as the ability to work with a variety of stakeholders (Galton, 1870; Machiavelli, 1910; Rahim, 2011; Rost, 1993). I created Table 22 to show the concerns of participants with the implementation of social responsibility programs.

Table 22

Concerns with the Implementation of Social Responsibility Programs

Thematic Categories/Constituents	No. of participants to offer this perception	Percent (%) of participants to offer this perception
Accountability of nonprofit organizations to fulfill organizational goals	7	27%
Appropriate program for specific community	4	15%
Effective collaboration with stakeholders	1	4%
Corporations' decisions to implement own programs	1	4%

Applications to Professional Practice

The concept of sustainability has been the leading issue among public and private

organizations (Nieto, 2009). Various organizational researchers show the importance of

appropriate execution of strategies that might meet the goals and objectives of the organization

(Kemper & Martin, 2010). Among the appropriate organizational strategies that have been

consistent in the literature is the aspect of partnership with other organizations (Chowdhry,

2010). Scholars have claimed that leaders aiming to sustain their goals and objectives would

need the skills of leaders in partnerships (Hansen et al., 2009). In fact, partnership skills are core

to the success that the organizational leaders should possess.

While leaders of for-profit and nonprofit organizations might possess the partnership

skills required for two organizations, they might have different values and missions. However,

the partnership provides an opportunity to develop and create social development programs; but

the engagement does not guarantee a sustainable partnership or the receipt of financial

contributions from the for-profit organizations to nonprofit organizations. The for-profit

organizations implement programs to meet the required social responsibility component of their business and to gain a competitive advantage with their target market. The nonprofit organizations, on the other hand, exist with aspirations of helping communities and various sectors of the society that are vulnerable and marginalized. When these two organizations are collaboratively working to implement the goals of social responsibility programs, issues on leadership and the capabilities of leaders emerged.

In the light of the present study, the barriers encountered by leaders in for-profit and nonprofit partnerships have been identified that added to the previous findings of the differences of multi-sectoral leadership and uni-sectoral partnerships observed in the partnership dynamics of both for-profit and nonprofit organizations (Glasby & Dickinson, 2009). The present study highlighted two salient findings that constitute how for-profit and nonprofit organizations might ensure a sustainable partnership. First, at the organizational level, the present study emphasized the importance of organizational development and management component among the nonprofit organizations particularly the development of the leadership capabilities on acquiring sustainable source of finances that might fund the increasing number of communities in need of assistance.

Second, the present study illustrated the high level of dependency of nonprofit organizations from the grant of for-profit organizations. The participants of the study revealed that financial performance of for-profit organizations influences the sustainability of the programs of the nonprofit organizations. As such, when the economy fails to provide a good business environment for the for-profit organizations, the philanthropic contributions from these organizations to a nonprofit organization also decreases.

The participants of the study revealed that leaders of nonprofit organizations might need to develop the characteristics and business acumen that of leaders from the for-profit organizations. With these competencies, leaders of the nonprofit organization might provide creative financial solutions to reduce the level of dependency from the grants from the for-profit organizations. When the level of dependency eliminates its self, sustainability of social development programs will encourage sustainability even with limited financial support from the for-profit organizations.

The second element of organizational development and management is the strengthening of the accountability mechanisms of the nonprofit organizations to their multi-sectoral partners. The accountability mechanisms such as installation of monitoring and evaluation systems and accountability reporting assure the high trust of donors and communities to the cause of the program and the administrative operations of the leaders within the nonprofit organizations.

Implications for Social Change

Leaders of both the nonprofit and for-profit sectors might use the results of this research study to increase philanthropic partnerships that close the gap between nonprofit missions to provide innovative community service initiatives and charitable giving partnerships that will unify cohesive leadership communications between nonprofit and for-profit organizations. The application of implementing an effective strategy formulation will enhance the collaborative strategic social innovation processes to incorporate strategic and visionary efforts between the for-profit and nonprofit decision makers. According to Wilson et al. (2010), the organizational business initiatives formulate the foundation of corporate strategic plans. The contributing research from this study might be an instrumental contribution to the literature review because

the theories and data might assist with defining the leadership characteristics that contribute to the overall success of inter-organizational collaborative cross-sector partnerships.

Austin (2010) identified the differences between corporations and nonprofits by performance measurement, dynamics of achieving a competitive advantage, evaluating, and comparing their corporate cultures. The research data is beneficial to my research because Austin (2010) identified the environmental values that support the underlying variables. The underlying variables include the collaborative understanding of how combining their joint efforts might create synergy in the development of strategic partnerships through philanthropy, reciprocal exchange/cross-related marketing, independent value creation, and symbiotic value creation/integrative to achieve a common goal (Austin, 2010).

Finally, an overall perspective of the research study conceptualizes and conveys the marketing perspective about the complete understanding and importance corporate citizenship within the for-profit and nonprofit sectors (Austin, 2010). Furthermore, the sample and investigation of two independent variables throughout the research have the possibility that the survey results might determine the evaluation process to determine organizational commitment to social awareness initiatives resulting in collaborative internal and marketing initiatives (Austin, 2010).

Recommendations for Action

Leaders of corporate and nonprofit sectors, specifically executives, director of development and chief executive officers, should pay close attention to the results of this study. First, I would recommend that leaders of corporate and nonprofits sectors review the results of this study to enhance leadership competencies' as well as how to initiate and cultivate

collaborative public and private philanthropic partnerships. Second, the results might enhance

the collaborative strategic social innovation processes to incorporate strategic and visionary

efforts between the for-profit and nonprofit decision makers. According to Wilson et al. (2010),

the corporate strategic plan, goals, and objectives are pre-determined based on the organizational

community development initiatives.

Secondly, I recommend that nonprofit executives, using the results of this study, should

emphasize the urgency to identify and evaluate their financial data to examine individual and

corporate donations and define the importance and overall success of inter-organizational

collaborative cross-sector partnerships. Austin (2010) identified the differences between

corporations and non-profits as performance measurement, dynamics of achieving a competitive

advantage, evaluating, and comparing their corporate cultures. Corporate executives, concerned

about nonprofit leadership experience and training, found sufficient experience and training a

vital component to developing and establishing partnerships. Nonprofit and for-profit leaders

might create synergy in the development of strategic partnerships through philanthropy,

reciprocal exchange/cross-related marketing, independent value creation, and symbiotic value

creation/integrative to achieve a common goal by establishing an equal and collaborative

understanding of the power of combining their joint efforts (Austin, 2010).

Finally, I recommend that all leaders use an overall perspective of the research study to

conceptualize and convey the marketing perspective about the complete understanding and

importance of corporate citizenship within the for-profit and nonprofit sectors (Rana, 2013).

Furthermore, leadership might determine the correct evaluation process to determine

organizational commitment to social awareness initiatives resulting in collaborative internal and

marketing initiatives after investigation of the themes that emerged throughout the research and review of the results (Walters & Anagnostopoulos, 2012).

Recommendations for Further Study

As I reviewed the data analyzed for this study, I found that several possibilities for future studies emerged. I recommend that future studies might delve into the five primary themes that emerged. The first study that I recommend would be a study to determine the sustainability of the programs implemented by public and private organizations. The results of this study might reveal possible issues and solutions to strengthen collaborative partnerships, beneficial to both types of organization.

Secondly, I would recommend a study to examine the assurance that nonprofit organizations are accountable to their community and for profit strategic partners. This type of study might reveal leadership weaknesses and flaws in the accountability structure, resulting in the need to develop solutions and conduct studies on a regular basis to determine if the solutions have been effective after implementation. The third study that I would recommend is one to determine how the economy, stable or unstable, has affected corporate grants. The results of this study might be used to both corporate and nonprofit leaders to determine a way encourage increased or continued corporate grants, necessary to the successful operation of nonprofit organizations.

The fourth study I would recommend is to determine the suitability of nonprofit leadership. The result of this type of study might reveal leaders of nonprofits who are experienced, those who are not experienced, and those who need further education to become a better leader, generating sustainability and significant social change. The fifth study I would

recommend would be determining the level of understanding for corporate and nonprofit leaders regarding collaborative strategic partnerships. Leaders might use this study to further strengthen existing collaborative strategic partnerships, develop a structure to follow for establishing future collaborative strategic partnerships, and training leaders, present and future, in sustaining these partnerships for common growth and social welfare improvements.

Reflections

When I decided to pursue my doctoral degree, I knew the exact topic that I wanted to research. Based on my experience working as an executive in the corporate sector, I incurred many challenges that pertained to developing corporate social responsibility partnerships with the nonprofit sector. The nonprofit sector rarely pursued program development initiatives with my corporation; I implemented the research and initiated the partnerships. Within a six-month period, I was responsible for creating, implementing, and cultivating over 55 community philanthropic partnerships, through which I donated over $400,000.00 annually. As a corporate executive, I questioned nonprofit executive leadership about their mission and vision statements, how they determined social responsibility initiatives and philanthropic sustainability. In fact, they were extremely hesitant or did not have the business knowledge to approach corporations for the philanthropic financial contributions. Many inconsistencies within the nonprofit business-principles surfaced in areas that the corporate executive sector would like to see a significant change. Acclimating visionary leadership would address the imbalances and inconsistencies with the nonprofit organizational business and financial strategies.

Summary and Study Conclusions

The themes and thematic categories identified from the responses of the corporate and nonprofit leaders regarding the relational patterns of the challenges, claims, and concerns of the organizations are (a) organizational strategies, (b) strategic leadership, (c) complexities, (d) modifications of philanthropic financial contributions, and (e) the benefits of public and private collaborative sustainable partnerships. The leaders of the current economy and global business markets analyze and identify organizational behaviors, partnership dynamics, social perceptions, and outcomes regarding the importance of securing sustainable corporate strategic partnerships. The rapid economic changes in the global economy challenged leaders to seek alternative solutions to ensure sustainability and implementation of social responsibility development programs. The contribution to social change is that corporate leaders might be encouraged creating and maintaining partnerships with nonprofit organizations, leading to benefits for community social initiatives that bring people to a higher level of human dignity. The section presented how the articulated themes and the current professional practice of organizational leadership within the context of the organizations differences in strategic missions and goals.

Nonprofit and for-profit perceptions of one another had many variances examined through their personal experiences of their social mishaps, with the expectation of the integration of best practices to resolve the issues, claims, and concerns regarding the community development initiatives and philanthropic partnerships. Donor recognition and corporate branding within promotional, public relations (PR) and social media venues were included within the strategic partnership negotiations. Nonprofits need to recognize possible collaborations with new engagement opportunities of sustainable corporate social responsibility

(CSR) program strategies. It is through community cornerstone foundations that assist the current needs of its citizens through their dedication of soliciting and generating vital financial resources.

Stewardship and growing their individual donors and sustainable multi-versatile partnerships might provide avenues for life-long partnerships for social change. However, nonprofits have to administer means of acknowledging outstanding service, while ensuring that their direct financial streamline to the community's needs comes first. Develop internal management processes and key performance indicators for all short and long-term goals and objectives and uphold a clear understanding of the combined mutual expectations, best practices and as well as written outcomes reporting systems. Executive leadership has to be the visionaries to lead key research initiatives to cultivate new sustainable CSR philanthropic partnerships to maximize revenue, to inspire, achieve long-term corporate social change initiatives. There are many promises and perils with nonprofits generating sustainable philanthropic partnerships; effective leaders will encourage their staff to work cross-departmentally and research innovative means of securing 1 to 3 year philanthropic financial contribution commitments from corporations, in lieu of their dependency on individual donors and event programming.

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Appendix A: Invitation to Participate in a Research Study

I, Vonda K. Brooks, a Doctoral Candidate working on a DBA, Doctor of Business Administration at Walden University, am conducting this study. If you are a nonprofit, corporate or philanthropic executive with 10 years of experience in Indianapolis, Indiana, I would like to request your participation. You have been chosen because of your expertise and years of experiences as an executive leader.

Purpose of Research Study

I am conducting a study titled Exploration of Leadership In Nonprofit Sustainable Philanthropic Partnerships. The purpose of the study is to evaluate the philanthropic expectations from the nonprofit and for-profit entities and will explore the following areas: (a) benefits, issues and concerns of partnerships, (b) communication processes, (c) cause-marketing program development for social change, and (d) evaluation of processes to determine the strategic measurable outcomes for the collaborations.

Procedures

If you agree to participate in this research study, the survey questionnaire should take approximately 45 minutes to complete.

Voluntary Participation

Your participation in this research study is voluntary, and will involve completing an open-ended online survey and demographic questionnaire. This means that everyone will respect your decision of whether or not you want to participate in the research study. If you decide to join the study now, you can still change your mind at any time. If you feel stressed during the study, you may stop at any time and may skip any questions that you feel are too personal.

Risks, Benefits and Compensation of Volunteering to Participate in the Study

There is no foreseeable risk to you by participating in this research. All documentation will be stored for 5 years, and then destroyed at the end of the storage period. The research study might provide insights that can influence social change by sharing best practices for establishing collaborative partnerships. The results of the study might identify the benefits for corporate leaders to create and maintain partnership with nonprofit organizations. The researcher will not provide a monetary contribution to the participant.

Confidentiality Agreement

I will be conducting this study and will not disclose any confidential and proprietary information pertaining to this study. Confidential information will be protected throughout the study and will not appear in the Doctoral Study. The participant in this study will be held in strict confidence, and will not be disclosed to any third party, confidential information pertaining to this study, except as approved in writing by the research participants.

Contact Information and Questions

If you have questions later, you may contact the researcher: Vonda K. Brooks at

317.525.6960 or vonda.brooks@waldenu.edu. If you want to talk privately about your rights as a participant, you can call Dr. Leilani Endicott. She is the Walden University representative who can discuss this with you. Her phone number is 1-800-925-3368, extension 1210. Walden's University approval number for this research study is [enter IRB approval number here, and its expiration date.]

Statement of Consent

I have read the Informed Consent form and I have an understanding of the research study to make a comprehensive decision regarding my participation. If you agree to the terms and you would like to participate in the study, please click on the link below and it will take you directly to the Survey Questionnaire: https://www.surveymonkey.com/s/J2H2VVD. Please print and retain a copy of the agreement for your records.
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Appendix B: Open-ended Questionnaire

<u>Business Affiliation</u>

1. Do you work for a For-Profit or Nonprofit organization?
   [ ] For-Profit
   [ ] Nonprofit

2. What is your current title?

3. Where did you attend school Elementary, Secondary, Post-secondary, Graduate and Terminal degree?

4. What is your gender?

5. What year were you born?

6. What is your business experience?

   [ ] 0 5 years
   [ ] 5 10 years
   [ ] 10 15 years
   [ ] 15 20 years
   [ ] 20 plus years

7. What is the highest degree of level of school you have completed?

   [ ] High school graduate high school diploma or the equivalent (GED)
   [ ] Some college credit, but less than 1 year
   [ ] 1 or more years of college, no Degree Associate degree (AA, AS)
   [ ] Bachelor's degree (BA, AB, BS)
   [ ] Master's degree (MA, MS, MEng, MEd, MSW, MBA) Professional degree (MD, DDS, DVM, LLB, JD) Doctorate degree (PhD, EdD, DBA)

8. What is your current employment title?

   [ ] President or Chief Executive Officer (CEO)
   [ ] Senior Executive management (Senior Vice President, Vice-President)
   [ ] Middle management (Director)

9. Please describe your current employer work?

[   ] Employee of a for-profit company or business or of an individual, for wages, salary, or commissions

[   ] Employee of a not-for-profit, tax-exempt, or charitable organization Local, State or Federal government employee (city, county, etc.) [   ] Self-employed

10. Please specify your ethnicity

[   ] Hispanic or Latino

[   ] Not Hispanic or Latino

[   ] American Indian or Alaska Native

[   ] Asian

[   ] Black or African American

[   ] Native Hawaiian or Other Pacific Islander

[   ] White

Open-ended Questionnaire

1. What are your issues with philanthropic financial contributions?

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[                                                              ]
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2. What are your claims with philanthropic financial contributions?

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[                                                              ]
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3. What are your concerns with philanthropic financial contributions?

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[                                                              ]
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4. What are your issues with public and private collaborative strategic partnerships?

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[                                                              ]
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5. What are your claims with public and private collaborative strategic partnerships?

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[                                                              ]
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6. What are your concerns with public and private collaborative strategic partnerships?

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[                                                              ]
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7. What are your issues with corporate and nonprofit sustainable philanthropic partnerships?

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[                                                              ]
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8. What are your claims with corporate and nonprofit sustainable philanthropic partnerships?

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[                                                              ]
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9. What are your concerns with corporate and nonprofit sustainable philanthropic partnerships?

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[                                                              ]
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10. What are your issues with nonprofit leadership?

11. What are your claims with nonprofit leadership?

12. What are your concerns with nonprofit leadership?

13. What are your issues with nonprofits implementing social change initiatives?

14. What are your claims with nonprofits implementing social change initiatives?
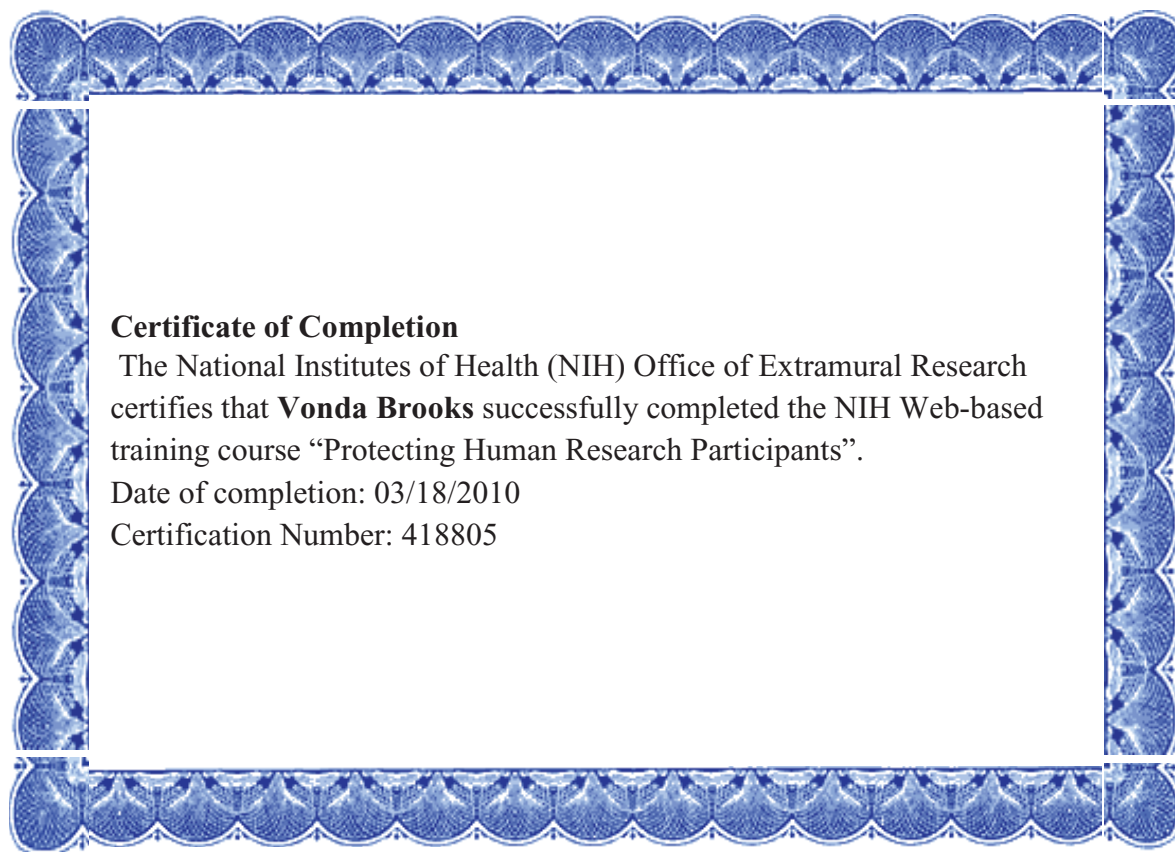

15. What are your concerns with nonprofits implementing social change initiatives?

16. What are your issues with nonprofit social responsibility programs?

17. What are your claims with nonprofit social responsibility programs?

18. What are your concerns with nonprofit social responsibility programs?

Appendix C: National Institutes of Health (NIH) Certificate

Certificate of Completion
 The National Institutes of Health (NIH) Office of Extramural Research
certifies that **Vonda Brooks** successfully completed the NIH Web-based
training course "Protecting Human Research Participants".
Date of completion: 03/18/2010
Certification Number: 418805

Dr. Vonda Brooks, DBA, MSM

Indianapolis, IN
Email: vondakbrooks@gmail.com

ACADEMIC ADMINISTRATOR & DEVELOPMENT EXECUTIVE

A top-performing administrator and fundraiser credited with excellent training development experience and client managed services, to deliver substantial growth in high performing academic institutions and businesses. Expert academic, corporate and nonprofit sector leadership, and philanthropic development skills, facilitating analytical market research and valuable change management, as well as effective strategic planning. Highly accomplished professional communicator with recognized ability to build and maintain professional relationships.

AREAS OF EXPERTISE

- Leadership/Organizational Administration Development
- Qualitative/Quantitative Research Methodologies
- Training and Mentoring

- Philanthropy/Grant Writing
- Sponsorship/Sales and Event Development
- Strategic Planning/Analysis
- Online Instruction

- Corporate and Nonprofit Partnerships
- Business Communication
- Public Relations
- Client/Vendor Management

KEY SKILLS ASSESSMENT

EDUCATIONAL LEADERSHIP – Committed to excellence in teaching and educational administration to advance the exchange of experience, knowledge, and promotes learning success.

STRATEGIC PLAN PERFORMANCE – Develop and implement strategic and tactical operational, fundraising and marketing avenues to aggressively develop best practices and advance both market reach and mission realization.

HIGHER EDUCATION EXPERIENCE

INSTRUCTIONAL CONNECTIONS, INC, LEWISVILLE, TX   SEPTEMBER 2012
VIRTUAL ACADEMIC COACH – ADJUNCT
Coach and monitor student engagement and graded assignments.
- Prepare course content and tailored all instruction to meet diverse student needs.
- Promote and fostered positive learning interactions for a wide variety of students.
- Facilitated course discussions.
- Respond to and managed student inquiries and feedback in a timely manner.
- Provide online educational support for all students.

OAKLAND CITY UNIVERSITY, INDIANAPOLIS, IN   JANUARY 2010
CAMPUS DIRECTOR
Provided instruction in basic business fundamentals to traditional and non-traditional students in a classroom setting.

- Prepared and delivered lectures and PowerPoint presentations that encouraged interactive learning.

- Lead active group discussions and facilitated studies of real-world case studies.

- Oversaw curriculum development of hybrid online classrooms and homework.

- Implemented and presented relevant feedback, advising and coaching staff, faculty and students.

- Created, employed and oversaw strategic business plan, as well as, administrative procedures and processes.

- Applied best practices, corporate processes and other creative solutions to internal and external operations.

- Responsible for all facets of Human Resource Management, including advising, hiring and firing.

- Facilitated new trainings for new hires within the Business and Educational environments.

- Organized PR recruitment events and supervised university on-site personnel, student and adjunct faculty.

- Established and maintained budgets while monitoring revenues and expenditures.

- Identified and cultivated strategic partnerships to expand effective market presence.

- Prepared and delivered weekly and monthly reports.

INDIANA UNIVERSITY, GARY, IN   AUGUST 2010
ASSISTANT DIRECTOR, MAJOR GIFTS
Responsible for identifying, cultivating, soliciting and stewarding stakeholders, constituents and alumni for
the purpose of building relationships leading to financial support of the university.

- Soliciting high net-worth individuals and corporations capable of making gifts of $25,000 or more.

- Oversaw curriculum development of hybrid online classrooms and homework.

- Developed and implemented strategies with senior administrators, faculty to define priority departmental needs.

- Utilized subjective and statistical analysis to identify priority lists of alumni and stakeholder for personal visits.

- Prepared proposals for donor prospects and maintained personal donor records within the database.

Vonda Brooks, dba, msm

Business Experience

BROOKS BUSINESS STRATEGIES, LLC, INDIANAPOLIS, IN   JAN 2012
FOUNDER, CHIEF EXECUTIVE OFFICER
My Background represents more than 20 years of professional corporate and nonprofit experience, student advising and mentoring, corporate and nonprofit training, tutoring, on-line course facilitation, change management strategies, business management, crisis management strategic planning, research analysis, communications, public relations and marketing.

- Professional corporate and nonprofit organizational strategies.

- Successfully implements policies and strategic business plan.

- Creates internal and external client managed services.

- Creates and maintains strategic philanthropic partnerships.

- Introduce new ideas, concepts, methods and technologies

- Determines organization's financial needs, successfully meeting fundraising goals, submitting proposals for growing donor cultivation and support.

- Building brands satisfaction, retention and customer loyalty.

- Creative project and product management and work flow production.

- Establishes working relationships and cooperative arrangements with community groups and organizations.

- Represents the organization's mission and programs to other agencies, organizations, and to the public.

THAT'S MY BABY, INC, INDIANAPOLIS, IN   JAN 2010
FOUNDER, CHIEF EXECUTIVE OFFICER
Responsible for oversight of administrative operations, implementing and supervising strategic planning in a manner that assures organizational long-range strategy is consistent, timely and brings sustainable progress in realizing its mission.

- Works with the Board of Directors and staff to advance program development, organizational and fiscal planning.

- Successfully implements policies and strategic business plan as authorized by the Board of Directors.

- Creates and maintains strategic philanthropic partnerships.

GIRL SCOUTS OF CENTRAL INDIANA, INDIANAPOLIS, IN   MAY 2007
DIRECTOR OF DEVELOPMENT
Duties included developing and application of strategies for achieving fundraising goals through 35 county councils.

- Created and launched development plan, which included increased annual giving, capital campaigns, augmented grants and foundation relations, as well as cultivation, solicitation and stewardship of major gifts.

- Designed and assisted in presentations of solicitation from a wide variety of supporters including, United Way, foundations, corporations, industries, trusts and individual donors.

- Successfully generated more than 1.2 million dollars in contributed income.

PACERS BASKETBALL CORPORATION, INDIANAPOLIS, IN   APRIL 1992
DIRECTOR OF COMMUNITY RELATIONS
Responsibly oversaw development and application of community relation's business plans and staff management for Pacers Sports & Entertainment (PS&E).
- Organized trade show and PR events.

- Designed and implemented monthly promotional programs.

- Built and lead cross-functional teams.

- Created and executed annual charity campaigns.

- Established and maintained annual budgets while monitoring revenues and expenditures.

- Expanded market presence by securing strategic partnerships.

- Ensured communication effectiveness with broadcast productions, media relations, website design, and the press.

EDUCATION & TRAINING

Doctor of Business Administration, Walden University, College of Management and Technology, Minneapolis, MN
Masters in Management Science, Indiana Wesleyan University, Indianapolis, IN
Bachelor of Science, Indiana Wesleyan University, Indianapolis, IN
Sigma Iota Epsilon – National Honorary & Professional Management Fraternity

COMPUTER SKILLS

Online Technology Resources: Advanced Level
Electronic Learning Platforms: eCollege, Backboard, Moodle and various discussion boards
Windows 7, Windows XP, Microsoft Office Suite,
Razors Edge and eTapestry

COMMUNITY INVOLVEMENT
Children's Wish Fund Board of Directors (2005-2007)
Girl Scouts of Central Indiana, Board of Directors (2006-2007)
Pacers Academy Mentor (2000-2007)
Pacers Community Care Initiative (2005-2007)
Read to Achieve – IPS Reading Program (2000-2007)
Martin Luther King, Jr. and Robert Kennedy Tribute Committee (2006-2007)