ABSTRACT

The world of the volunteer is changing very quickly. Organizations, governments, and communities want more from voluntary organizations — everything from new services to increased accountability. To survive in this tumultuous environment, volunteer administrators must help voluntary organizations think more systematically about the future. Strategic visioning helps volunteer administrators, board members, paid staff, and volunteers respond more effectively to change and increase the organization's ability to survive and succeed in a rapidly changing environment.

Strategic Visioning in Non-profit Organizations: Providing a Clear Direction for the Future

James J. Rice

INTRODUCTION

It is the author's contention that demands on administrators of volunteer programs are increasing dramatically. Everyone from the government to clients wants more from volunteers. Governments are restructuring the welfare system and pushing more responsibility onto voluntary organizations. Community members expect voluntary organizations to provide greater client choice by offering a wider array of services. Organizations want volunteers to help with everything from office work to fighting for more government support. As staff resources diminish, volunteers are being asked to do more. And fund raisers are facing increased competition as organizations try new ways to find resources. Volunteer administrators must plan for the future and help volunteers cope with these changes.

To survive in this tumultuous environment, volunteer administrators also must think more systematically about the future. This means taking time out of an already hectic schedule to consider where the organization is going and how it will involve volunteers to get there. To do this effectively, volunteer administrators must answer three questions: Will the demand for volunteers be the same in five years? What volunteer skills will the organization need in the future? How will future events affect the organization's ability to attract volunteers?

These are not easy questions to answer, but volunteer administrators can use strategic visioning to help explore the issues they raise. Strategic visioning is a tool that describes possible future conditions and determines how these conditions can affect the organization's ability to achieve its goals. By answering these questions, volunteer administrators will be better prepared to adjust direction, increasing the organization's ability to survive in a rapidly changing environment (Saxon-Harrold, 1990).

The purpose of this article is to persuade volunteer administrators to use strategic visioning as a way of preparing for the future. The process of strategic visioning extends the volunteer administrator's ability to see beyond the immediate pressures on the organization, develop a "picture" of how the services of volunteers can be used in the future, and to assess and analyze how events may unfold (Thompson, 1967; Wilson and Butler, 1985; Saxon-Harrold, 1990). By including strategic visioning in their

James J. Rice has been a faculty member in the School of Social Work at McMaster University in Hamilton, Ontario for the past 19 years. His research interests include volunteering, voluntary and non-profit organizations, and social policy as it affects low-income families. He is one of the architects of the 1985 National Survey of Volunteer Activity in Canada. He has been the National President of the Boys and Girls Clubs of Canada and received the Fellowship of Man Award in 1995 for his contribution to Canadian children.

repertoire, volunteer administrators can help organize the activities of volunteers more effectively. Strategic visioning empowers volunteer administrators to become more proactive in identifying dangers, better prepared to choose appropriate actions, and able to take advantage of changing conditions in recruiting and involving volunteers. On a more personal level, strategic visioning provides a way of offering more effective management for the volunteer department that allows it to become a player in the larger picture of where the organization is going.

WHAT IS STRATEGIC VISIONING?

Strategic visioning is the process of creating stories about possible futures. From these stories organizations can develop new ways of responding to changing events and create information systems that help in planning for uncertain futures. While not a blueprint, strategic visioning reveals a plausible scenario of what might occur. Organizations use strategic visioning to create coherent, unified, and integrated decisions about how to cope with threats coming from a changing environment (Hax, 1990).

Schwartz (1991) claims the process is like developing a movie script where the storyline makes the plot believable. The characters in the strategic vision are not people, but events that affect the way the storyline unfolds. As an example, we can picture how a decline in the birth rate might affect the demand for child care, or an increase in industrial accidents could dramatically alter the number of people needing rehabilitation. The analysis of the "story" and its implications for the organization provide the basic building block of strategic visioning.

When a volunteer administrator works on strategic visioning, he or she makes a commitment to become more proactive in managing the relationship between the volunteer department and the larger environment (Butler and Wilson, 1990). Through the formation of a strategic visioning team, its members and the volunteer administrator spend time thinking about how conditions in the environment affect the organization's ability to do its business. By turning their attention to future events, the volunteer administrator and the strategic visioning team strike a new balance between dealing with the pressures of current activities and thinking about outside forces that will shape the way these activities unfold. The strategic vision helps everyone on the team understand the changing nature of the environment and provides information that forewarns about potential dangers (Steiner, 1994; Ackoff, 1981).

The process also helps the volunteer administrator feel more in control of the relationship between the organization and its volunteers. Analyzing the way events can, and most likely will, turn out provides directions about where the organization is headed and how it can involve volunteers to get there. The more the team understands this, the more its members feel in control of the flow of events, and the more empowered they will be in taking on additional responsibilities. In addition, understanding the forces affecting the future encourages team members to focus on organizational capacities and to see the future in positive rather than threatening terms (Webster and Wylie, 1988).

Although the process is difficult, the payoffs are high. Strategic visioning helps non-profit organizations deal with change by giving them advance warning of future events. It provides them with a way of calculating risk by allowing them to weigh the advantages and disadvantages of their actions. It helps them deal with uncertainty by setting out multiple courses of action and permits them to analyze the implications of these options on the way the organization does business. Finally, it helps voluntary organizations negotiate such issues as service contracts with the government or wage contracts with employees by allowing time to work through the implications of different decisions on future costs.

By creatively developing plans based on the analysis of strategic visions, the strategic visioning team can help prepare the organization for any eventuality (Birnbaum, 1990). The more specific, appropriate, and actionable the plans, the greater the ability to use strategic visioning to guide action in the future (Simpson, 1992).

THE PROCESS OF STRATEGIC VISIONING

The process of strategic visioning, while based on activities developed in the corporate sector, requires different resources if non-profit organizations are to use it effectively.

In Canada, as perhaps elsewhere, corporations have more choices than voluntary organizations. They can plan to increase their market share, introduce new product lines, or seek new investments. Non-profit organizations' actions may be limited. In Canada, government legislation often controls the services a non-profit organization can provide, its ability to create financial reserves, or its ability to expand into new program areas. The private sector can save and invest, use resources in new and experimental ways, or seek outside investment, but non-profit organizations operate under established budgets and must spend their resources within predetermined time frames.

The most important difference, however, is reflected in businesses' focus on financial returns and profits that encourage them to abandon unprofitable products or sell divisions that do not add to the bottom line. Non-profit organizations, in contrast, have a "mission" to serve particular clients whether their demands increase dramatically or not (Drucker, 1992). It does not matter to an organization like the Boys and Girls Clubs of Canada if fewer children need assistance. The job of this organization is to work with families and other organizations to make sure every child has an opportunity to reach his or her potential.

Unlike corporations, most non-profit organizations do not have the luxury of hiring futurists who can develop detailed visions of what is to come. They must rely on the expertise of members of the strategic visioning team and limited staff time. All these considerations make it more difficult for non-profit organizations to develop strategic plans: they have limited resources, less control over the environment in which they operate, and limitations on their ability to change the products or services they provide.

Peter Drucker (1992) believes, however, that if they are to survive and flourish, non-profit organizations must develop more proactive attitudes toward understanding the future. They must move beyond present coping strategies to become more involved in understanding and analyzing the forces that affect them. Peter Senge (1990) claims they must create a "learning environment" that increases their ability to deal with change.

A learning environment gives the organization time to deal with the differences between "planned change," where it deliberately takes steps to alter services, "second-order change," where it is caught up in radical, multi-dimensional, multi-level, qualitative, and discontinuous change involving a paradigmatic shift (Levy and Merry, 1986). Senge believes a learning environment also exposes the organization's operating assumptions and current pattern of decision-making to encourage a reassessment of the use of existing resources. Examining current operations while exploring the future helps the organization develop a clear "fix" on where it is now and where it should go in the future.

A FIVE STEP PROCESS

There are five steps in the strategic visioning process: developing a strategic visioning team, describing the most important goal for review, identifying key factors that can dramatically affect this goal, creating scenarios that describe how the goal and key factors interplay, and developing information systems that help the organization plan for any eventuality.

Step 1: Developing the Strategic Visioning Team

To be effective in creating strategic visions, the volunteer administrator must gather a team of people who are interested in the future and have the necessary skills to work through the analytical process. Ideally this team would include about eight members: board members, paid staff, clients, key volunteers, and an interested outsider (to provide another perspective).

Often volunteer administrators find themselves working in isolation within large complex organizations where it is difficult to get the support of the executive director. It can be difficult to get the attention of senior staff who are concerned with many other issues and may not place a high priority on, or be ignorant of, the importance of the involvement of volunteers in the delivery of service.

Nevertheless, volunteer administrators should try to encourage organizations to become involved with the strategic visioning process. First, they can develop a preliminary strategic vision for their own departments. The vision can focus on issues directly related to recruiting, training, and placing volunteers. Second, the volunteer administrator can involve others in the process of developing future scenarios. Other department heads can be asked for their views and comments on the future and they can be sent a preliminary analysis for review and refinement. Finally, the volunteer administrator can present the department's strategic vision for the programs and activities of the volunteer department at a staff meeting. These steps should help build a cooperative environment within the organization for the process.

Step 2: Describing the Important Goals

Assuming the volunteer administrator can draw together a team, team members should first decide on what to focus. The team can focus on the program level, on specific services, or on the entire organization. The team must become familiar with current operations, identify clients, programs, resources, and goals. It prepares a preliminary report describing the present state of affairs and identifies how goals are met in the present environment.

Since preparing the report has implications for other people, the team must ensure that it builds support for its work within the organization: the report can be shared with other members of the organization asking for their opinions and ideas. The more effective the team is in describing the present situation in terms that most people can agree with, the more useful the strategic vision will be to the organization.

Using the preliminary report, the team selects one goal that is central to the organization's mission. The clearer and more precisely the team describes the goal and translates it into measurable terms, the more useful it will be in helping them know where the organization is going. The more critical the goal is to the organization's survival, the more energy team members will expend to complete the task (Langley, 1989).

When the board and staff of a senior citizen's housing organization decided to use strategic visioning, they developed a strategic visioning team that included a volunteer. They carefully examined the organization's mission statement and identified 10 possible goals (Rice, 1993). The team was asked to examine the effect the changing needs of the elderly would have on the organization's programs. The team reviewed the present operations and selected a goal that was most important given what they knew about the organization, its clients, and the way people outside the organization were responding to its services: to help keep elderly residents living independently for as long as possible. By clarifying this fundamental goal, they simplified and focused the process of strategic visioning.

In another example, a community health center used the findings from a health survey to zero in on a specific issue

upon which they could take action. The strategic visioning team included two volunteers. The team used the survey's findings to help identify the most pressing needs in the community. The survey's findings suggested there were many people in the community who wanted help to reduce or stop smoking. This became the goal around which the team developed a powerful strategic vision that identified different proposals for action consistent with how the team believed future events would unfold in the community.

The widespread use of mission statements has made it easier to identify a major goal (Simpson, 1992). Mission statements create a clearer understanding of the forces driving a non-profit. Board members know the policy directions they must give paid staff. Paid staff and volunteers are better able to turn its goals into programs and services. Clear mission statements also help the strategic visioning team translate the organization's goals into identifiable performance indicators that show when the organization is achieving them.

Performance indicators can include the number of people served, the cost per unit of service, the hours of service, or other output measures used to link the activities of the organization to its mission. These performance indicators allow the visioning team to monitor the effect of changes in the larger environment and determine if the organization is achieving its goals (Taylor et al., 1996).

Step 3 : Identifying Key Factors

Once the team has identified the goal, it must identify the key factors that can affect it. Key factors are either predetermined elements that can be seen coming because of well known trends, or unexpected events that cause unforseen consequences.

Predetermined elements can be demographic trends with known rates of growth and decline. David Foot (1996) claims "demography is the most powerful — and most underutilized— tool we have to understand the past and foretell the future." He goes on to declare that "demographics explain about two thirds of everything." Organizations can use demographic trends such as population growth, birth and death rates, marriage and divorce rates, or the number of new immigrants to estimate the program or service demand they will face in the future.

As an example, over the past 30 years there has been a dramatic increase in the number of families in which both spouses work. In the mid 1960s, both spouses worked in 34 percent of two-parent Canadian households; by 1994, in 71 percent (Poulin, 1996). Almost every non-profit organization is aware of the changes that have transformed shopping patterns, the way families take holidays, the need for child care, youth and after-school programs, and many other aspects of daily living. The steady increase of dual-worker families has slowly altered the very nature of the community. Women's volunteering patterns have changed, involvement in community activities has been altered, communities that once had many people in them during the day are now largely empty as women go out to work (Rice, 1990).

Strategic visioning uses demographic trends—predetermined events—to create storylines about the future and help prepare organizations to deal with the resulting changes. For example, the percent of dual-pension families in Canada has tripled in the past 15 years. In 1994 their average income in Canadian dollars was $56,200 (Poulin, 1996). These dual-pension families have special needs and the resources to pay for them; organizations serving the elderly must provide different kinds of programs and services to meet these new needs. Where non-profit organizations responded to these demographic trends by introducing new programs and changing services, they succeeded. When they reacted late or ineffectively, they suffered by not being prepared. While creating a scenario based on

demographic trends seems quite straightforward, many non-profit organizations do not have a clear understanding of the trends that relate to their services, or have not developed scenarios that describe how these trends will affect the services they provide.

Once identified, predetermined elements are easy to deal with. The team can build them into scenarios that define the need for programs and activities and describe the effect they will have on the organization. As an example, a non-profit organization examined the increasing number of judges sentencing young offenders to longer sentences. The strategic visioning team decided to examine the implications of this trend on the organization's ability to provide post-release services. If the trend continued, more volunteers would have to be recruited. This would have training and supervision implications. Evaluating these implications prepared them for the future.

In addition to predetermined elements, there are events that are more episodic in nature and come totally unexpectedly. These events are much more difficult to build into scenarios, but are essential if non-profit organizations are to prepare for what is becoming a more volatile future. A few years ago there was a tragic incident in a non-profit group home in Canada. A young, inexperienced person was left alone on night duty. During the evening she was attacked and killed. This sent shock waves through the group home industry. Charges and countercharges were made about the appropriateness of having an inexperienced person left on duty alone. In response, the government introduced legislation that forced group homes to place two staff members on duty at all times.

This unexpected event caught many group homes off guard and altered the way they functioned. Creating scenarios can help analyze how unexpected events like this can affect the ability of group homes to continue providing services in the way they do. What would happen if someone set off a bomb and destroyed the group home, or if there was food poisoning, or some other catastrophic event? A scenario about any of these events will help the organization deal more effectively with many eventualities.

Unexpected events do not have to be as dramatic as the murder of a staff member or the poisoning of residents. In a senior citizens' housing project many unexpected events can affect the way the organization delivers services: changes in the legislation affecting the health care system; changes in the availability of certain drugs; the emergence of new, unexpected diseases (Hollander and Becker, 1985). The visioning team needs to create scenarios around two or three unforseen events, identify how these events can change the services needed by seniors, and decide what implications these changes will have on the ability of the organization to achieve its goals.

Step 4: Creating Possible Scenarios

The next step is for the team to create two or three scenarios that describe storylines about the possible relationship between the organization's goals and the key factors that can affect them. This is the heart of the strategic visioning process and draws upon the team's knowledge of the organization, an understanding of its relationship with other organizations, and an assessment of key factors in the environment (Gummer, 1992).

The team members select a time frame over which they can describe the movement toward a goal and the key factors that can affect it. It is common to select the longest time frame possible. But the longer the time frame, the greater the possibility that changes will affect the outcome of the flow of events. Picking a shorter time frame that meets the needs of the organization is important. For many groups this is between two and five years.

Once the time frame is established, the team must select key factors to be included in the analysis. It is useful to select two or three predetermined events and to

hypothesize about one or two unexpected ones.

In the example of the seniors' organization that wanted to keep its elderly residents living independently for as long as possible, the team developed two scenarios that examined this issue. In the first, they looked at the demographic trends that indicated both men and women are living longer and are generally better off financially. Then they found that historically the seniors' housing organization had many more women than men and most of the women were widows on limited incomes. These trends indicated the organization could expect in the future to house more men and couples, more women with their own pensions as well as survivors' benefits, and new residents who would be older and frailer when they moved into the housing project.

The analysis of these trends had profound implications. If the housing organization did not change the layout and size of its units it would be unable to meet the needs of new residents. After careful review, the organization discovered it could combine bachelor units into larger units for two people or for one person with space for a guest. A wider array of social programs specifically oriented toward couples and more support services, such as house cleaning and catering for people who were involved in leisure time activities and who now had more discretionary income, could be provided.

With plans in mind developed from strategic visions, they began to keep careful records of the requests for housing. They followed the change in seniors' income levels and slowly started to alter the layout of the building then began to consider new activities for them that could be carried out by volunteers.

The organization also looked at an unexpected event. The visioning team developed a scenario in which elderly people might die at a much younger age. In this scenario they described a new disease similar to Legionnaire's disease that can have devastating effects on the elderly. The team examined the implications for their organization. In the event of the deaths of many elderly people, there would be a reduction in the demand for housing. The team developed a storyline about how spouses would need support after the premature death of a partner and how surviving spouses would want to move into a smaller place to live. They looked at the implications such an event would have on paid staff and volunteers and began to assess what impact such an unexpected event would have on their organization. While no such event has yet happened—and it is hoped never will—the organization is prepared for any number of sudden and dramatic changes.

Both scenarios (predetermined and unexpected) encouraged the visioning team to think about what they are doing now and what they might want to do in the future. The two scenarios forced the team to rethink programs and services and to become more proactive in planning and preparing for the future.

Once a team creates its scenarios, it must go back and review its work to see if it is internally consistent. Do the different elements, activities, and flow of the storyline make sense? Are the introduction of key factors, whether predetermined or unexpected, plausible? Does the story hold together? In answering these questions, the team must brainstorm ideas, share new thoughts, create different possible storylines, and begin to forge alternative plots. The team must write up reports and discuss their implications with other people in the organization.

During the review it is helpful for team members to "push" the plausibility of the alternative plots in order to create new ways of understanding the forces described in the storyline. This allows all concerned to move beyond existing operating assumptions and begin "seeing" new possibilities for the organization. The team must get beyond existing filters to ensure it is not blocking important information that will help or hurt the organization.

The strategic visioning process encourages the organization to monitor the flow of information to see what is happening as new factors enter the environment. It also helps organizations learn how to deal more effectively with the information they are presently receiving.

Step 5: Developing Information Systems

The final step in strategic visioning is for the organization to develop information gathering systems that provide data upon which to assess the future. If an organization has created two scenarios—one in which the number of young people committing crimes increases, and the other where it decreases—it needs to know which scenario is more likely to happen. If it is gathering information from the justice system, the team will be able to monitor the trends over time. As the facts emerge from these data, the team can begin to suggest proactive steps to meet the future. These steps may include innovation, consolidation, and cooperation, based on careful planning drawn from the lessons of strategic visioning. The act of monitoring the flow of information forces the non-profit organization to orient itself toward the future and to increase its ability to respond to oncoming events.

By developing new information-gathering strategies that focus on changes in the environment, the organization strengthens its analytical ability. It increases its capacity to be sensitive to new issues that are relevant, and begins to alter fixed mind sets about potential changes in the future.

The analysis from the strategic visioning process describes how events could unfold and is written up in charts and narratives. Reports set out suggestions the organization can take to prepare itself for the future. The analysis often is presented in two or three different formats depending upon the audience. The volunteer administrator can prepare a summary report for the executive director or the board. This highlights the findings and draws one or two general conclusions about how new information can be used to guide the volunteer program and the organization.

A more detailed report can be provided to other members of the non-profit to encourage an ongoing dialogue between department heads about the effect future events can have on the organization. Perhaps the more detailed report's most useful role is that it helps produce Senge's "learning environment" that fosters an ongoing review and analysis. This report includes an analysis of the key factors explored, the potential impact on the organization's goals, and where to look for information to determine how the key factors are evolving. These reports provide a way for the volunteer administrator to deal more effectively with a tumultuous environment.

CONCLUSION

Non-profit organizations must develop a new orientation to the future. They must move beyond their present coping strategies and employ methods that allow them to understand the way the future will affect them. The strategic visioning process brings fresh insight to old problems and forces those responsible for running non-profit organizations to consider new alternatives for achieving their goals. Administrators of volunteer programs must advocate for strategic visioning within the organization. The important role of the volunteer program now and into the future must not be overlooked.

Frances Hesselbein, past national executive director of the Girl Scouts of United States, told a story to Peter Drucker (1990) that highlights the importance of looking for new insights into providing new services. Through 335 independent councils, the Girl Scouts provided services to girls from ages 7-17. The national organization, with assistance from its councils, studied the changes in American families and concluded there was a need for programs for younger girls. Changes in women's work patterns had forced parents to put

young children into child care. One result was that by the time the children were five years old they had become familiar with organized programs. These young children were ready for a Girl Scout program, but none existed. Demographic profiles showed there were women who wanted to volunteer with girls, but did not want to work with teenagers. A new national program, Daisy Scouts, was introduced for five-year-old girls. Within a year this was one of the Girl Scout's most successful endeavors.

The demographics also indicated that by the year 2000, one-third of the population in California would be members of minority groups. In Southern California, Girl Scouts began experimenting with new models of how councils might reach out to children from diverse ethnic backgrounds. The organization was able to analyze the demographic data and developed a strategy for how it planned to meet the changing needs of young girls in the United States.

Strategic visioning provides organizations with new mind sets about how to deal with the future. It builds upon the recent activities most non-profit organizations have undertaken: developing mission statements, clarifying goals, increasing their understanding of clients, and building the internal strength of the organization. By incorporating these activities into the strategic visioning process, nonprofit organizations can go beyond innovation, collaboration, or confederation to become proactive in creating plans for the future. The strategic visioning process encourages volunteer administrators, volunteers, board members, and paid staff to develop new ways of understanding how the future is unfolding so they can deal with change more effectively and alter services to meet new needs.

A well-developed strategic vision encourages the organization to test its assumptions and reconsider traditional ways of providing service. It exposes limitations in information systems and reduces misunderstandings between volunteer administrators, volunteers, board members, and paid staff. Besides setting out alternatives, strategic visions help prepare the organization for surprising futures. The process allows the organization to better understand the role of all its constituents in future planning and staffing. Peter Schwarz (1991) claims that strategic visioning forces organizations to develop the "long view" and see things they have never seen before. The volunteer administrator who is part of a strategic visioning team and is encouraged to include key volunteers on it makes an important contribution to the recognition of volunteer work within the organization and has enhanced his/her role in the process.

REFERENCES

Ackoff, R.A. (1981). *Creating the corporate future: Plan or be planned for.* New York: Wiley.

Birnbaum, W.S. (1990). *If your strategy is so terrific, how come it doesn't work?* New York: American Management Association.

Butler, R.J., & Wilson, D.C. (1990). *Managing voluntary and non-profit organizations: Strategy and structure.* London: Routledge.

Drucker, P.F. (1990). *Managing the nonprofit organization: Principles and practices.* New York: Harper Business.

Drucker, P.F. (1992). *Managing for the future: The 1990s and beyond.* New York: Truman Talley Books/Dutton.

Foot, D.K., & Stoffman, D. (1996). *Boom, bust and echo: How to profit from the coming demographic shift.* Toronto: Macfarlane Walter and Ross.

Gummer, B. (1992). Ready, fire, aim!: Current perspectives on strategic planning. *Administration in Social Work, 16* (1), 89-106.

Hax, A.C. (1990). Redefining the concept of strategy and the strategy formulation process. *Planning Review,* May/June 1990, 30-40.

Hollander, C. F., & Becker, H. A. (1985). *Growing old in the future.* Dordrecht, The Netherlands: Martinus Nijhoff.

Langley, A. (1989). In search of rationality: The purpose behind the use of formal analysis in organizations. *Administrative Science Quarterly, 34*(4), 598-631.

Levy, A., & Merry, U. (1986). *Organizational transformation: Approaches, strategies, theories.* New York: Praeger.

Poulin, S. (1996). Dual-pensioner families. *Perspectives on Labour and Income,* Autumn 1996, 24-29.

Rice, J. J. (1990). Volunteering to build a stronger community. *Perception, 14* (4), 8-14.

Rice, J. J. (1993). *First Place housing survey: Research report.* Hamilton: First Place Seniors Nonprofit Housing.

Saxon-Harrold, S. K. E. (1990). Competition, resources, and strategy in the British nonprofit sector. In H. K. Anheier & W. Seibel (Eds.), *The third sector comparative studies of nonprofit organizations,* 123-139. Berlin and New York: Walter de Gruyter.

Schwartz, P. (1991). *The art of the long view.* New York: Doubleday.

Senge, P. M. (1990). *The fifth discipline.* New York: Doubleday.

Simpson, D. G. (1992). Key lessons for adopting scenario planning in diversified companies. *Planning Review,* May/June 1992, 11-46.

Steiner, J. R., Gross, G. M., Ruffolo, M. C., & Murray, J. J. (1994). Strategic planning in non-profits: Profit from it. *Administration in Social Work, 18* (2), 87-106.

Taylor, B. E., Chait, R. P., & Holland, T. P. (1996). The new work of the nonprofit board. *Harvard Business Review,* September-October 1996, 36-46.

Thompson, J. D. (1967). *Organizations in action: Social science bases of administrative theory.* New York: McGraw-Hill.

Webster, S. A., & Wylie, M. (1988). Strategic planning in human services. *Journal of Sociology and Social Welfare, 15*(3), 47-53.

Wilson, D. C., & Butler, R. J. (1985). Corporatism in the British voluntary sector. In W. Streek & P. C. Schmitter (Eds.), *Private government and public policy.* Beverly Hills and London: Sage.