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A Mission-Driven Organization Case Study: The Joshua Collingsworth Memorial Foundation

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**A MISSION-DRIVEN ORGANIZATION CASE STUDY:
THE JOSHUA COLLINGSWORTH MEMORIAL FOUNDATION**

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PIM 69/70

A Capstone Paper submitted in partial fulfillment of the requirements for a
Master of Science in Mission Driven Organizational Management at the SIT
Graduate Institute in Brattleboro, Vermont, USA.

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ABSTRACT

The purpose of this case study is to explore the development of the Joshua Collingsworth Memorial Foundation (JCMF), a young organization that is dedicated to becoming a fully mission-driven focused entity. The case study will investigate the organization's ability to remain consistent to its mission. Furthermore, the case study will explore the importance of mission-focus within JCMF. Finally, it will identify the impact the organization's commitment to mission-focus has had on the organization's overall health.

Using a qualitative approach, I examined JCMF and its effectiveness toward being a mission-driven organization. The findings and mission specific analysis of the case study revealed that the Joshua Collingsworth Memorial Foundation has made a successful attempt towards being a mission-driven organization. Using Bolman and Deal's (2008) Four Frame Model, my research discovered the strengths and weaknesses of JCMF with their structural, human resources, political, and symbolic aspects. The study further revealed that while JCMF was currently operating successfully as a mission-driven organization, there was concern that organizational growth may inhibit its ability to continue prospering due to a lack of resources.

The analysis and findings resulted in recommendations to ensure the JCMF organization would remain sustainably healthy and mission-focused. The recommendations included: creating a strategic planning external and internal analysis to assess the strengths and weaknesses of the organization from both perspectives, devising a succession plan in order to keep the organization strong and operational during a leadership transition, introducing a proactive open door policy for the organization to solidify the trusting environment and open culture, preparing a stronger fundraising and development plan to build financial resources to better serve the mission, and finally hiring additional staff members to assist and improve the JCMF in its mission-focused efforts. These recommendations from the study can be utilized within the JCMF organization to maintain overall good health and mission-focus.

Acronyms and Definitions

Co-Director	Title given to the Blake and Kathy Collingsworth who founded the Joshua Collingsworth Memorial Foundation.
JCMF	The Joshua Collingsworth Memorial Foundation
JCMF Mission	Our mission is to educate children and adults worldwide about water safety through the utilization of drowning prevention campaigns & early childhood water safety training.
JCMF Strategic Plan	The 2010 JCMF Strategic Plan- the first and only implemented within the organization.
JCMF Vision	Our vision is to eliminate drowning through water safety education and awareness, which will be attained by creating a generational change in the way children and adults perceive bodies of water.
MDO	Mission Driven Organization- the operational definition for the case study is as follows: an organization focused upon the mission and aligns all aspects of the organization to the mission statement.
Projects Manager	The title given to me within the organization. It encompasses all aspects of the organization including: project management, board management, customer service, marketing, fundraising, development, PR, etc.

Introduction

The Joshua Collingsworth Memorial Foundation was founded after the loss of Joshua Collingsworth in a home drowning incident on June 1, 2008. The 501(c)(3) was chartered a month later by Joshua's parents, Blake and Kathy Collingsworth, as not only a memorial for their deceased son but as an opportunity to create a positive impact on drowning prevention around the world.

From the initial conception of the organization, the key leaders envisioned an entity that was dedicated to being fully mission-driven. The founders were unfamiliar with the nonprofit sector, as both parents were entrepreneurial business people. However, their goal was to create an organization focused upon the mission to prevent childhood drowning and not the financial bottom line. While they were not highly educated about nonprofit organizations, within three years they built a grass root entity that was accomplishing its mission through early childhood educational programs geared towards drowning prevention. Furthermore, the organization started an infant and toddler water training program in their city to promote the physical, as well as the mental water safety education.

Based on my first-hand experience with the organization during my reflective practice phase, I wanted to take a close look at the JCMF leaders' commitment and approach towards building a mission-driven organization. Furthermore, I wanted to critically analyze the organization's ability to remain mission-focused and sustainable throughout its growth and development as a mission-driven organization. Research in regards to mission-driven organizations is relatively limited and this paper will add to the literature to this topic.

Prior to graduate school, I was entrenched in a for profit organization that claimed to be fully invested in its mission. However, over the two years I worked within the organization I learned that in reality they were not effectively executing the mission of the organization. With the realization that the initial reason I joined the organization was not being met, I chose to leave and pursue my passion to gain the knowledge needed to build organizations that are truly

mission-driven. By enrolling in the SIT Graduate Institute, I was able to acquire the necessary skills and knowledge to pursue a career focused on helping and working with organizations dedicated to their missions. Through my practicum with JCMF, I was able to apply the knowledge gained at SIT to analyze the entity and offer advice to help it become healthier and further mission-focused.

By critically analyzing JCMF's efforts at remaining mission-focused, this study will provide insights into the underpinnings to that success while also understanding the challenges and issues that arise during the process.

Research Statement

The purpose of this capstone paper is to study the development of the Joshua Collingsworth Memorial Foundation, a young organization dedicated to becoming a fully mission-driven organization. The case study will investigate the effectiveness or ineffectiveness of the organization's ability to remain consistent to its mission. Furthermore, the case study will explore the importance of mission-focus within the JCMF organization. Finally, it will identify the impact the organization's commitment to mission-focus has had on the organization's overall health.

Primary Research Question

In what ways is JCFM a mission-driven organization?

Sub-questions

1. Why do organizations utilize mission statements?
2. What types of resources and/or support are needed within organizations to remain mission-focused?
3. What are the opportunities when initiating a mission-focused organizational environment?
4. What are the challenges discovered when initiating a mission-focused organizational environment?

Literature Review

Today, the term 'mission' has been interpreted in many different ways by many different sectors. According to the Miriam-Webster online dictionary (2011) one definition for mission is: "a pre-established and often self-imposed objective or purpose" (para. 5). While this is one of many definitions for mission, organizations are finding it a necessary component of their overall business strategy. According to Jestice and Tirmizi (2005), "The mission-driven organization begins with its mission. Mission is a buzzword that has gained popularity.... It is also a word that does not have a clear definition" (p.11).

A small but growing number of organizational development professionals, theorists, business consultants, and effective leaders have begun to study the importance and impact mission-focus has within for profit and nonprofit organizations. This section will review what recent literature is saying in regards to organizational mission statements and their purpose within organizations. Secondly, the literature review will discuss the importance of aligning strategy with the organizational mission statement. Finally, it will highlight some of the challenges that occur when organizations are not focused on their mission or are utilized under poor leadership. Overall the literature review for this study was focused primarily on the nonprofit sector in order to relate directly to the JCMF entity.

Organizational Mission Statements

Mission Statements have been commonplace in organizations for decades. While many organizations have lost focus on the mission statements within their work, research shows it still plays an important identity role for the organization. Ralser (2007) found that when asking the question to nonprofits "What is the goal of your firm?" they answered, "To fulfill our mission, to help as many as we can...to make a difference, to make our community a better place, to eliminate suffering" (p.41). While the mission statement plays an important identity role for an organization, it also helps determine its overall path. Coulter (2010) states, "As strategic decision makers grapple with the challenges of guiding an organization in today's context, two organizational elements are a source of guidance: organizational vision and mission...." (p.46). Coulter explains that a

mission statement “provides a focus for employees as they make and implement strategic decisions” (Coulter, 2010, p.48). While it is a simple idea, the ability to stay focused and on task for an organization is indeed very difficult. Mission statements can build that interconnectedness within both small and large organizations by focusing on clear goals for how they can accomplish their overall organizational vision.

While Coulter presents a very common idea of a mission statement, many organizations are adopting new interpretations. One example is called the new logic mission statement. Lawler (2006) explains that the logic mission statement “is neither a strategic plan nor a method of controlling the organization... Instead, it provides a broad sense of what the organization does and wants to be” (p.549). The new logic mission statement emphasizes that organizations create stretch goals. Lawler (2006) explains that previous research from psychologists Locke and Latham in the early 1990’s showed that the highest performance is attained when goals are high (p.550).

While there are varying definitions for mission statements, Ralser (2007) provides a very valid point when assessing the importance of mission statements to nonprofit organizations, he states:

“A nonprofit should not be judged by how much money it accumulates, but by how it fulfills its mission. A more financially-based version of this same thought is that a nonprofit should achieve maximum impact relative to its mission and its resources” (p.72).

This statement brings clarity to the sole purpose of nonprofit organizations; they are created to achieve their mission to create positive impact for their stakeholders.

Aligning Strategy to the Mission

While the importance of mission statements has been highlighted above, the key to superior performance is to align the entire strategy of the organization upon the mission statement (Frigo, 2003, p.8). Frigo (2003) states that “mission-driven strategy can provide a way for nonprofit organizations to articulate its mission with regard to its strategy and, more importantly, to its execution” (p.11). By building a strategy aligned to the mission statement, an overall purpose emerges within an organization. The mission and purpose frame how

an organization and the individual members view their work. The mission, when effective and focused upon, helps build an organizational culture with shared values (Bolman and Deal, 2008, p.255).

In the study of performance leadership, mission has been a major focus for creating high performance within organizations. In Behn's (2010) *Eleven Better Practices that Can Ratchet Up Performance*, his first practice is "Articulate the organization's mission. Proclaim, clearly and frequently, what the organization is trying to accomplish" (p.243). By focusing on the core mission of the organization, an organization can lay a strong foundation for all the other practices and systems within itself. Behn (2010) continues to explain that once you articulate your mission, your organizational targets should have a clear connection to the mission as well (p.251). This is an example of how the practices and systems created within an organization should be constructed upon the mission of the organization itself. A very important component of this mission-focused strategy is the acknowledgement of learning throughout the process of building a mission-focused organization. Behn (2010) states "leaders of the agency need to act on this learning, making the modifications necessary to ratchet performance up another notch" (p.264). By adjusting the different aspects of your organization to your mission, leaders must learn the best process to make the appropriate changes and communicate it with their employees.

George (2010) reveals the overall important and powerful end result of an organization focused upon its mission. "The most empowering condition of all is when the entire organization is aligned with its mission, and people's passions and purpose are in sync with each other" (George, 2010, p.342). He clarifies that it does not just have to be the organizational mission that creates passion within the individuals, but "if the organization's leaders can demonstrate how they can fulfill their purpose while achieving the organization's mission, then alignment can occur" (George, 2010, p.342).

There are benefits beyond the positive impact that can occur internally through a mission-driven strategy. By focusing on the mission of the organization, many people can be positively impacted outside as well. Frigo (2003) highlights the benefits by stating, "the results of using mission-driven strategy {involves} an organization's ability to better serve its communities and

make the world a better place as defined by the goals set forth in its mission” (p.11). Mission-driven strategy can serve as a valuable tool for organizations focused on becoming mission-driven, but also to those focused on effectively serving the needs of their communities and stakeholders.

Dangers of Not Focusing on Mission

While this literature review has focused on identifying what are indeed mission statements and showing the value of aligning strategy to mission, we must focus our attention on some of the dangers of not utilizing the mission. According to Lawler (2006), “The effectiveness of a mission statement is only as great as the commitment to putting it to work. And quite simply stated, there is good reason to believe that often the commitment is missing” (p.554). This is a very important piece of the organizational puzzle upon which to focus. Without good leadership and proper implementation of the mission statement, it can lie dormant and often build a cultural mold within the organization. Lawler (2006) continues, “An organization can be worse off because of a values {and mission} statement. This is likely to result if the actual behavior of the people in the organization does not match the values statement” (p.554). Bolman and Deal (2008) describes the kind of ‘inventive management’ that is needed to remain consistent to a mission-focused organizational strategy in an inconsistent, volatile world:

“Both managers and leaders require high levels of personal artistry if they are to respond to today’s challenges, ambiguities, and paradoxes. They need a sense of choice and personal freedom to find new patterns and possibilities in everyday life and work. They need versatility in thinking that fosters flexibility in action. They need capacity to act inconsistently when uniformity fails, diplomatically when emotions are raw, non-rationally when reason flags, politically in the face of vocal parochial self-interests, and playfully when fixating on task and purpose backfires” (p.435).

In terms of boards of directors, this can be an even more significant problem. Fisman, Khurana, and Martenson (2009) state “The inability of nonprofit boards and executives to keep their organizations focused on a clearly articulated mission is a significant and overlooked governance problem....In some cases it is the result of idiosyncratic decisions about direction and growth based on the individual preferences of a top executive, a powerful director, or a

big donor” (p. 38). This type of problem can be toxic for an organization and must be avoided at all costs. Jean Freeman (2009) suggests that the key to board members’ success in following the mission-driven strategic plan is “aligning the board assessment with the strategic plan” (p.38). Freeman states:

“Boards {that} take the time to develop these strategic questions have the opportunity to measure their progress towards specific plans and goals. The process of self assessment can result in sharper, more focused board members who are prepared to shape the future of their cooperative {organization}. It will also likely improve communication among directors” (p.38).

While Freeman (2009) highlights that the mission and strategy of an organization may be more effectively pursued with leadership accountability, staying (or some other synonym of staying) mission-focused is still a very difficult task.

Frigo (2003) states another problem that can result if strategic plans do not align with the mission of the organization. Frigo (2003) explains, “In a number of nonprofit organizations, we see strategic plans that are not focused on the true mission of the organization, are focused on the wrong customers, or are overly attached to particular product and service offerings that have become or are rapidly becoming obsolete” (p.8). From board issues, to strategic direction issues, to overall organizational morale, it is apparent how important it is to articulate the organizational mission top down and bottom up within organizations.

Bolman and Deal Four Frame Approach

In addition to the mission-specific literature, the case study employs the Bolman and Deal’s (2008) Four Frame Model to analyze the organization. This model is comprised of four organizational frames including: structural, human resource, symbolic, and political (Bolman and Deal, 2008, p.18). Each organizational frame is a “mental model - a set of ideas and assumptions” to help understand the “territory” (Bolman and Deal, 2008, p.7). According to Bolman and Deal (2008), “Reframing requires an ability to think about situations in more than one way... each {frame} logical and powerful in its own right. Together they decipher the full array of significant clues, capturing a more comprehensive picture of what’s going on and what to do” (p.6). By learning to apply all four frameworks from this theory, the analysis will provide a deeper understanding

of the organization and truly analyze if the organization is able to remain consistent to its mission while also remaining healthy (Bolman and Deal, 2008, p. 18). My role within the organization is the Projects Manager and by utilizing the Bolman and Deal (2008) Four Frame Model, I will be more effective as a mission-driven manager and leader as the organization grows over time. Furthermore, JCMF is a new organization and by applying a developed organizational theory to analyze the issues and challenges important recommendations emerged to consider in the future. The findings revealed that within the organization, there are strengths and improvements that were discovered within the four frames. The discussion and analysis will take a close look at each of these areas within the organization.

The literature highlights the importance of mission-focus within organizations. The mission helps to provide clarity, direction, and purpose. When strategy is aligned to the mission, an organization is able to improve its performance towards reaching its mission while also creating a mission-focused culture. Finally, the literature highlights the negative effect that can occur within organizations when the mission is not focused upon or proper leadership is not in place to effectively pursue the mission. The following sections of this mission-driven case study will examine and analyze JCMF's utilization of its mission statement, the resources needed to remain mission-focused, as well as, the opportunities and challenges that arise when initiating a mission-focused environment.

Methodology

Design

The research design used for this paper is a qualitative case study. A case study is an "in-depth and detailed exploration" of a single organization that will "...seek to understand the larger phenomenon through close examination of a specific case" (Rossman and Rallis, 2007, p.104). This case study took an in-depth look at JCMF and explored its journey as a mission-driven organization. According the Rossman and Rallis (2007), this type of research is "particularly useful for their rich description and heuristic value.... they depict events,

processes, and perspectives as they unfold...and often build an explanation” (p.104).

Procedure

Case studies use a variety of techniques to collect data over a period of time including: “questionnaires, archival records...interviewing, observing, and analyzing documents” (Rossman and Rallis, 2007, p.105). The three major information-gathering techniques utilized in this study include: five in-depth interviews, organizational observation, and internal documentation review. The documents that were reviewed include the Joshua Collingsworth Memorial Foundation (JCMF) Strategic Plan, the financial documents comparing the three years of its existence, and the Josh the Otter Water Safety and Awareness Project informational magazine highlighting the foundation’s core focus and undertakings. The qualitative data was properly coded for analysis. Furthermore, after the data was collected it was analyzed using Bolman and Deal’s Four Frame Model and also a mission-specific analysis based on the literature review findings.

Participants

The data was collected from five members within the JCMF organization. More specifically, the individuals interviewed were all members of the JCMF leadership team. Due to the young age of the organization, the leadership team comprised the most tenured members of JCMF and would be the most appropriate individuals to interview concerning the mission-driven focus of the organization. The JCMF Board of Directors is comprised of ten individuals of very diverse professional backgrounds and involvement within the organization. The leadership members interviewed included the Co-Directors and Co-Founders, Blake and Kathy Collingsworth. The three other individuals interviewed were Board of Directors who were the most involved within the organization at the time of the study. They were each given an informed consent form concerning the case study and were given the option to remain anonymous or opt out of the interview at any time. Each interviewee volunteered their full name for the study; however, each interviewee will be numbered for the purpose of clarity.

The use of organizational observation was critical for my ability to complete the research study. Serving the organization for nearly a year allowed me to become aware of the overall culture of the organization, understand the roles of the various volunteers and leadership team, and gain a strong sense of the importance of the organization's overall mission, vision, and future direction. As the only full-time paid employee for the organization, I am able to see all aspects of the organization and work with each person affiliated with the organization. By serving as the Projects Manager and also conducting a qualitative research study, the process allowed me to remain very reflective during entire practicum experience. The data collected and analyzed provides an in-depth look at the leadership's perspectives on the importance of striving to be a mission-focused organization and the strengths and challenges of being a mission-focused. The case study revealed concrete recommendations utilizing the data from the research and incorporating Bolman and Deal's Four Frame Model analysis and the mission specific analysis.

Limitations

The limitations of the study include limited literature in this exact area of study. Additionally, being a young organization, there were limited opportunities to be retrospective. The organization was founded after the unexpected death of Joshua Collingsworth in June of 2008. The basic structure was created when it enrolled as a 501(c)(3) organization a month later. The Josh the Otter Water Safety and Awareness Project was created shortly after the "Josh the Baby Otter" book was printed in the spring of 2009 and the organization has been rapidly growing without much time for reflection. Further limitations include the small number of staff and leadership members associated with the organization, as well as any bias I present as a full-time salaried employee of JCMF. However, the leadership interviews and documentation review provide substantial, detailed leadership insight into how the organization is functioning.

Results and Findings

Since this research study is a case study analysis exploring JCMF's efforts at being a mission-driven organization as well as analyzing the overall health of

the organization during their development, I will be incorporated two mechanisms of analysis. First, I utilized the Bolman and Deal organizational framework to assess the overall health of the organization within the four-frame model. Secondly, I used the literature review's mission specific analysis to analyze the findings concerning the mission-focus of the organization. The analysis will focus on the strengths and challenges in regards to JCMF's pursuit as a mission-driven organization and the effect on its overall health. However, before I going into specific mission and organizational results and analysis, I share the organizational background below.

Organizational Background

After Joshua's death, Blake and Kathy Collingsworth received a large sum of memorial money in his name. They were faced with a difficult decision on what to do with the funds. After researching childhood drowning, they were shocked to find that according to the Center for Disease Control and Prevention, drowning is the "second leading cause of unintentional death for children ages 1 to 14 years" (Center for Disease Control and Prevention, 2011). Within a month of Joshua's death, the Joshua Collingsworth Memorial Foundation became chartered as a 501(c)(3) organization dedicated to its mission to prevent childhood drowning.

After learning the about the worldwide drowning issue, Blake Collingsworth utilized his creativity and grief to create an early childhood educational drowning prevention program. He wrote a book called, "Josh the Baby Otter" to teach young children about the importance of learning to float, always being with an adult near water, and having a swimming buddy (Collingsworth, 2009). Within two years, the Josh the Otter Water Safety and Awareness Project has spread to over 30 U.S. states, Australia, and Pakistan. The educational program has been adopted into kindergarten and preschool curriculums in Nebraska and Florida. Over 40,000 "Josh the Baby Otter" books have been purchased and distributed by hundreds of volunteers taking part in the program. The foundation has also distributed hundreds of thousands of Josh the Otter educational materials including stickers, coloring books, and activity sheets to reinforce the water safety messages of Josh the Otter. There have been

sixteen Josh the Otter mascots handmade for the organization to accompany volunteers around the world utilizing the program within their communities.

Blake's initial vision was to create an organization that promoted both the mental and physical aspect of water safety for young children. The Josh the Otter Water Safety and Awareness Project was created to promote the mental education. The Float 4 Life Program was created to promote the physical aspect of water safety for young children. The Float 4 Life Program is an infant and toddler water training course for children as young as six months to age five. The course teaches young children the basic skills to survive if they fell in the water without supervision or help from an adult. Blake and Kathy brought in a certified trainer from Arizona to their home state of Nebraska. They partnered with a local YMCA to build the program and in two years they have trained over 1,000 children locally with these survival skills and the program is expanding throughout Nebraska.

In terms of organizational structure, JCMF is very lean. Blake and Kathy Collingsworth serve as the Co-Founders/Directors of the Board. There are a total of 10 Board of Directors Members, a Volunteer Coordinator, an Art Director, an Accountant, and a Projects Manager. My role within the organization is the Projects Manager and it is the only full-time, paid position within JCMF. My duties encompass all aspects of the organization including: project management, board management, customer service, marketing, fundraising, development, PR, etc. Key board members focus on various mission-driven tasks for the organization to help with the workload. Blake and Kathy Collingsworth direct much of their time to the foundation. Both have their own private businesses to attend to; Blake owns a townhome building company and Kathy owns a nail salon business.

Prior to my internship, a former Executive Director stepped down from her position within the organization she held for a little over a year. As a new employee and Projects Manager, I assumed her responsibilities, while agreeing and urging Blake and Kathy Collingsworth to make all final executive decisions concerning the direction of the organization. Through my experience with the organization throughout 2011, I was able to observe the organization's culture and processes. One of the first tasks I had was to help create a new mission and

vision statement that better served the organization. The previous mission and vision statements were as follows:

“Mission- It is the mission of Joshua’s Foundation to reduce the number of accidental deaths by drowning through early childhood education.

Vision-To lead water safety awareness and drowning prevention programs for children in the U.S. and beyond”(JCMF Strategic Plan, 2010).

The new mission and vision statements are as follows:

“Mission- Our mission is to educate children and adults worldwide about water safety through the utilization of drowning prevention campaigns and early childhood water safety training.

Vision- Our vision is to eliminate drowning through water safety education and awareness, which will be attained by creating a generational change in the way children and adults perceive bodies of water”(Josh the Otter Water Safety and Awareness Project, 2011).

Currently the foundation is investigating the future direction of the young organization in regards to remaining steadfast to the new, more precise mission of the organization. Through working with organizations like Rotary International, Kiwanis, Safe Kids USA, National Swimming Pool Foundation, the National Drowning Prevention Alliance, and individual school districts, the foundation has created partnerships that help strengthen their mission-focused capacity building efforts, fund both programs, and spread drowning prevention awareness, while remaining small and lean.

Presentation of Data

For the purpose of transparency, I will restate my role within the organization. As the Projects Manager, I was intricately involved with every aspect of the organization, due to its small size. My role encompassed all aspects of the organization including: project management, board management, customer service, marketing, fundraising, development, PR, etc.... I report directly to the Co-Founders, while also working directly beside them on all tasks. My authority towards projects ranged from complete autonomy to flexible oversight by Blake and Kathy Collingsworth (Co-Founders). My role with the Board of Directors was that of equal team members. For this reason, my relationship with each of the interviewees is that of teamwork.

My interest for this research topic came quite early in my practicum experience with JCMF. I had never served within an organization where there was such an adherence and appreciation for the mission of the organization. With JCMF being young and lean, I was interested in better understanding the strengths and challenges associated with such a mission-driven focus. My prior experience with other organizations revealed that the focus was first and foremost on the financial bottom line. This was not only limited to my for profit experiences but also my nonprofit experiences. By engaging in in-depth interviews with members of the leadership team, utilizing my anecdotal experiences, and examining organizational documents, I wanted to explore the organization's ability to remain focused on the mission of drowning prevention above the financial pressures of a new organization.

Importance of Organizational Mission Statement

The data collected from the interviews revealed many similarities in the Board Members' perceptions concerning the importance of the mission statements within JCMF. While there was an overall consensus on mission importance, the interviewees discussed many different aspects concerning the importance of the mission statement within JCMF during their involvement with the organization. Interviewee #1 stated:

“...the mission statement is obviously a part of the foundation that serves as a message to the public. It provides direction for all of the activities that are undertaken by the foundation...the foundation board and the people that represent the organization have all been very responsible in focusing on the mission and using the mission as an opportunity to spread the message of the foundation.”

Interviewee #2 concerning the strong mission-focus of the JCMF organization expressed similar sentiments,

“The mission is needed by any organization that has a prescribed activity and wants to aim for an end result, in the case of JCMF the mission is to end childhood drowning and near drowning. Without that mission statement it would be impossible to define what route they need to take whatever that may be. The mission basically is the end result. It is what provides the framework for everything we do, without it we would just be wandering.”

To continue to reveal this axial code of expressed mission-focus within JCMF, Interviewee #3 responded to the mission-focus of JCMF stating, “The vision

sustains us, the mission gives us purpose...with these statements, and a Board to help guide their Co-Founders ambitious endeavors, they have been able to go even beyond what they might have initially imagined as possible.” Blake Collingsworth, Co-Founder and Interviewee #4 wanted the mission statement to not only be focused upon but also easy for the general public to understand, “In a simple statement or mission statement, we can try to encapsulate everything we are trying to do.”

With the interviews revealing a strong consensus that JCMF was mission focused, I wanted to review the JCMF Strategic Plan to see if the document was aligned with the mission as well. While the original mission and vision statements were modified upon my arrival at the practicum site, the goals of the JCMF Strategic Plan were still aligned to the current mission and vision. The JCMF Strategic Plan Goals state:

- “Goal #1- Change Children’s behavior so that no more children drown.
- Goal #2- Change Adult behavior to prevent drowning of children.
- Goal #3- Establish and sustain a robust organization, capable of worldwide engagement and impact in getting “the message” embraced in the USA and internationally.
- Goal #4- Branding- Make Josh the Otter a household name synonymous with drowning prevention/ water safety.
- Goal #5- Determine the best method(s) for achieving lasting changes in behaviors of both adults and children regarding water safety” (JCMF Strategic Plan, 2010).

By examining the goals of the strategic plan and comparing them to the current mission statement, it is very clear within my observation of JCMF that not only is the strategic plan being followed, but it aligns directly with the current mission statement of the foundation. It states, “our mission is to educate children and adults worldwide about water safety through the utilization of drowning prevention campaigns and early childhood water safety training” (Josh the Otter Water Safety and Awareness Project, 2011).

While a consensus is clear within the findings of the interviews and documentation review, one Director {Interviewee #3} voiced concern of when he joined the organization in 2009 that there was no apparent mission or strategic plan in place with the young organization. He stated:

“When I first joined the Board of the JCMF, I attempted to get copies of the Strategic Plan...I assumed that something this ‘solid and well organized’ had to be following a tightly woven Strategic Plan; complete with Vision Statement, Mission Statement, Goals, Objectives, List of Action Items and most importantly, measurements and reactive/regenerative processes. {I was} Wrong.”

He quickly followed that with the completion of the first board meeting they had “ratified” the mission and vision statements and that they provided “exceptional latitude for the Foundation to perform activities in the pursuit of its mission.”

Furthermore, Interviewee #2 expressed the idea that the mission statement may not always remain relevant with the expansive growth the organization is currently facing, “...like any other mission, it changes depending on circumstances. It started local with small classes and a few adherents to the program, but as the organization has growth the mission needs to be reassessed.”

The findings revealed that the leadership feels strongly that the foundation is currently very focused on the mission statement. However, there was an air of caution that the mission statement can be more specifically integrated within the strategic plan and the other fiduciary processes with the help of the board.

Leadership members also cautioned was that with the expansive growth of the small grass root organization there may need to be constant reassessment of the mission. This will ensure that the mission remains appropriate and JCMF is properly working towards accomplishing the mission.

Resources Needed to Remain Mission-Focused

According to the interviewees, the foundation is currently doing an exceptional job concerning the mission-focused practices within JCMF but there are definite resource needs to ensure future stability and success in pursuing the mission. The findings revealed that JCMF was lacking structured policies and procedures. Furthermore, the data revealed that there was a concern that there were not enough staff members. Observationally, these are very clear needs that I have experienced working as the only full-time employee for the JCMF. There was a swaying of both positive and negative perspectives on the structural needs of the JCMF, however, there was a clear theme concerning the need for additional staff. Interviewee #1 expressed:

“The mission can be the center of the program regardless of resources out there. An individual standing on a street corner could have a mission and all the resources he has are a sign and a microphone...from a structural standpoint I think it is good. The size is now is such that all the people that come forward to assist still feel that they are still a part of the effort...not an insignificant member.”

While Interviewee #1 was confident concerning the current JCMF structure, he expressed high desire to expand staff within the organization. He states, “...there is a real concern personally on the toll physically that will take on Blake and Kathy {Co-Founders}...I think there has to be some professional management...to assist them in what they do best.”

A similar response was found with Interviewee #2 concerning the positive and negative aspect of the JCMF structure. He explains, “...structurally we are quite sound with a local organization but because of the message and its national and international content, it could rapidly grow the structure of the organization.” Concerning the negative effect poor structural health could have on the mission he states, “Clearly the structure would currently collapse if it reached that {national/international} level...which would jeopardize the mission and you would not be able to ensure the quality control.” This sentiment of inevitable growth is further shared with Interviewee #3, “We can no longer afford to think like a community-based foundation. We must think National, and maybe even International.” The findings reveal a clear structural need to combat future growth to stay mission-focused and organizationally in good health.

Concerning the mission of the organization, Interviewee #4 related the structural aspect to fulfilling the exact mission by stating, “Since we are all about awareness, the more people we have that are talking about and socializing about our mission allows us to actually accomplish our mission.”

Clearly combined with structural growth, the staffing component is a top priority. At this time the members of the foundation, volunteers and staff, are severely strained. Concerning the organization’s growing national and international partnership with Rotary International, there is an expressed request for a Rotary Club Coordinator to be added to the organization to help lessen the strain on current members of the team and to ensure high quality control to the foundation’s largest supporter of the Josh the Otter Water Safety and Awareness

Project. They promote, purchase, distribute, and conduct the program in their local communities all over the country and outside, including Pakistan. The findings reveal a concern that the Co-Founders may be strained with responsibilities to a point where they are no longer able to contribute effectively. The interviews also revealed a suggestion of an assistant position that would directly work with Blake and Kathy would be highly beneficial for the foundation and the founders.

When discussing the resource needs of the JCMF organization in order to maintain the mission-focused environment, examining the financial documentation is very critical to understanding the viability of the organization. The appendix has a detailed look at a three-year comparison of the overall financial health of the organization. The financial reports reveal that the organization has continued to expand their financial bottom line while pursuing the mission as top priority. Between 2010 and 2011, the organization experienced a 20% growth in revenue with a projected 2012 growth even higher. While the organization has a very humble accumulation of financial resources, they are growing at a consistent rate with a very low staff count. As the foundation grows in staff and structure, the capacity to grow revenue will continue.

Strengths Discovered in Mission-Focused Environment

The leadership team had very individualized perspectives on the strengths discovered within their experience with an organization that is striving to remain mission-focused throughout its development. Interviewee #1 discussed the importance and the “strokes of genius” concerning the use of symbolism within the young foundation. He states,

“Symbolically, I think that is one of the strengths of the foundation. People know, that have been exposed to the foundation or Josh the Otter really know what the mission is...even young children who gravitate to that type of symbol {Josh the Otter}, they understand what that symbol means and that is really critical to the success of the program.”

He continues to state that “people respect a program that is mission-driven, not just mission-driven but there is a strict adherence to the mission of the organization.”

Interviewee #2 focused on the “very high level” of trust that develops in an organization where personal accolades are not important compared to the mission the organization and its members are trying to accomplish. He states, “Everyone pools their resources...time, ideation, developing concepts, and everyone’s opinion is valued.” Interviewee #3 continued with the sense of teamwork and trust continues to provide “focus and direction.” He describes that the central focus on the mission has allowed the young organization from being a “splash” to a “flow” where “we are channeling to move water in a controlled direction where it is needed most and can do the most good.” The leadership understands that as a young organization with limited resources, utilizing the foundation’s resources effectively is critical to continuing to be effective in pursuing the mission.

Co-Founder Kathy Collingsworth, Interviewee #5, highlighted the effects of the mission-driven efforts within the foundation as the true strength of the foundation. Kathy stated, “The key part of our mission is that we are getting at the core level of children...if we can continue to get the message to children as young as possible we will be creating that generational change.” Through combining the utilization of the foundation’s strong symbols, fostering the trusting environment, and by reaching the children or key stakeholders, the foundation is able to capitalize on key strengths to pursue the mission.

Challenges Discovered in Mission-Focused Environment

When examining a mission-driven organization, it is critical to look at the challenges expressed by the leadership team. With a limited body of research in this area of study, there is very limited data concerning the challenges discovered in a mission-focused environment. While the JCMF leadership had limited responses concerning the challenges faced within the organization, themes did arise from the interviews. The challenges centered upon topics that have already been discussed above: limited resources (i.e. staff, financial resources, time) and the concern of the Co-Founders being over extended due to their central roles and high responsibilities. Interviewee #3 states in regards to the Co-Founders,

“I am concerned that as fulfilling and rewarding and nourishing to their psyche this activity has and continues to be, at some point, it becomes too

much, and the JCMF does not have a “back-up” plan, a contingency plan, a plan for the continuity of operations, when and if this should happen.”

The aspect of “too much” is not only expressed for the Co-Founders but for all the members of the JCMF organization, volunteers, staff, board of directors alike. Interviewee #2 responds,

“When you have an organization composed of almost purely volunteers with one paid staff, you are basically asking people to sacrifice their free time, which for all of us as professionals is small in volume. To join the mission and make it work, it ends up being a {lower} priority behind professional life and family.”

While the interviewees expressed concern of the limited resources involved in an organization that is mission-focused and not financially focused, they had very little concerns beyond this. Regarding the challenge of finances within a mission-focused environment Interviewee #4 stated, “When you are getting bigger you still have to support the staff...you do have to get financially conscious in order to achieve your mission statement.” He continued to reveal the strength in creating this dual focus, “If your target is always the mission and you get the finances to accomplish the mission, you are doing what you need to be doing.” Concluding the overall insight from the leadership concerning the challenges in regards to remaining mission-focused, Interviewee #1 stated that the true challenge for a young, mission-focused organization is “to just get out there and bring the mission to as many people and organizations as you can.”

Board Responsibilities in a Mission-Driven Organization

A critical piece when examining the leadership team’s perspectives of a mission-driven organization is exploring what the members of leadership view their role to be in the process of mission-focus. The findings revealed that each board member had created his or her own set of specific responsibilities within their fields of expertise to execute the mission of JCMF. This is contrary to assuming a generalized set of board responsibilities that all members were focused upon. This specified view of their purpose, role, and responsibility may have grown organically due to small size of the organization and the critical need for each member of the foundation to best utilize their skills to further the mission of the organization. Interviewee #1 had the broadest perspective on the

role of leadership within a mission-driven organization. He summarized his perspective in the following words:

“The challenge is to continually keep it {the mission and organization} forefront in your day to day activities. Whenever there is a possibility to talk to people about the foundation, the mission, the values, the programs...I think that is the number one role of the board.”

He continued to express the importance of the fiduciary role of the board of directors in their efforts to oversee “that activities of the foundation are ethical, financially responsible...and that people’s contributions are used for the purposes intended.” Interviewee #3 expressed both broad and detailed roles he felt responsible for by stating, “The roles are not defined in great detail...I personally appreciate having broad latitude to pursue the mission in support of the vision.” As the Rotary liaison for the leadership team, he continued to discuss his specific role to advance those relations. Interviewee #2 explained his specific role as well, for he serves as the Medical Chair for the leadership team.

When discussing the roles of the Co-Founders, Blake Collingsworth {Interviewee #4} highlighted the true mission of why the entire foundation was created from his perspective. He stated,

“It was pretty much our entire concept {Blake and Kathy} to make a foundation in honor of Joshua...a lot of what happens in the foundation come from the heart and that helps to keep the foundation mission driven because most decisions are based off that. My role is to keep that going.”

Kathy, Interviewee #5, realized this concept of the Co-Founders’ importance as well. “My role is to really keep other people engaged in our mission and what we are doing within the foundation.”

Throughout my observations within the organization, I feel that this data shows the need for more specified tasks for all board members. The “figure-it-out-as-you-go” approach adopted by the entrepreneurial founders does not work for all people. While a few board members are serving JCMF effectively within their expertise, standardized board member job descriptions are needed as well. Ultimately the data reveals that JCMF leadership needs to create a balance

between complete autonomy and structured board member job descriptions to maximize their effectiveness.

Organizational Analysis

The information presented above revealed many insights concerning the Joshua Collingsworth Memorial Foundation's leadership perspectives in regards to being a mission-driven organization. The findings revealed that the leadership members truly believe the foundation is a mission-focused organization that is accomplishing their mission through strategy, programming, and overall efforts. While the study revealed very positive feedback from the leadership team, there was also a level of caution expressed by the members concerning the long-term sustainability of the positive current situation. In the section below, I provide the organizational analysis using Bolman and Deal's four-frame approach mentioned above.

The Structural Frame

According to Bolman and Deal (2008) the structural frame encompasses the "organizational charts...rules, policies, procedures, systems, and hierarchies to coordinate diverse activities into a unified effort" (p. 15). The findings concerning the structure of the JCMF organization in regards to effectively serving as a mission-focused organization highlighted both a positive and negative perspective.

The positive perspectives included remarks from the leadership team concerning the current structure of the organization being able to serve the mission effectively. A consensus concerning the current situation was very apparent. Interviewee #2 stated, "...structurally we are quite sound with a local organization." Bolman and Deal (2008) discusses that properly organizing the processes allows the ability to "coordinate diverse activities into a unified effort" (p.15). As the findings reveal, the leadership team is content with the current processes in place to operate effectively towards the mission. However they have a concern for future processes that could be compromised by the expansive growth the organization is projected to incur within the next few years. Interviewee #2 stated, "Clearly the structure would currently collapse if it reached that {national/international} level...which would jeopardize the mission

and you would not be able to ensure the quality control.” Bolman and Deal (2008) discusses this concern by summarizing, “Problems arise when structure doesn’t line with the current circumstances. At that point, some form of reorganization or redesign is needed to remedy the mismatch” (p.16). Leadership members shared suggestions including reassessing the strategic plan on a more consistent basis as the organization continues to grow. Furthermore, they suggested to assess the mission statement throughout the growth of the organization, in an effort serve the stakeholders in the best manner and stay consistently aligned with the mission as growth moves the organization in new directions.

In regards to the concerns regarding growth and the inability to remain structurally sound, Bolman and Deal (2008) discuss that “decisions are future-oriented, concerned with long-term direction” (as cited in Chandler, 1962; Mintzberg, 1994). These remarks are directly parallel to the leadership’s perspectives in terms of future growth, which is a positive insight concerning the leadership’s ability to look long-term and find points of focus for the organization to remain effective towards the mission. Bolman and Deal (2008) caution, “If structure is overlooked, an organization often misdirects energy and resources” (p.68). Concerning the limited resources of the young JCMF organization, it is and will become even more critical to maximize resources as the organization experiences growth.

The findings and analysis reveal that the concern of the leadership towards the structural ineffectiveness of the organization if a large growth in demand of the program occurs is very legitimate. While these concerns are aligned with the framework’s suggestions, it is also not impossible to prepare for this expansive growth. Bolman and Deal (2008) offer this positive advice, “Understanding the complexity and variety of design possibilities can help create formal prototypes that work for, rather than against, both people and collective purposes”(p.69). For JCMF and all organizations that are at the precipice of experiencing growth and increased demand, the proper ability to remain proactive to these projected growths is crucial. By creating proper structural processes to effectively serve the demand will help ensure the ability to continue to effectively remain mission-focused. The JCMF leadership is aware that they

will serve critical roles in developing these processes and identifying the strategy the organization needs to create to remain sustainability during its development.

The Human Resource Frame

According to Bolman and Deal (2008) the human resource frame involves the seeing “an organization as an extended family, made up of individuals with needs, feelings, prejudices, skill, and limitations” (p.16). The key to effectively providing a sound human resource frame of mind is to find “ways for people to get the job done while feeling good about themselves and their work” (Bolman and Deal, 2008, p.16). The findings revealed from the study were very overwhelming positive perspectives concerning the human resource frame within the JCMF organization, coupled with a small concern as well.

In terms of positive findings, it appears that the organization is doing an exceptional job concerning the individuals associated with the foundation, be it volunteers, grantees, board of directors, and staff. Interviewee #2 stated that there is a “very high level” of trust within the JCMF organization where personal accolades are not important compared to the mission of the organization and its members are trying to accomplish. Interviewee #1 discussed the positive impact the small size of the organization has on the members involved. “The size is such that all the people that come forward and assist feel they are still a part of the effort...not an insignificant member.”

The findings revealed that the needs of the members involved are undoubtedly met the majority of the time. Bolman and Deal (2008) discuss this importance, “...needs are a central element in everyday psychology.... Every action we take should be made with this in mind. We also believe that we can achieve our goal only if we fulfill the needs of our own people” (as cited in Wegmans, n.d.). The JCMF leadership team’s perspective is centered upon that the members involved with the organization and its programs have needs that are being met which help achieve the overall mission of the organization itself.

The only concern expressed in regards to the human resource frame deals with the “physical toll” being placed on the Co-Founders of the organization. Interviewee #1 stated, “...there is a real concern personally on the toll physically that will take on Blake and Kathy...I think there has to be some professional management...to assist them in what they do best.” The concern among

leadership is that if the Co-Founders, Blake and Kathy, are too stretched in their roles within the organization they will have to step down their responsibilities, including their creativity and leadership in pursuing the mission, which has been absolutely critical thus far. Bolman and Deal (2008) highlight Argyris (1992) article discussing employee frustrations. He states, “They withdraw—through chronic absenteeism or simply by quitting...They stay on the job but withdraw psychologically, becoming indifferent, passive, and apathetic” (as cited in Argyris, 1992, pp. 40, 43, 61). This concern is central to this case study research identifying the JCMF mission driven organization’s ability to remain effective long-term. Interviewee #3 suggested the importance of creating a “back up” plan, “contingency plan,” or “a plan for the continuity of operations” if Blake and Kathy would indeed withdraw from the organization they founded.

This sentiment continues in regards to all the members of the organization putting in immense effort to keep the organization effective towards the mission. Interviewee #2 responded with, “When you have an organization composed of almost purely volunteers with one paid staff, you are basically asking people to sacrifice their free time which all of us as professionals is small in volume.” While there are constraints concerning an organization wanting to remain small and lean, as with the JCMF organization, Bolman and Deal (2008) discuss,

“The advantages of a smaller, more flexible workforce seem compelling: lower costs, higher efficiency, and greater ability to respond to business fluctuations...{it} works best when new technology and smart management combine fewer people to do more” (p.134.)

While these benefits seem very positive and helpful for a young organization such as the JCMF, Bolman and Deal (2008) caution viewing lean organizations with a completely rosy shade, “Yet even when downsizing works, it risks trading short-term gains for long-term decay...Financial outcomes were impressive, but employee morale sank...” (p.134). The JCMF leadership team is inevitably aware of the strengths and weaknesses accrued when utilizing a small, lean workforce within the organization. When discussing future strategy and direction, expanding the workforce is a critical issue, which many have expressed. They also stated that it should be considered as a short-term goal, especially with the

projected growth of the organization and the importance to keep all stakeholders' needs met along with the mission of the organization.

The Political Frame

In order to analyze the political framework of Bolman and Deal (2008), it is important to understand the key assumptions of their political frame definition. They summarize these assumptions to include:

1. Organizations are coalitions of assorted individuals and interest groups.
2. Coalition members have enduring differences in values, beliefs, information, interests, and perceptions of reality.
3. Most important decision involves allocating scarce resources—who gets that.
4. Scarce resources and enduring differences put conflict at the center of day-to-day dynamics and make power the most important asset.
5. Goals and decisions emerge from bargaining and negotiation among competing stakeholders jockeying for their own interests (p.195).

These assumptions highlight the possible challenges the JCMF organization may be currently facing or will face in the future as the organization develops. The findings concerning this framework varied from both positively portraying the organization's balance of power, as well as, cautioning words for the future decisions of the organization. As discussed in the human resource framework, the leadership perspectives highlighted the high level of trust within the JCMF organization, which can help remove conflict for decisions and scarce resources. Interviewee #2 summarized the positive working environment by stating, "Everyone pools their resources the most important are time, ideation, developing concepts, and everyone's opinion is valued, even if it is against the original dogma that the organization was." Bolman and Deal (2008) discuss this concept of teamwork within the political frame as, "The final proposition of the political frame emphasizes that goals are not set by edict at the top but evolve through an ongoing process of negotiation and bargaining" (p.197). This is very evident within the JCMF organization, especially through my personal observation and experience. While it is widely accepted by all members of the

leadership team that Blake and Kathy, Co-Founders, hold the highest level of power when deciding the direction of JCMF, there is a large amount of flexibility and autonomy for each member of the leadership team in how they would like to pursue the mission of the organization. Interviewee #3 stated, "The roles are not defined in great detail. I personally appreciate having a broad latitude to pursue the mission in support of the vision." As the Projects Manager, the power balance is felt very strongly within the organization. Very little conflict arises due to the open leadership of Blake and Kathy. They trust in the members involved within the organization that are committed to the mission and seeing it fulfilled.

The leadership gave two major concerns in regards to the political frame; these include the pressures to collaborate with specific political entities to boost financials and the concern to use the most acceptable messages to not negatively affect our image both politically and in general.

Concerning the pressures and temptations to join or collaborate with an external political interest for financial gain, Interviewee #1 stated,

"Politically, I am always fearful with nonprofit organizations. I think there are too many groups that sort of build their program around the political aspects of the financial resources that come with that. I would be fearful if you are getting too much support or a program is dependent of the connections or political environment, government subsidies, grants, those can be turned off at a moment's notice. Many organizations have suffered financially...the politically area that into suddenly collapsed. A lot...have suffered due to the way the program was designed. I wouldn't want to see the foundation or program dependent upon any political governmental support."

Bolman and Deal (2008) agree with Interviewee #1's concern concerning political pressure. "If political pressures on goals are visible in the private sector, they are blatant in the public arena...the result is a confusing multiplicity of goals, many in conflict" (p.199). This is very important realization for the JCMF leadership, the pressure or temptation to align more for political gain could be detrimental to the alignment of the organization to its mission.

The second concern within the political framework concerns the idea of messaging. Interviewee #2 discussed the aspect that the organization's message to the public must be appropriate to gain acceptance and support. He stated,

“From a standpoint politically, drowning is a downer and you have to frame it in such a way that you are not talking about drowning but childhood safety. You have to reframe it as a positive message. Like Smokey the Bear, we are talking about preventing forest fires. Look how that took off and reigned and that message has stuck with so many people. This is the same chance of doing the same thing.”

Bolman and Deal (2008) discuss how “framing” messages is a strong aspect of the political frame (p.204). They cite Brown, Frost, Lakoff (2004) stating, “Elites and opinion leaders often have substantial ability to shape meaning and articulate myths that express identity, beliefs, and values. Viewed positively, this fosters meaning and hope” (as cited in Brown, 1986; Frost, 1985; Lakoff, 2004 on p. 204). This aspect of proper messaging and framing is a strong area of focus with the JCMF organization. The messaging of Josh the Otter is a very critical to the positive growth the organization will have in the future.

While the JCMF organization is not experiencing major issues internally concerning power and politics, there are various issues concerning the external political pressures for the organization.

The Symbolic Frame

The final frame within the Bolman and Deal (2008) Four Frame Model is the structural frame (p.251). In order to understand the importance of this frame within the JCMF organization, it is important to state the five assumptions within the symbolic frame:

1. What is important is not what happens but what it means.
2. Activity and meaning are loosely coupled; events and actions have multiple interpretations as people experience life differently.
3. Facing uncertainty and ambiguity, people create symbols to resolve confusion, find direction, and anchor hope and faith.
4. Events and processes are often more important for what is expressed than what is produced. Their emblematic form weaves a tapestry of secular myths, heroes and heroines, rituals, ceremonies, and stories to help people find purpose and passion.
5. Culture forms the superglue that bonds an organization, unites people, and helps an enterprise accomplish desired ends (p.253).

From an observational perspective, I believe the symbolic frame is the strongest frame for the JCMF organization, due to the story of how it was founded in Joshua's name and how Josh the Otter, a character/symbol, developed to carry out the mission of the organization in a hope to save countless lives for generations to come.

The leadership members shared similar views with my own personal observations. The most compelling aspect of the foundation is the reason it was started from the very beginning. With the loss of two-year-old Joshua to a drowning incident, the organization was created in honor of Joshua and for him to serve as a light to create a positive impact on the lives of thousands of other children and families around the world. Joshua is the intrinsic and extrinsic hero of the organization. Interviewee #3 discussed this concept during the interview,

“The ‘Josh’ {the Otter}” effort, born of tragedy, was to be the keystone in a program to prevent others from ever suffering the same pain from losing a child to drowning. With the help of closely knit family and a web of support from friends, the JCMF was founded and the healing of catharsis began.”

This insight is directly parallel to the fourth assumption stated above concerning that “the events and processes are often more important for what is expressed than for what is produced...weaves a tapestry of...heroes...to help people find purpose and passion” (Bolman and Deal, 2008, p.253). Interviewee #3 further stated, “It offered {Josh the Otter} a very good package of materials, a strong message, an attractive method for presenting the information, and was easy to understand and relate to the need for such a program”. This sentiment was felt by all the leadership members interviewed, Interviewee #1 explained,

“I think there have been a few really strokes of genius. I think Josh the Otter is really an incredible marketing and resource accomplishment...to affix to represent the foundation with that type of symbol, it is really incredible what that can do for the foundation. There are really many people that see an otter or see Josh the Otter and really know what that means. In terms of the organization mission, in terms of what the foundation is attempting to accomplish, that is a really huge step for a foundation for a brand new foundation to have that kind of symbol, can really lead to a lot of advancements and opportunities.”

The symbols created within the JCMF organization, Joshua and Josh the Otter, allow the ability to tell the story of the foundation and why the mission is so crucial. Bolman and Deal (2008) discuss the importance of stories, "Stories...offer more than entertainment or moral instruction for small children. They grant comfort, reassurance, direction, and hope to people of all ages" (p.259). The findings reveal how the JCMF organization was able to create these symbols from the very beginning of its conception. Furthermore, these symbols were created for no other reason than to pursue the mission of the foundation to prevention childhood drowning. Without the stories and the symbols of the foundation, it would be nearly impossible to gain the support and understanding from people all over the world like they have been able to in only three and a half short years.

From the very beginning of my practicum, I sensed a strong culture within the organizations and embodied in everyone involved with the mission of the JCMF organization. It drew me to the organization and it inspired me to embrace the mission and work tirelessly in pursuit to end childhood drowning. Through the observation of my own experience and behaviors working for the organization, I am able to see the powerful effect of the mission, symbols, stories, and culture of the JCMF organization. Throughout the practicum experience, the word 'organic' was used frequently in describing the entire development of the processes and programs of the organization. Bolman and Deal (2008) discuss how this organic aspect is involved with the building of the culture (p. 269). They state, "Some argue that organizations have cultures; others insist that organizations are cultures" (Bolman and Deal, 2008, p.269). They describe that, "Over time, an organization develops distinctive beliefs, values, and customs. Managers who understand the significance of symbols and know how to evoke spirit and soul can shape more cohesive and effective organizations..." (p.269). The findings reveal that having these strong identifiable symbols and stories, organizations can become very effective, in a short time period, especially in regards to the JCMF Foundation. These symbols have only introduced positive responses from all stakeholders, to our knowledge. The responses, letters, calls of gratitude, donations, volunteerism, can all be attributed to the effective use of the

symbols and stories. The leadership members expressed how they were personally inspired to get involved by the use of these symbols as well.

Summary of Findings

The analysis of the data from the Bolman and Deal framework provided many insights and findings. This section will highlight these findings, along with findings relating to a mission specific analysis from the mission-driven organizational literature review in the beginning of this paper. Below is a summary table (Table 1.1) of the Bolman and Deal Framework Analysis to help highlight the findings from each of the four frames.

Bolman and Deal Frame	Strengths	Weaknesses
Structural	Current structure and processes allows JCMF to effectively pursue its mission	Major Concern: If organization experiences rapid growth it could collapse, resulting in abandonment of the mission
Human Resource	Meeting most of the needs of all supporters within JCMF, Supporters feel significant, High level of trust	Large toll (time/energy) on staff and volunteers due to lack of resources, Could inhibit mission-focus
Political	Low power-struggle within JCMF, Trusting environment, Pooling of resources within the organization	Concern of future pressures to collaborate with specific political entities to boost financials, Concern of using the correct messages
Symbolic	Strongest Frame: Successful Josh the Otter and Joshua Symbols, Story of JCMF, mission-focused, Open and trusting culture	Future concern that culture may change overtime creating a less open and trusting environment, concern that message of drowning is a difficult topic

Table 1: Summary of Four Frame Analysis

While the Bolman and Deal (2008) analysis provided significant general findings, a mission-specific analysis is essential for this case study as well. By utilizing the themes discovered in the literature review concerning mission-driven organizations, a brief analysis from the data collected will be beneficial in further exploring JCMF’s pursuit of becoming a mission-driven organization.

The first theme from the literature review highlighted that mission-focused organizations have a strong sense of identity and direction (Ralser, 2007). The data collected from the JCMF leadership clearly paralleled the literature. The

dedication of the JCMF's staff, volunteers, and supporters to the overall mission of the organization has created a strong sense of identity to those involved. Through the use of its mission, stories, and symbols (Josh the Otter) JCMF has created not only a strong organizational identity but also a brand identity. This brand identity allows people all over the world to associate with the organization's Josh the Otter water safety education efforts and why the program was created.

As the interviews and the review of the strategic plan revealed, the mission alignment of JCMF is strong as well. Mission alignment was the second major theme from the literature review. The future of the organization is directly tied with the core goals of the mission-aligned strategy. While there is concern that JCMF could be growing too quickly to sustain itself, the leadership team is dedicated to keeping the organization as healthy as possible to keep executing the mission effectively. The interviews expressed that leadership would be very focused on supporting the resource needs and challenges that will arise in the future as JCMF develops.

The final theme from the literature involved the impact of leadership. Bolman and Deal (2008) found that effective leadership was found crucial when pursuing to become or remain mission-focused. The data was collected from five key leadership members within JCMF, along with my personal observations. It is evident that JCMF leadership is committed to the mission of the organization. Furthermore, the charismatic attitude within leadership has proven very successful in the first years of the organization. The leadership team has established a strong base of volunteer and local donor support over the past three years. While Blake and Kathy Collingsworth remain the most effective leaders toward fueling the mission, JCMF has a few very strong leaders that are helping the organization beyond Blake and Kathy's ability through their individual areas of expertise (i.e. medical research, Rotary International, Coast Guard, etc...). A final strong point from the research highlighted that the leadership team has the proper proactive foresight to see possible challenges that could arise within the organization that could negatively affect its mission-focus. They have expressed their dedication to helping JCMF remain healthy and effectively executing its mission.

Combining Bolman and Deals' symbolic frame analysis and the literature review's mission-specific analysis, JCMF appears to be a very strong mission-driven organization. While there will be challenges that arise that could hinder the mission-focused culture of JCMF, currently it is quite strong and effective towards accomplishing the mission.

Through this critical case study analysis focused on assessing effectiveness in remaining a mission-driven organization, important and meaningful lessons were revealed. These lessons could be very helpful for the organization's ability to remain sustainable both as an organization, as well as a mission-focused organization. The Bolman and Deal Four Frame Model Analysis and Mission Specific Analysis revealed both strengths and weaknesses within JCMF's present structure, human resources, political, and symbolic frames.

While the current small, lean structure and processes within JCMF are currently running without complications, it is not clear that the structure and processes will be sustainable in the future. With the projected rapid growth of the organization, the current structure would be severely strained, even to the point of collapse. With this realization, the repercussions of the future concern would result in the organization not being able to remain effective as a mission-driven organization and the stakeholders would be negatively impacted if the organization suffered a structural near collapse. It is positive to see that leadership members are proactively brainstorming processes to put in place to handle any increase in growth.

Secondly, the analysis revealed that the human resources of the organization were currently very healthy. The members involved in the organization felt that their individual needs were being met by pursuing the mission of the foundation and the leadership was able to openly share their opinions and ideas in an environment of trust and acceptance. The only human resource concern was in regards to the possibility of the Co-Founders becoming overwhelmed with their high level of responsibilities within the JCMF organization. Without a contingency plan created if the Co-Founders would ever need to leave the organization, JCMF may have the possibility of collapse as well. JCMF leadership also reported that they, as well as the other supporters of the

organization, might experience a similar feeling of being overwhelmed due to the small number of paid staff within the organization.

Thirdly, the analysis revealed that there might be future issues that exist concerning the political frame. Currently, the JCMF organization has a low-conflict environment that encourages autonomy, individual creativity, and trust among members of the organization. While this is very positive, as the organization grows, power issues may arise and the organization needs to be prepared to attend to these issues, especially concerning the bulk of the power shared by the Co-Founders. From the analysis, the data showed that the pressures from external political powers might prove to be a challenge for the young organization. Primarily from a financial issue, the organization may be tempted to collaborate with a political entity for financial gain that could jeopardize the clear conviction to the mission of the organization in hopes to gain financial strength. Furthermore, the external messaging of the JCMF organization may need to take a more critical look at what is being viewed by the general public as well as the stakeholders.

Fourthly, the findings and analysis provide clear insight into the strength of the JCMF organization's symbolic standing. By utilizing the mission, symbols, and stories, the organization has been effective in sharing its message. With this symbolic combination JCMF is gaining support around the world, inspiring members of the organization, and ultimately remaining a mission-focused organization. Furthermore, JCMF is effectively aligning its overall strategy with the mission of the organization. The result reveals that JCMF is making a positive impact at its young age. By continuing to focus on mission alignment with the organization's strategy, JCMF can continue to grow in overall health while it continues to pursue its mission.

Recommendations and Conclusions

Throughout the data collection and analysis of this case study key findings emerged. The research discovered JCMF's strengths and weaknesses in terms of their overall health and pursuit of being a mission-driven organization. The recommendations below will hopefully be applied within the JCMF

organization to ensure its strong overall health and effective pursuit of its mission. The conclusions will review the overall study and offer final insights into the limitations the study presented, any contribution the research has made concerning present research on the subject, and finally future considerations for similar studies in the area of mission-driven organization.

Recommendations

Focus on Strategic Planning: External and Internal Analysis

In light of the above analysis, the following recommendations have been provided to the JCMF in order to help it remain mission-focused and highly sustainable. First, the importance of sustainability was discussed throughout the entire research process and it the most critical aspect of mission-focus. Without an organization there would be absolutely no accomplishment of the mission statement. A clear recommendation for this concern is to conduct a strategic planning external and internal analysis for the JCMF organization. According to Coulter (2010), "An external analysis is the process of scanning and evaluating an organization's external environment. It's how strategic managers determine the opportunities and threats facing their organizations" (p.65). By examining a thorough investigation of the external factors that affect or will affect the organization in the future will help to avoid unexpected structural collapse or other unforeseen issues or difficulties. Coulter (2010) defines the opportunities and threats that the external analysis would explore for the JCMF organization, the definitions are as follows:

1. Opportunities: positive external trends or changes that may help improve the organization's performance.
2. Threats: negative trends or changes that may hinder the organization's performance (p. 90).

By examining the strategic planning external analysis, the manager and members of the leadership team can become "proactive manager{s}" who can "anticipate changes and plans for those changes, instead of simply reacting to them" (Coulter, 2010, p.88).

Furthermore in recommendation, I would have the JCMF organization consider doing a strategic internal analysis as well. Coulter (2010) explains that

an internal analysis is “the process of evaluating an organization’s resources and capabilities. It provides important information about an organization’s assets, skill, and work activities” (p.102). This process will allow the JCMF organization to identify exactly what the organization’s strengths and weaknesses are and create opportunities to improve the weaknesses and expand their strengths. The internal analysis takes a close look at the organization’s resources, organizational capabilities, core competencies, distinctive organizational capabilities, but most importantly its strengths and weaknesses (Coulter, 2010, p.122).

By coupling an in-depth strategic external and internal analysis the JCMF organization will be able to move forward with a sense of confidence and proper direction as they continue to serve the mission of the organization.

Succession Planning

The second recommendation I would like to have the JCMF organization consider is the aspect of succession planning. A concern stated throughout the study surrounded upon the concern of an unexpected disappearance of the Co-Founders, whether due to being overwhelmed or some other unforeseen reason. The fear is that without these two visionaries the organization may have the potential of collapsing.

To combat this concern, I recommend the organizational leadership builds a succession plan for if the Co-Founders could not serve the organization at full capacity in the future. Crutchfield and Grant (2010) explain, “Within the sector as a whole, turnover is rampant, burnout rates are high, and many organizations struggle just to stay afloat” (p.140). With these realizations, it is important to create a proactive plan to curb the effects of the stresses of the nonprofit sector. They continue to identify that organizations with, “led by charismatic but egocentric individuals who are unable to let go and truly share leadership...run the risk of imploding” (Crutchfield and Grant, 2010, p.140). While the Co-Founders are very open to sharing leadership control, it is important nonetheless to create a succession plan. A succession plan allows the identification of the processes that would take place if leadership changed, including the delegation of power within the organization (Crutchfield and Grant, 2010, p.140). While it would be very surprising to have both Blake and Kathy Collingsworth no longer associated with the organization they founded however, research has shown that

most “high-impact nonprofits often need a charismatic, externally oriented leader to speak on behalf of the organization and appeal to outside constituents” (Crutchfield and Grant, 2010, p.140). By creating a succession plan for a leadership transition, the JCMF organization would be capable of functioning during that transition if they needed to look beyond the internal members to hire a charismatic leader to take the reins of the future of JCMF. By creating a detailed succession plan, the mission of the organization could still remain central to the organization and included in the process of hiring a new leader.

Develop Concrete Open Door Policy

A third recommendation I would like to make for the organization would be to devise a concrete open door policy within the organization. According to About.com Human Resources (2011), “An open door policy provides employee access to any manager or supervisor including the CEO. I highly recommend that all organizations adopt and promote an open door policy that creates no repercussions for employees” (para. 1). According to the case study findings and analysis, one of the most critical strengths of the organization is its ability to create an environment of trust and inclusion. Leadership members and supporters of the organization feel that they have autonomy to pursue the mission of the organization within a flexible environment. While this is quite simple given the small size of the foundation and the flexible leadership displayed by the Co-Founders, as the organization grows, this trusting, open environment may disappear. By remaining proactive by creating a concrete open door policy, the trusting environment may remain a key piece of the organizational culture of the JCMF. This will help ensure that the human resource frame of the organization remains strong and viable throughout its development. By creating mechanisms, such as the open door policy, JCMF will sustain its open and trusting culture.

Build a Strong Fundraising & Development Plan

A fourth recommendation involves the idea of creating a more sustainable fundraising and development plan for the JCMF organization. Throughout the findings and analysis, the discussion of the lack of resources within the organization prompted me to recommend an opportunity to create new financial channels to increase revenue, staff, and ultimately the capacity building efforts of

the foundation as is pursues the mission of preventing childhood drowning. According to Lansdowne (2008),

“An organization’s ability to raise money is almost always in direct proportion to the quality and commitment of its fund raising leadership. Those that attract and retain able leadership prosper, while those that settle for lackluster trustees and volunteers usually vanquish” (p.21).

The JCMF’s ability to raise funds will be a strong determinant if they are able to remain mission-focused throughout its development. By cultivating new donors and informing them about the organization, the mission, and the programs, the organization can gain not only financial support but public support as well (Lansdowne, 2008, p.45). As Weinstein (2009) clearly states, “Nonprofit organizations need strong boards of directors, loyal supporters, and a keen sense of mission. They also need cash” (p. XIII). While the case study revealed that the organization has indeed grown financially each year, in order to continue to grow with the projected demands of interest, the JCMF will need to find larger pools of financial resources.

In terms of development and fundraising, the young organization has done an excellent job at creating powerful, successful special event fundraisers. They have also begun to create a consistent year-end annual mail and email appeal that has brought in a small amount of revenue. Additionally, the JCMF sells and distributes their educational materials at a small cost to bring in funds to print more water safety educational materials for children and classrooms all over the world.

As for recommendations in adding additional fundraising and development goals for the organization, I would focus on pursuing grants, expanding the special event fundraisers and the mail/email annual appeals, and develop a planned giving program (Weinstein, 2009, pp. 32-33). With the combination of these new and expanded fundraising and development efforts, the JCMF can gain the resources to grow and expand. This will lead to overall morale boost but most importantly, an environment capable of pursuing the mission with all the resources needs to maximize the impact of the JCMF.

Additional Recruitment of Staff

A fifth and final recommendation continues from above. With the possibility of additional financial resources, the JCMF organization has the opportunity to expand their workforce to better serve the mission of the organization and keep morale high within the organization. The findings revealed that while the staff is able to meet the needs of the organization at the current time, they could greatly increase their efforts and prepare for future expansion with the help of additional staff members. This is especially important for the Co-Founders, to have assistance with daily operations as well as long-term strategy development and achievement.

As the recruitment process would begin one of the most critical processes of hiring new staff would be to have a solid and effective socialization process in order. According to York (2010), "An effective socialization process gives new employees a better understanding of the organization's goals, values, history, and people, and produces employees with high levels of commitment to the organization" (as cited in Klein and Weaver, 2000, p. 86). This is a crucial for the success of the JCMF when building staff since the current state of the organization is filled with members and supporters that are deeply invested in the mission of the organization. Maintaining this positive, mission-focused culture will be ensured by a strong socialization process during recruiting.

The initial key positions that I would recommend for the JCMF to recruit would be staff members in the Marketing, Public Relations, and Customer Service sectors. With the expertise and help from a Marketing or Public Relations staff member, the organization could expand in its efforts to send out the proper messaging to supporters, community members, potential financial partners, and national organizations, all in an effort to increase the capacity building efforts of the organization in its pursuit to achieve the mission. The Customer Service staff member would help service the partners the JCMF has been successful in creating, especially within Rotary International. The quality assurance is crucial in keeping our "brand equity" (York, 2010, p.86). With these additional staff members, the JCMF will continue to maintain its ability to serve the mission with the best quality it can offer.

Conclusion

This case study explored the Joshua Collingsworth Memorial Foundation's experience of striving to be a mission-driven organization. First, the case study explored the current literature on the subject of utilizing mission statements within organizations. Data was collected through the utilization of a variety of data collection methods including: interviews, internal documentation review, and my own personal observation during the practicum. The data revealed that the Joshua Collingsworth Memorial Foundation has made a successful attempt towards being a mission-driven organization. The Bolman and Deal (2008) Four Frame Model analysis revealed both strengths and weaknesses within JCMF overall health.

The analysis and findings created solid recommendations to ensure the JCMF organization would remain sustainably healthy and mission-focused. The recommendations included: creating an external and internal analysis to assess the strengths and weaknesses of the organization from both perspectives, devising a succession plan in order to keep the organization strong and operational during a leadership transition, writing a pro-active open door policy for the organization to solidify the trusting and open culture the small organization has created as it grows, building a stronger fundraising and development plan to build financial resources to better serve the mission, and finally hiring additional staff members to assist and improve the JCMF in its mission-focused efforts.

Limitations

As mentioned in the methodology section, limitations of the study included limited literature in this exact area of study. Furthermore, there were limited opportunities to be retrospective due to the young age of the organization. Further limitations include the small number of staff and leadership members associated with the organization as well as any bias I presented as a full-time salaried employee of JCMF.

Research Contribution to Existing Knowledge

The initial goal of this case study was to positively contribute to the existing knowledge of mission driven organizations. Through the utilization of a

qualitative case study approach, this research was able to make a detailed and in-depth exploration at a young organization's pursuit of becoming an effective mission-driven organization. The research explored and highlighted both the strengths and weaknesses they have experienced during their pursuit, as well as, any challenges they may experience in the future. It is my hope that this body of research will be helpful to researchers in this new field of study, as well as, organizational leaders that wish to become mission-focused.

Future Research Considerations

The future of mission-driven organizational research appears to be very promising. With the societal trends leaning towards a more mission-focused mentality, the potential of future research is plentiful. Future considerations should be focused on identifying organizations that have been mission-driven organizations for a long period of time. Due to this new body of research, longitudinal studies would be very helpful in the future to track mission-driven organizations as they develop over time. Furthermore, I feel the opportunity to compare multiple mission-driven organizations within one study could be very enlightening to explore the unique challenges and processes of each individual mission-driven organizations. Finally, I feel that while qualitative research is very effective, the utilization of quantitative research or mixed method research could truly escalate the knowledge gained about mission-driven organizations and what makes them the most effective.

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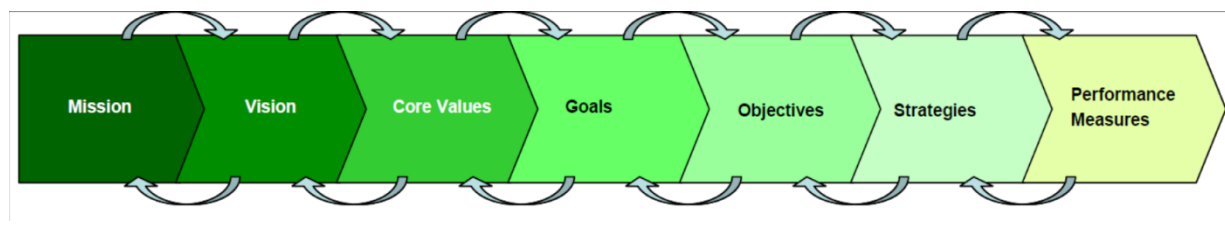
Appendix

Strategic Plan for JCMF

STRATEGIC PLAN FOR THE JOSHUA COLLINGSWORTH MEMORIAL FOUNDATION

"It is the goal of this book to move drowning, the #1 cause of death for 1 to 4 year olds, to virtual non-existence. Please help by educating our young, innocent children that water is fun when we are all together."

Diagram of Thought Processes Behind Strategic Planning:



Mission = Purpose and impact of our existence.

- It is the mission of Joshua's Foundation to reduce the number of accidental deaths by drowning through early childhood education.

Vision = Explains the strategic direction; where do we want the JCMF to be in the future.

- To lead water safety awareness and drowning prevention programs for children in the U.S. and beyond.

Core Values = Those which affect the organization's daily operations.

- Commitment
- Engagement/Outreach
- Compassion

Goal #1 - Change Children's behavior so that no more children drown (Outreach Operations).

- Objective #1 - All children are aware of the principle "Do not go near the water without an adult with you."
- Objective #2 - Have children everywhere enrolled in infant & toddler water training courses and "learn to float" at the earliest possible age.
 - Strategy #1: Outreach to children through "Josh the Otter Water Safety Program"
 - Strategy #2: Organizing bookreads at daycares, schools, bookstores,

libraries, etc.

- Strategy #3: Promoting Float 4 Life, along with the other water safety tips.
- Strategy #4: Translate “Josh the Baby Otter” into Spanish to reach bilingual and Spanish-speaking children as well.

Goal #2 - Change Adult behavior to prevent drowning of children (Outreach operations).

- Objective #1 - All adults reinforce good water safety practices with their children.
 - Strategy #1: Outreach to Adults through Josh the Otter Water Safety Program
 - Strategy #2: Outreach to Adults through Wellness fairs, Community Safety Days, etc.
 - Strategy #3: Promoting Float 4 Life, along with the other water safety tips.
 - Strategy #4: Translate Josh the Otter into Spanish to reach bilingual and Spanish-speaking adults as well.

Goal #3 - Establish and sustain a robust organization, capable of worldwide engagement and impact in getting “the message” embraced in the USA and internationally (Fundraising).

- Objective #1 - JCMF is able to reach more children through its operations, staff, and events.
 - Strategy #1: Annual Benefit (Auction/Dinner/Golf Tournament)
 - Strategy #2: One-on-one Solicitations
 - Strategy #3: Smaller Fundraisers (Wine tastings, Bar/Restaurant gathering w/ cover charge)
 - Strategy #4: Grant Application(s)
 - Strategy #5: Merchandising

Goal #4 - **BRANDING!** Make Josh the Otter a household name synonymous with drowning prevention/water safety...like Smokey the Bear is to Fire Prevention (Publicity, PR, Marketing).

- Objective #1 - Recognition! When someone sees Josh the Otter they instantly know he is the icon for water safety awareness and drowning prevention.
 - Strategy #1: Website communications plan.
 - Strategy #2: Build the brand! Reinforce the logos and be as visible as possible to the public (merchandising).
 - Strategy #3: Translate Josh the Otter into Spanish to reach bilingual and Spanish-speaking children & adults as well.

Goal #5 - Determine best method(s) for achieving lasting changes in behaviors of both adults and children regarding water safety (Research).

- Objective #1 - Identify candidate locations for a study.
- Objective #2 - To examine and identify other current water safety organizations and programs that could potentially assist in JCMF achieving our vision.
- Objective #3 - Remain current with the professional body of information.
 - Strategy #1: Fund a study to measure retention rates, etc.
 - Strategy #2: Maintain affiliation with other drowning prevention

organizations (Swim 4 Life, Stew Leonard, Safe Kids, etc...)

Why should the Joshua Collingsworth Memorial Foundation develop a Strategic Plan?

There are compelling reasons for Joshua's Foundation to engage in strategic thinking and planning:

- Ensuring that all employees and volunteers understand and support the strategic direction and feel they are a part of it;
- Validating with partners and stakeholders—inside and outside of JCMF--that the strategic direction is on target;
- Making the goals of JCMF and its attendant core competencies a reality; and,
- Serving as an important document that explains to new potential donors how our actions benefit the American public we hope to serve, and why they should continue to invest in them.

Strategic Thinking engages an organization in identifying:

- Organizational purpose and direction;
- A vision of where the organization will be in at least 5 years;
- Organizational goals for the upcoming years; and
- Action plans/roadmaps to the future vision.

Strategic Planning is the product of strategic thinking and it describes:

- Where you are going;
- How you are going to get there;
- What will be completed; and
- How you will measure success.

Some questions to think about: as we engage strategic thinking and planning:

- *What is the organization's vision and mission?*
- *What goals do we want to accomplish?*
- *How do we get there?*
- *How will we know when we get there?*
- *Who needs to be involved in developing the organization's strategic plan?*
- *What strategic guidance documents do we consider in determining goals, objectives, and strategies? (e.g. legislation, strategic documents, other organizational guidance)*
- *What will change in the future and what would be the impact on our organization?*

Data Gathering

Interview Questions for the JCMF Leadership:

1. Why does the JCMF utilize a mission statement?
 - a. Do you feel it is effectively implemented?
 - b. Why or Why not?
2. What types of resources and/or support are needed within the JCMF organization to be/remain mission-focused?
 - a. Structural, Human Resource, Politically, or Symbolic
3. What are the strengths, if any, you have found by initiating a mission-focused organizational environment within JCMF?
4. What are the challenges, if any, you have experienced maintaining the mission-focused organizational environment within JCMF?
5. What are the roles and responsibilities of the board members (yourself) to fulfill the mission of JCMF?
6. How does the Strategic Plan help achieve the mission of JCMF?
7. What would you recommend to help further JCMF and its mission?

Foundation's Mission:

Our mission is to educate children and adults worldwide about water safety through the utilization of drowning prevention campaigns & early childhood water safety training.

Foundation's Vision:

Our vision is to eliminate drowning through water safety education and awareness, which will be attained by creating a generational change in the way children and adults perceive bodies of water.

Informed Consent Letter

Informed Consent Letter

SIT Graduate Institute
Kipling Road
Brattleboro, VT 05302

Date:

Dear _____,

I am a student at the SIT Graduate Institute. For my Master's Capstone Paper I am required to conduct a small research project. I am asking for your participation in that project.

I am interested in learning about exploring the Joshua Collingsworth Memorial Foundation and its commitment to being a mission-driven organization. No single individual will be the focus of the research.

Your participation will entail one interview lasting about 20-30 minutes at a mutually agreed upon time and at a mutually agreed upon location. We would like to audio-record this interview **only** if you feel comfortable. If you choose that we should not audio-record the interview we will take notes on the topics discussed.

We will bring you a copy of our notes once typed up or the transcript, if the interview is audio-recorded, for your review and to afford you the opportunity to verify the information you provide us. We request that you read the information and feel at liberty to add, delete or change any part as necessary and return the document to us. We will use the information that you verify as accurate in our report.

We will not release notes/transcripts/audio tapes to any other person than amongst the three of us. We will shred the documents and erase audio-recordings on the last day of the semester.

If requested, we will protect the identities of the participants through the use of pseudonyms in this and any future publications or presentations. If you are interested you may choose your own pseudonym or keep your real name. Participants should understand they may be quoted directly but their names will not be used in any part of the report if they choose not to do so. All data will be stored in a secure location and transcripts will be destroyed by February, 17th, 2012. Please understand you may withdraw from this study at any time, without prejudice.

We appreciate your willingness to give your time for this project. If you have any questions, feel free to ask me, Laura Thomas reachable at Laura.Giesecking@gmail.com or my professor Aqeel Tirmizi, reachable at aqeel.tirmizi@sit.edu

Thank you,

Laura Thomas

Date

I have read the above and discussed it with the researchers. I understand the study and agree to participate.

Name (Printed)

Signature

Date

JCMF Financial Reports 2009-2011

2009 Joshua Collingsworth Memorial Foundation Water Safety Awareness Budget (Budgeted Numbers based on Actual)

<i>Revenues</i>	Actual	Budget	Difference
Direct Public Support	51,967.99	52,000.00	(32.01)
United Way Contributions	94.90	100.00	(5.10)
Investment Income	57.01	60.00	(2.99)
Book Sales	15,999.00	16,000.00	(1.00)
Dinner, Auction & Golf 6/2009	27,121.00	27,000.00	121.00
Additional Fundraising Events	-	-	-
Total Income	95,239.90	95,160.00	79.90
<i>Expenses</i>			
Cost of Sales			
Pendant	1,000.00	1,000.00	-
Book - Illustration	1,090.00	1,100.00	(10.00)
Book - Printing & Copying	59,933.22	60,000.00	(66.78)
Advertising	8,907.96	8,900.00	7.96
Bank Fees	10.00	10.00	-
Omaha Chamber of Commerce	-	-	-
Lincoln Chamber of Commerce	-	-	-
Certifications	95.00	100.00	(5.00)
Convention & Fees	2,970.00	3,000.00	(30.00)
Credit Card Processing Fees	800.03	800.00	0.03
Donations	10,000.00	10,000.00	-
Legal & Accounting	398.86	400.00	(1.14)
Meals	-	-	-
Miscellaneous	-	-	-
Office Supplies	1,380.62	1,400.00	(19.38)
Postage & Mailing Service	2,187.74	2,200.00	(12.26)
Sales Tax	-	-	-
Special Events Expense			
Dinner, Auction & Golf	3,622.23	3,600.00	22.23
Additional Fundraising Events	-	-	-
Telephone	-	-	-
Travel	-	-	-
Website	3,215.00	3,200.00	15.00
Total Expenses	95,610.66	95,710.00	(99.34)
Increase (Decrease) Net Assets	(370.76)	(550.00)	179.24

2010 Joshua Collingsworth Memorial Foundation Water Safety Awareness Budget
(Actual Costs through July 31, 2010)

Revenues	Actual	Budget	Difference
Direct Public Support	52,764.49	90,500.00	(37,735.51)
United Way Contributions	601.99	1,000.00	(398.01)
Investment Income	17.72	30.00	(12.28)
Book Sales	15,642.62	30,000.00	(14,357.38)
Dinner, Auction & Golf 6/2010	43,108.98	40,000.00	3,108.98
Women's Luncheon 3/2010	1,400.00	1,000.00	400.00
Additional Fundraising Events		5,000.00	(5,000.00)
Grants		20,000.00	(20,000.00)
Total Income	113,535.80	187,530.00	(73,994.20)
Expenses			
Cost of Sales			
Pendant	1,276.47	2,000.00	(723.53)
Book - Illustration	340.00	600.00	(260.00)
Book - Printing & Copying	38,152.68	65,500.00	(27,347.32)
Advertising	1,229.59	2,100.00	(870.41)
Bank Fees	18.50	35.00	(16.50)
Omaha Chamber of Commerce	82.50	250.00	(167.50)
Lincoln Chamber of Commerce	635.00	635.00	-
Certifications	500.00	850.00	(350.00)
Convention & Fees	389.00	700.00	(311.00)
Credit Card Processing Fees	1,025.54	1,800.00	(774.46)
Donations	-	15,000.00	(15,000.00)
Legal & Accounting	225.00	1,000.00	(775.00)
Meals	745.71	1,300.00	(554.29)
Miscellaneous	353.69	500.00	(146.31)
Office Supplies	776.07	1,300.00	(523.93)
Payroll Processing Fees	10.32	30.00	(19.68)
Postage & Mailing Service	2,284.81	4,000.00	(1,715.19)
Salaries & Payroll Tax	20,016.86	43,060.00	(23,043.14)
Sales Tax	941.83	4,585.00	(3,643.17)
Special Events Expense			
Dinner, Auction & Golf	21,935.60	25,000.00	(3,064.40)
Sand in the City	42.78	50.00	(7.22)
Additional Fundraising Events	-	250.00	(250.00)
Telephone	570.00	1,000.00	(430.00)
Travel	1,785.90	3,000.00	(1,214.10)
Website	5,816.00	10,000.00	(4,184.00)
Total Expenses	99,153.85	184,545.00	(85,391.15)
Increase (Decrease) Net Assets	14,381.95	2,985.00	11,396.95

11/04/11

Joshua Collingsworth Memorial Foundation
Profit & Loss
 January through October 2011

	Jan - Oct 11
Ordinary Income/Expense	
Income	
Direct Public Grants	
Nonprofit Organization Grants	3,566.74
Direct Public Grants - Other	30,833.00
Total Direct Public Grants	34,399.74
Direct Public Support	
Corporate Contributions	1,179.82
Individ. Business Contributions	1,206.70
Direct Public Support - Other	27,479.45
Total Direct Public Support	29,865.97
Indirect Public Support	
United Way, CFC Contributions	559.01
Total Indirect Public Support	559.01
Investments	
Interest-Savings, Short-term ...	59.93
Total Investments	59.93
Other Types of Income	
Book Sales	11,849.11
Josh Card	50.00
Total Other Types of Income	11,899.11
Special Events Income	
Auction 5/2011	71,401.46
Golf 06/2011	2,700.00
Omaha Luncheon - 06/2011	70.00
Poker 10/2011	3,751.00
Total Special Events Income	77,922.46
Total Income	154,706.22
Cost of Goods Sold	
Cost of Goods Sold	1,938.00
Cost of Sales - Book Sales	8,904.25
Total COGS	10,842.25
Gross Profit	143,863.97
Expense	
Bank Fees	304.83
Business Expenses	
Business Registration Fees	220.00
Total Business Expenses	220.00
Certifications	821.00
Contract Services	
Accounting Fees	4,574.75
Outside Contract Services	518.00
Total Contract Services	5,092.75