

**KRONKOSKY CHARITABLE FOUNDATION  
ROUNDTABLE DISCUSSIONS**

**TOPIC:** Organizational Effectiveness

**DATE:** June 6, 2002

**PREPARED BY:** Eusebio Diaz, Grant Manager

**PARTICIPANTS**

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**Invited Agency Representatives**

- Jim Watson                      Boys & Girls Clubs
- Jim Reed                         San Antonio Medical Foundation
- Sandra Posada                 Wesley Community Centers
- Karen Menger                 Association for Retarded Citizens of San Antonio
- Maria Elena Alonzo         Guadalupe Cultural Arts Center

**Foundation Staff**

Palmer Moe	Executive Director
TomMcGuire	Grants Manager
Eusebio Diaz	Grants Manager

**PURPOSE**

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The purpose of this roundtable was to discuss current and ongoing organization effectiveness issues pertaining to non-profit organizations, in an attempt to gain a better understanding of these issues, and how they impact these organizations. Specifically, the purpose was to define the attributes of well-run organizations, to identify barriers to improving organization effectiveness, and to suggest ways to improve a non-profit organization's effectiveness.

**BACKGROUND INFORMATION**

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- The Association for Retarded Citizens of San Antonio (ARC) currently operates five separate programs, having served over 1,148 individuals with disabilities this past year.
- The San Antonio Medical Foundation is the not-for-profit organization that founded the South Texas Medical Center and continues to provide land to the University of Texas Health and Science Center at San Antonio, as well as other not-for-profit health and research organizations.
- Wesley Community Centers (WCC) is one of 100 missions institutions operating through the Methodist Ministries umbrella, but maintains its own 501( c ) 3 status. The center provides family counseling and children's activities, currently serving 250 children through its summer program.

- The Guadalupe Cultural Arts Center (GCAC) provides multi-disciplinary arts programs for adults and children. Currently the GCAC serves 1,200 children starting at age six at its center. Arts programming at six San Antonio Housing Authority housing units will allow the center to provide arts education to over 3,000 children.
- The Boys and Girls Club of San Antonio (BGC) provides after-school services for 4,100 children at three locations.

## **ISSUES AFFECTING ORGANIZATIONAL EFFECTIVENESS**

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- For-profit organizations have taken an increased interest in fields that have been traditionally dominated by non-profit organizations, placing added pressure on the non-profit organization to become more efficient and competitive.
- Non-profit organizations must deal with an overall lack of infrastructure support, such as computer resources, training, and skills development that are essential in establishing an efficient organization.
- Growth within the non-profit organization usually means increased revenue, increased services provided, and increased service dollars having to be administered; all without additional support to administrate these activities.
- Professional skill development, such as time management and motivation, to become effective administrators is often lacking. Administrators rarely receive mentoring, training and executive guidance on how to develop subordinate staff.
- Hiring and retention of quality staff.
- Recruiting and retaining an effective, working Board of Directors.

## **OPERATIONAL EFFECTIVENESS**

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- Government funding processes need to better address timely disbursement of funds.
- Organization succession planning is essential.
- Individuals must be trained to move up the organization ladder.
- Resources are needed to adequately develop staffs.
- Resources are needed to evaluate and improve staff performance.
- Resources are needed to provide organizations with vital communication systems; such as simultaneous voice mail, e-mail and fax capability.
- Organization leadership need to view staff training and development as an investment.
- Training time needs to be scheduled and blocked to ensure maximum participation.
- Job descriptions should be flexible enough to provide for employee initiatives and actions.
- Leaders need to ensure that employees have balance in their work schedules versus their home life.
- Employee retention is critical towards achieving long-term organizational effectiveness.
- Executive Director can be more effective if they learn to effectively coach, mentor and train their staffs.
- Delegating to staff members will help the executive director effectively manage the myriad of daily priorities.
- Effective organizations know their customers.

## **BOARD DEVELOPMENT**

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- Focusing on the mission and needs of the organization is vital when recruiting board members.
- Executive Directors often find it difficult to ask a Board to commit a large amount of time to a nonprofit.
- Board orientations, job descriptions and requirements are necessary for board development.
- Board job descriptions should focus in on 5-6 key goals/objectives.
- New Board members should be assigned a mentor.
- Maintaining master volunteers is in line with maintaining a good board. These volunteers coordinate activities from start to finish.
- A supportive and appreciative board permeates the entire organization.
- Recognizing key volunteers and board staff is very important to keeping them as a vital part of the organization.

## **EXECUTIVE DIRECTOR DEVELOPMENT**

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- Provide mentors for Executive Directors.
- Executive Director training and continuing education is important.
- Educating Executive Directors on how to effectively communicate with boards; staffs; foundations; public officials; volunteers and private donors is important.
- Workshops aimed at providing executive director training, such as those provided through the Nonprofit Resource Center are too brief. Full courses are needed, not just one-shot sessions.
- A good Executive Director develops a strong team and leads by example.
- Executive Directors need to exude confidence.
- Executive Directors should actively pursue input from everyone within their organization.
- Executive Directors need to develop survivor skills, such as crisis management, to become effective leaders.

## **EXECUTIVE DIRECTOR DEVELOPMENT VS. BOARD DEVELOPMENT**

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- Board development is very important and a good Executive Director plays a key role in developing a strong board member.
- Boards should know how to select an Executive Director.
- Executive supervisory management training programs, such as those employed at large corporations, are effective ways of training the next generation of leaders.

- Institutions like UTSA or the Nonprofit Resource Center can be good places to develop a strong leadership program as long as they are in staggered sessions where the participant can return to share experiences of what worked and what did not work between sessions