

INVESTIGATING IDENTITY AND EXPLORING EFFECTIVENESS:
AN EMPIRICAL ANALYSIS OF LATINO-SERVING NONPROFIT ORGANIZATIONS

by

DARLENE XIOMARA RODRIGUEZ

(Under the Direction of Jerome S. Legge, Jr.)

ABSTRACT

In the past decade, the Hispanic/Latino population has grown to become the largest and fastest growing minority group in the United States (Passel, 2008; U.S. Census Bureau, 2006). Such a demographic shift has led scholars and practitioners to pay increased attention to Latinos' needs and concerns, especially regarding legal and illegal immigration. Considerable debate surrounds how to serve native and immigrant Latinos. However, limited research, using nonprofit sector organizations as the unit of analysis, has sought to understand the empirical impact of Latino-serving nonprofit organizations and their effectiveness. The literature found a dearth of research on organizational effectiveness relating to identity-based nonprofit organizations. Nevertheless, Resource Dependency Theory, and the Goal and Systems Resource Models suggest that mission-based and outreach-based organizations respond to community needs with varying levels of success.

This study contributes to the literature on identity-based organizations in the nonprofit sector by exploring the differences between Latino-serving nonprofit organizations and how these differences may impact organizational effectiveness. The study is built on original survey data and examines three research questions: What characteristics differentiate mission-based and

outreach-based Latino nonprofit organizations? What are the main characteristics of nonprofit organizational effectiveness? And to what extent can we consider nonprofit mission statement fulfillment as a primary measure for organizational effectiveness? The data consists of a purposive sample of 201 Georgia Latino-serving nonprofit organizations.

The results of this study indicate that mission-based nonprofit organizations have structural differences based on age, composition, as well as cultural and linguistic competence in contrast to outreach-based nonprofit organizations. Latino-serving nonprofit organizations, as a whole, have limited financial resources, few collaborative relationships, and are negatively impacted by perceived reputation attributed by the nonprofit, private, and public sectors. Consequently, their organizational effectiveness may be hampered. This reality, coupled with the mixed-immigration status of Latinos, limits both clients and the organizations that seek to serve them as neither are able to access traditional channels for social welfare. Such a quandary compels the nonprofit sector to grapple with its legacy of serving the most marginalized populations in the face of government and market failure. These findings offer intriguing directions for future research

INDEX WORDS: Nonprofit Organizations, Identity-Based Organizations, Organizational Effectiveness, Resource Dependency, Latino/Hispanic

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DEDICATION

Dichosa I am to the one who:

- Helps me know that my insignificance in the universe is significant.
- Reminds me that I am wonderfully and fearfully made.
- Affirms my dreams and enables me to make them real.
- Makes me smile even in the worst of times.
- Dances with me even in the music of silence.
- Is my traveling companion through real and surreal landscapes near and far.
- Walks with me in the light of the full blue moon.
- Knows me and has allowed me to be known.

You have enabled me to live a life of meaning and purpose –
one in which I can live out my legacy as well as leave one behind.

To my beloved, friend and husband,
with whom I desire to spend all of my
“one more days” –

David Timothy Schaefer.

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Athens, Georgia

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CHAPTER 1

INTRODUCTION

Organizational effectiveness “is one of the strongest and most persistent themes in the literature on organizations,” yet, despite its importance to theory building and applied research, “there is little evidence of any cumulation of knowledge concerning the relationship of organizational characteristics of effectiveness” (Hannan & Freeman, 1977, p. 106). Although Hannan and Freeman made this statement 30 years ago, it still rings true today. During the past decade, we have witnessed an increasing need for assessment and accountability of organizational performance in the public, private, and nonprofit sectors (Drucker, 1989, 1973; Forbes, 1998; Salamon, 2003). This should come as no surprise, because “effectiveness is a foundational construct in organizational theory” and is ever-present in our daily lives (Jobson & Schneck, 1982, p. 25). In a climate where resources have become increasingly scarce, politicians, governments, donors, businesses, and the general public have found measuring and monitoring the effectiveness of institutions, particularly nonprofit organizations are a viable means by which to distribute limited resources (Salamon, 2003; Smith & Lipsky, 1993; Ware, 1989).

Theory suggests that organizational effectiveness might result in positive consequences for an organization, depending on how well the organization is able to meet its goals and obtain scarce resources (Markham, Johnson, & Bonjean, 1999). Currently, much of the work on organizational effectiveness is focused in the private and government sectors

(Osborne & Gaebler, 1992). Nonprofit organizational effectiveness studies have only been evident recently (Forbes, 1998; Weisbrod, 1998). Prior to this, researchers had not attempted to assess the empirical effects of nonprofit organizational effectiveness through systematic social science research. Many, if not most, articles on organizational effectiveness that appear in core public management and nonprofit management journals are case studies of organizational effectiveness, making it difficult to identify a unified set of criteria. Although case studies can be valuable tools to build theory, it is often difficult to know whether lessons learned from case studies can be generalized to other settings. As a result, such studies should be supplemented by systematic quantitative research that better ensures external validity.

Recently, there has been a growing effort to examine organizational effectiveness using quantitative methods to test hypotheses connecting nonprofit goal attainment and resource acquisition to organizational effectiveness (Letts, Ryan, Grossman, 1999; Niven, 2003; Weisbrod, 1998). Among Latino¹-serving nonprofit organizations (LSNOs) however, there is a dearth of research on some seemingly important questions. What is the impact of undocumented immigrant status² on organizational effectiveness? How do Latino-serving nonprofit organizations collaborate with others to deliver their services? How formal are the operating structures of LSNOs? What impact does cultural competency have on

¹ It is important to distinguish *Latino* from *Hispanic*. Latino is generally used in the United States to describe U.S. residents of Latin American origin. Hispanic refers to people whose native language is Spanish or who are descendents of Spanish-speaking ancestors. For the purpose of this study, the term Latino is used to describe the population studied. For consistency, however, the term Hispanic is used when describing data from external sources that use the Hispanic reference, such as the U.S. Bureau of the Census.

² An “undocumented immigrant” is defined by the United States Citizenship and Immigration Services (USCIS) as an individual who arrived to the U.S. without government-issued documents. Those who arrived legally, with a U.S. government issued visa, but have overstayed their visa (i.e., “visa overstayers”) are also considered to be undocumented immigrants upon expiration of their visa. Throughout the study, I will refer to these categorizations as “undocumented,” because I am primarily interested in the shared characteristics of individuals in these groups. Although the term “illegal immigrant” is commonly used, I will use the term “undocumented.” Similarly, when discussing “legal immigrants” they will be referred to as “documented” because these classifications more accurately describe their status with USCIS.

organizational effectiveness? How does the political climate affect Latino-serving nonprofit organizations' abilities to survive? Does increased immigration lead to gains or losses when it comes to nonprofit organizational performance? All of these questions, and more, await answers.

This study examines the organizational effectiveness of Latino-serving nonprofit organizations. This first chapter establishes a foundation upon which the remainder of the study will rest. First, the researcher discusses immigration trends related to Hispanics, and reviews evidence behind the claim that identity-based nonprofit organizations, such as LSNOs, exist and are increasing in the nonprofit sector. Next, she considers ethnicity within the greater immigration context and how immigration status may be a relevant factor in assessing organizational effectiveness. The researcher then provides an overview of two organizational effectiveness models considered in this study: the Goal Model and the Systems Resource Model. She then closes the chapter with a discussion of her research approach.

Immigration Trends in the United States

As the nonprofit sector continues to mature and expand, it will undoubtedly have to take into consideration the complexities of growing Latino communities throughout the country. This is particularly critical for local, state, and national organizations that work with the Hispanic community, because those organizations are dealing with the fastest-growing ethnic group in the United States since the 1960s and the largest minority group since 2000 (La Oficina del Censo, 2003).

The Latino population displays considerable diversity by national origin.³ Because of ever-increasing levels of immigration and migration, and varying levels of assimilation and acculturation throughout the generations, demands on local and state-wide nonprofit social service agencies have increased. These demands are primarily felt in California, Florida, New York, and Texas, which have high Latino immigration rates (U.S. Census, 2001). As those states have achieved a critical mass of Latino immigrants, individuals and LSNOs have risen to significant positions of power and leadership. However, as immigrants migrate eastward and more Latinos immigrate to non-traditional receiving areas throughout the country – such as Georgia – other states are beginning to experience the policy implications of becoming a receiving area for immigrants (Bohon, 2001).

According to the 1990 U.S. Census, there were approximately 22 million Hispanics residing in the United States, roughly nine percent of the population. Of these, 61 percent were from Mexico, constituting the largest single group of new immigrants in the United States. Ten years later, the 2000 U.S. Census reported more than 35 million Hispanics in the United States, amounting to 12.5 percent of the total population. Mexicans constitute the largest Hispanic population in the U.S., consisting of 58.5 percent of the total Hispanic population. Most recently, the 2006 American Community Survey reported that the Hispanic population consists of approximately 45 million people, a growth of 10 million people in less than seven years (U.S. Census, 2006). According to U.S. Census projections, by 2050,

³ The 2005 U.S. Bureau of the Census Statistical Abstract data indicate that the Latino population in the United States has the following characteristics by country of origin: 64 percent Mexican, 10 percent Puerto Rican, 3 percent Cuban, 3 percent Dominican, and 3 percent El Salvadoran, with the remaining percentages distributed among other Central and South American countries or other Hispanic/Latino origins.

Hispanics will outnumber both blacks and Asians; one out of every four residents in the United States will be of Hispanic origin.⁴

Public agencies and nonprofit organizations appear to be unprepared to assist this rapidly increasing clientele, especially in the areas of education, health care, and immigration (Anrig & Wang, 2006). A lack of support services and infrastructure to meet basic needs is even less in regions of the country that have not experienced a large migration wave, and do not have appropriate service delivery networks for the Latino population (Atilas & Bohon, 2002; Bohon, 2001). This is the case in Georgia which has become a popular nontraditional receiving area for Latinos in the last decade. Consequently, there has been an increase in LSNOs in Georgia. The extent to which LSNOs are effective in meeting their organizational goals is important, considering that many Latinos' immigration status makes them ineligible for public or private sector benefits.

Ethnicity in the Immigration Context

The changing demographic composition of the United States in the past forty years has forced the public, private, and nonprofit sectors to reevaluate immigrant assimilation. Through a historical analysis of the development of immigration policy, Hayes (2001) shows how a nation of immigrants often has structured policy that reflects ethnic, religious, and class preferences and prejudices. The impact of immigrants on U.S. society, in terms of both microeconomic and macroeconomic perspectives, has become an important area of study that stems from the intense current political and security interests on the issue.

⁴ The estimate was produced July 26, 2006, by the U.S. Census Bureau, 2006 Hispanic Heritage Month Facts, and does not include the 3.9 million residents of Puerto Rico (see <http://www.census.gov/Press-Release/www/2006/cb06ff-14.pdf>).

At various points, a surge of nativism and exclusionary efforts in the U.S. have led to restrictions on and exclusion of immigrants. As Portes and Rumbaut (1996, p. 94), have noted, “throughout the history of American immigration a consistent thread has been the fear that the ‘alien element’ would somehow undermine the institutions of the country and lead it down the path of disintegration and decay.” According to Vidal de Haymes, Kilty, & Segal:

Latinos have been part of this country since its founding. Yet for too long, they have been kept outside of the mainstream. Now as Latinos grow and their presence in American society increases, so too, does the need to increase the breakdown of barriers that keep Hispanic people from realizing their legitimate standing in this society (2000, p. xiii).

Latin American immigrants have arrived in record numbers in the past two decades, so that they now comprise the largest percentage of foreign-born populations in the United States (U.S. Census, 2003). There are obvious and pragmatic reasons why everyone in the United States should be paying attention to Latinos and asking who they are. With Hispanics comprising the largest immigration group in the country, “the U.S. is no longer predominantly Anglo-Saxon, and one would expect that Anglo-Saxon culture will no longer set the pace” (Garcia, 2000, p. vii). “We are witnesses to a double facet phenomenon: the Hispanization of the United States, and the Anglocization of Hispanics” (Stevens, 2001, p. 4).

Traditionally, agencies have implicitly accepted white, Anglo-Saxon Protestant values concerning basic human needs as being applicable to all segments of society (Rodriguez & Brudney, 2005). It is now becoming clear that individuals who do not reflect this racial or ethnic background have other perspectives which cause them to value human needs differently. Because of language differences, health behavior, educational practices, immigration policies, land ownership rights, and relations with law enforcement agencies,

many Hispanic Americans are increasingly distrustful of federal, state, and local governments (Rodriguez & Brudney, 2005).

Although Hispanic-Americans have experienced a long history of being treated as second-class citizens in the United States, no single tragic event has pierced the national conscience on their behalf as for other groups. For example, the forced removal of Native American Indians into reservations and slavery for African-Americans. “Not since the abolition of slavery and the waves of Jewish immigration from Eastern Europe has a group been so capable of turning everybody upside-down” (Stevens, 2001, p. 16). They are among the oldest, yet newest, Americans, ranging from those who resided in Mexico prior to it becoming United States territory, through the Treaty of Guadalupe Hidalgo (1848), to those who most recently became naturalized U.S. citizens. Stevens described this process as follows:

By accommodating ourselves to the American dream, by forcing the United States to acknowledge us as part of its uterus, we are transforming ourselves ... simultaneously, reevaluating the culture and environment we left behind (2001, p. 16).

Culturally, some Hispanic-Americans have become so assimilated as to be Anglicized, yet others remain almost purely Mexican due to the proximity of their native land and the reinforcing effects of continuing immigration on culture. While perceiving the “wetback” or green card holder as akin to him culturally, the Mexican-American also finds in him unwanted competition for menial jobs (Johnson-Webb, 2003). In short, Hispanics are ““native strangers within the Anglo-Saxon soil” (Stevens, 2001, p. 4). Hispanics in general, and Mexican-Americans in particular, are the largest minority group in the United States, but have been mostly invisible due to their heavy concentrations in border states (Abowd & Freeman, 1991; Anrig & Wang, 2006; Diaz, 2005; Duran, 1998; Hayes, 2001;

Johnson-Webb, 2003; Kochhar, Suro, & Tafoya, 2005; Portes & Rumbaut, 1996). The Immigration Reform and Control Act (IRCA) of 1986 was implemented with the dual goals of normalizing the lives of long-term undocumented persons, while simultaneously discouraging others from entering the United States (Anrig & Wang, 2006; Diaz, 2005; Johnson-Webb, 2003; Portes & Rumbaut, 1996). Yet, twenty years later, the undocumented population is larger and the politics of immigration reform are increasingly divisive (Hayes, 2001).

Recently, Mexican-Americans, like most Americans, have become increasingly urbanized, which differs from historical immigrant settlement patterns (Anrig & Wang, 2006; Bohon, 2001; Diaz, 2005; Hayes, 2001; Johnson-Webb, 2003; Kochhar, Suro, & Tafoya, 2005). Urbanization has resulted in family dislocation, crowded living conditions, and the problems typical of an urban ghetto existence. Jobs in receiving regions tend to be low skilled, low paying, of low social status, and often involve hard or unpleasant working conditions (Johnson-Webb, 2003; Bohon, 2001). Immigrants have historically filled these niches and continue to do so (Atiles & Bohon, 2002; Smith & Edmonston, 1998). Conversely, urbanization has increased educational opportunities and facilitated the creation of ethnic organizations and constituencies. Increasing urbanization in regions of substantial Hispanic populations is projected to continue for the next quarter century (Diaz, 2005).

In many areas of high Latino concentration, there are few providers and facilities; those that are available are either drastically overloaded, inferior, or both. Many human-service organization personnel are ignorant of the cultural preferences, social problems, immigration concerns, and interpersonal style of Latinos, or consciously choose to

disregard the social and psychological needs and expectations of their Latino clients. Moreover, the daily decisions of immigrants are often dictated by their fear of discovery. In spite of the creativity of immigrant-serving community agencies, fewer services are available, and even fewer sought. Lacking legal resources, the undocumented are not well-positioned to advocate for their families when housing is poor or labor practices are unfair (Hayes, 2001).

Institutions usually emerge in response to an influx of immigrants to new receiving communities. These institutions assist immigrants in obtaining housing, education, health care, legal assistance, job placement, and may assist with gaining residency or citizenship status. “Communities that contain one or more of these institutions may be more attractive to immigrants and therefore help perpetuate migration streams to that community” (Johnson-Webb, 2003, p. 10).

Hence, Latino-serving nonprofit organizations that are aware of the needs and complexities of the population are an integral part of society. As the Latino population grows, Latino-serving nonprofit organizations are likely to increase. Latino-serving nonprofit organizations thus link society to this growing and diverse population. Therefore, assessing the organizational effectiveness of Latino-serving nonprofit organizations is worthy of investigation.

Determining Organizational Effectiveness

Nonprofit organization management and theory is evolving in similar ways to for-profit and public sector management and theory. The nonprofit sector’s primary goal of mission adherence when developing programs, services, and activities has remained constant

(Herman & Renz, 1999; Salamon, 2003). However, the scarcity of financial resources has required nonprofit organization directors to strike a delicate balance between mission and money (Citro, Manski, & Pepper, 1998). Attempts to change and challenge traditional management thought have been accompanied by cautious research and the testing of sound propositions for change.

According to Daft (2007), the dynamic environment, including organizational behaviors, management, and technology, has led us to pay closer attention to organizational effectiveness and issues that affect the work environment. Because nonprofit organizations consist of a variety of causes and cultures, these organizations often seek entry into the nonprofit sector as small and developing entities (Citro, Manski, & Pepper, 1998). Historical evaluation of success for these entities has been framed in traditional management thinking. At present, there is no allowance for the ability of organizations to exhibit their effectiveness except in the traditional manner of bottom-line management. Yet, this management focus is counter-intuitive and counter-cultural to the nonprofit sector as a whole, ignoring the unique characteristics of nonprofit organizations (Knauff, Berger, & Gray, 1991, p. xv).

More research is needed to explain the relationship between the “bottom-line” and mission adherence in the nonprofit sector (Herman & Renz, 1999). This dissertation is an attempt to focus on a particular group of nonprofit organizations (i.e., Latino-serving nonprofit organizations), while determining if their efforts to adhere to an organizational mission and obtain resources is impacted by the clientele they serve. Because of the dual nature of nonprofit organizations, the Goal Model and the Systems Resource Model form the rationale and theoretical framework for this study.

Goal attainment is the oldest, and probably the most widely used criterion for determining effectiveness; hence the Goal Model is utilized (Etzioni, 1964; Perrow, 1961; Pfeffer, 1982; Price, 1972). Scholars have continued to advocate accomplishment of goals as the defining character of organizational effectiveness (Cameron, 1981; Forbes, 1998; Ostroff & Schmitt, 1993; Sheehan, 1996). For nonprofit organizations, organizational goals are identified by the agency's mission statement (Salamon, 2003). Likewise, the Systems Resource Model builds on the Goal Model. According to Yuchtman and Seashore (1967, p. 892), who developed the Systems Resource Model, organizational effectiveness is defined as "the ability to exploit its environment in the acquisition of scarce and valued resources to sustain its functioning". This study uses the Goal and Systems Resource Models to examine Latino-serving nonprofit organizations. The researcher reviews Resource Dependency Theory as it relates to an executive director's ability to manage an organization without sacrificing its organizational goals. Immigrant-based restrictions on competing for and obtaining resources are also discussed, and their impact on organizational effectiveness and performance are analyzed.

Despite the varied models for evaluating organizational effectiveness, there is no one set of indicators that is definitive for either the private, public, or nonprofit sector (Eisinger, 2002; Goodman, Pennings, & Associates, 1977; Herman & Renz, 1999; Quinn & Rohrbaugh, 1981; Rainey & Steinbauer, 1999; Salamon, 2003; Tannenbaum, 1968). This opening provides an additional incentive for continued research towards discovery of those issues that are most pertinent to the changing environment of nonprofit organizations.

Nonprofits should be utilizing organizational effectiveness measurements because such organizations' primary responsibility rests in their individual and collective ability to

respond to their communities' needs (Forbes, 1998; Herman & Renz, 1999). Their effectiveness in providing services and programs to constituents is essential to securing future funding and establishes their legitimacy. As identity-based nonprofit organizations, such as those serving Latinos may have different purposes, it is reasonable to believe that their determination of what are effective indicators and the ability to obtain resources will be different as well.

Approach of the Study

This study undertakes to answer three primary research questions, the hypotheses for which are generated in the next chapter. The first set of questions relates to the impact of the percentage of Latino clients on an organization's ability to fulfill its nonprofit mission. Does a client's identity group affect a nonprofit organization's mission statement adherence? If so, do increased numbers of Latino clients lead to negative or positive mission statement fulfillment? Are nonprofit organizations that serve Latinos as their target identity group treated differently than mainstream nonprofit organizations that provide outreach services to this population? The second set of questions relates to the impact of Latino clients on organizational effectiveness. Does having an outreach component to Latinos affect organizational performance? If so, does serving Latinos result in better or worse performance? The third set of research questions relates to how different factors of organizational effectiveness are measured in Latino-serving nonprofit organizations. For example, does nonprofit collaboration, or the desire to collaborate, have an impact on organizational performance? Chapter 2 provides an overview of three relevant literatures: research on immigration and the increasing Hispanic population in the United States,

research from nonprofit management on the sector's growing importance in society, and research on the organizational effectiveness of nonprofits. Chapter 3 is a discussion of the research methodology and survey design in this study. Chapter 4 presents the hypotheses, findings, and data analysis on the similarities and differences between two types of Latino-serving nonprofit organizations, namely Latino mission and Latino outreach nonprofit organizations. Chapter 5 explores how mission fulfillment is a useful measure of organizational effectiveness for Latino-serving nonprofit organizations. Chapter 6 offers conclusions, limitations and strengths of the study, implications for research and practice, and recommendations for future research.

CHAPTER 2

LITERATURE REVIEW

This chapter begins with a review of the literature, which addresses the nonprofit sector and the growth of Hispanics in the United States. It continues with a discussion of organizational effectiveness and the Goal and Systems Resource Models of effectiveness. Finally, it addresses the importance of studying Latino-serving nonprofit organizations. The purpose of this review is to provide an understanding of previous research in this area, as well as provide a rationale for the choice of predictor variables in the present study.

The Nonprofit Sector and Hispanics in America

Nonprofit organizations have taken on increasingly important roles in the United States, especially in providing social and welfare services (Boris & Steuerle, 1999; Salamon, 2003, 1995; Smith & Lipsky, 1993). They deliver much of the health care, education, cultural enrichment, training, housing, community development, and emergency services available in the U.S. As such, nonprofit organizations constitute:

- Half of the nation's hospitals;
- Approximately 33 percent of its health clinics;
- Over 25 percent of its nursing homes;
- Nearly 46 percent of its higher education institutions;
- 80 percent of its individuals and family service agencies;
- 70 percent of its vocational rehabilitative facilities;
- 30 percent of its day care centers;
- 70 percent of foreign disaster assistance and transport (Salamon, 2003, p. 11).

In addition to delivering services, nonprofits also contribute to national life by identifying unaddressed problems and bringing them to public attention, by protecting basic human rights, and by giving voice to a widespread assortment of social, political, environmental, ethnic, and community interests and concerns. For example, “most of the social movements that have emanated in American life over the past century operated in and through the nonprofit sector” (i.e., the anti-slavery, anti-war, women’s rights, gay rights, and conservative movements) (Salamon, 2003, p. 2). Advocates have suggested that one of the reasons for the third sector’s success in starting social movements and providing needed services is its effectiveness in providing for community needs. Nonprofits are viewed as “more efficient and less hampered by bureaucratic constraints than government, more innovative, and better suited to identify and tailor their activities to the particular needs of their communities” (Markham, Johnson, & Bonjean, 1999, p. 154).

However, due to recent government downsizing and eroding faith in the effectiveness of government programs, there have been calls for an even greater role for the nonprofit sector (DeVita & Capitani, 1998; Fisher, 1998; Herman & Renz, 1999; Smith & Lipsky, 1993). According to Weisbrod (1978), the size of the nonprofit sector is determined by market or government failure. Individuals, regardless of country of origin, have a need and desire for goods and services, which, for economic reasons, will not be provided by the private sector (Froelich, 1999; Hodgkinson, 1989). Theoretically, these needs could be met by the public sector, which does provide services such as education and public safety. Societies differ in their willingness to support public sector provisions of such goods and services. Nonprofits intervene to meet the government’s lack of provision of these services.

This is especially evident with identity-based nonprofit organizations, such as Latino mission nonprofit organizations (LM-NPOs).⁵ As the U.S. population becomes more diverse, there is more evidence of controversy about how government should spend its scarce resources, resulting in a greater role for nonprofit organizations. For example, many Latino immigrants to the United States are ineligible for public sector benefits and often can not afford private sector services. LM-NPOs provide essential goods and services to those immigrants.

As the nonprofit sector continues to mature and expand in its efforts, it must address the complexities of growing Latino communities throughout the country. This is critical for local, state, and national organizations that work with the Hispanic community because of their dealing with the most rapidly growing ethnic group in the United States since the 1960s and the largest minority group since 2000 (La Oficina del Censo, 2003).

With ever-increasing levels of immigration and migration, demand on local and state-wide nonprofit social service agencies has increased, especially in California, Florida, New York, and Texas, each of which has high Latino immigration rates (U.S. Census, 2001). As these states have achieved a critical mass of Latino immigrants, individuals and Latino-serving organizations have risen to significant positions of power and leadership. However, as more Latinos are immigrating to non-traditional receiving areas throughout the country, such as the Southeastern United States, other states are beginning to experience the resulting policy implications (Martinez, 1994).

⁵ LM-NPO is the acronym used throughout this study for Latino mission nonprofit organization. For clarity and ease of reading, the following phrases are used interchangeably with LM-NPO: identity-based nonprofit organization, Latino mission focused, and mission-based nonprofit organization.

Hispanics in Georgia

Public agencies and nonprofit organizations appear to be unprepared to assist this rapidly increasing clientele, especially in the areas of education, health care, and immigration (Bohon, Macpherson, & Atilas, 2005; Singer, 2003). A lack of support services and infrastructure to meet basic needs is even bleaker in regions of the country that have not experienced a large immigration wave, and do not have appropriate service delivery networks (Atilas & Bohon, 2002). This is the case in Georgia, which has become a popular nontraditional receiving area for Latinos in the last decade (Singer, 2003).

Hispanic immigrants and migration have literally transformed the South. The region has many qualities that make it ideal for labor-intensive industries, such as textile manufacturing, and food processing (Duchon & Murphy, 2001). The South is also heavily reliant on migrant labor for seasonal agricultural work, as well as swine and poultry farms and poultry plants (Griffith, 1993; Stull, Broadway, & Griffith, 1995). “In addition to having a large pool of unskilled labor, the South has warm weather, relatively low energy costs, and local governments that have been historically accommodating to industry by financing industrial bonds and providing workforce training and tax breaks” (Johnson-Webb, 2003, p. 21).

Hispanic population growth in Georgia has been so dramatic that the Atlanta Metropolitan Statistical Area (MSA) was categorized as a “hyper-change” Latino area (Office of Management and Budget, 2006). Georgia currently has the largest, permanently-settled, Hispanic population in its history. This influx of immigrants has dramatically changed the demographics of a state that was once primarily black and white. Georgia has had a significant Hispanic migrant farm worker population for several decades.

However, this latest wave of Latinos has settled in urban areas and is engaging in primarily non-agricultural work. Many of these immigrants were able to shift away from agricultural work after receiving immigration amnesty through the Immigration Reform and Control Act (IRCA) of 1986. A central component of IRCA was an amnesty program that allowed for the legalization of three million immigrants nationally, most of whom eventually attained legal permanent resident status (LPR). Once they legalized their status, Latino immigrants have exited traditional regions and cities of destination and concentration to search for labor markets with higher wages and more stable employment (Durand, 1998). Many began to bring their family members to Georgia (Decierdo, 1991). Additionally, as those immigrants settled in Georgia's urban communities, they told potential migrants in their native lands about employment and housing opportunities in Georgia. An informal, self-perpetuating network developed; as more immigrants come, they, in turn, tell other prospective immigrants about Georgia.

This phenomenon has contributed to Georgia's popularity as a Latino-receiving state. Additionally, since the early and mid 1990s, nationwide economic prosperity has created a demand for workers in the lowest paying, lowest skilled jobs, especially within the poultry, carpet, and farm industries (Singer, 2003). The 1996 Atlanta Olympics, coupled with the massive in-migration of Americans from other states, also created a widespread demand for workers in the construction, landscape, and hospitality industries. Much of this demand was met through immigration, primarily from Latin America. These factors led to unprecedented growth in Georgia's Latino population from 1990 to 2000.

The 2000 U.S. Census showed a 300 percent increase in Georgia's Latino population, during the previous decade, the third highest relative growth in the region after North

Carolina with a 394 percent increase and Arkansas with a 337 percent increase. According to the 2006 American Community Survey, Georgia has more Hispanic residents than any other historically “non-Latino” southern state or 713,829 people with Hispanics comprising 13.28 percent of Georgia’s total population (U.S. Census Bureau, 2006).

Key counties surrounding Atlanta – Gwinnett, Forsyth, Cherokee, and Rockdale – experienced Hispanic population growth rates reaching 600 percent. Although tremendous growth has taken place throughout Georgia, metropolitan Atlanta has become home to more than 60 percent of Georgia’s Latino population. According to the 2000 U.S. Census, the Atlanta-Sandy Springs-Marietta Metropolitan Statistical Area (MSA) was one of the 25 largest metropolitan areas in the country (Office of Management and Budget, 2006).

Approximately 6.5 percent of its population is Hispanic with 61 percent self-identifying as Mexican (U.S. Census, 2003). This trend in Georgia’s capitol city and its surrounding communities is indicative of the growth that is currently taking place throughout the state.

In one of the first state-wide studies of Latinos, Atilas and Bohon (2002, p. 1) report that, “because the changes in Georgia’s population are so recent, policy-makers and service providers in Georgia lack sufficient data regarding the needs of the Latino population in the state.” The massive influx of Latinos to Georgia has introduced a new, sizeable minority and has raised issues regarding the recognition of Latinos as an identity group. This influx has resulted in the creation of programs and services accessible to a population that generally has low levels of literacy and limited English-speaking skills. Atilas and Bohon conclude that:

The most pressing needs of Latinos in Georgia pertain to transportation, housing, acquiring English-language skills and obtaining needed information in Spanish, provision of interpreters in key service areas such as hospitals and schools, and information regarding their rights and responsibilities as

employees, students, tenants, drivers, and Georgia residents
(2002, p. 2).

The state's rapid transformation has created a number of challenges for policymakers. First, the growth of the Latino population is part of a larger pattern of population growth in Georgia that is straining the state's existing infrastructure, while at the same time stimulating economic development. More private and public transportation is needed to facilitate movement throughout the city, schools, and places of work, because undocumented individuals are unable to obtain a Georgia driver's license. Second, the introduction of a large minority group to the state creates issues for agencies challenged with equalizing educational and economic opportunities and facilitating race and ethnic relations.

Educational training and support also are needed for area schools because teachers and school administrators lack the necessary English Speakers of Other Language (ESOL/ESL) training. Finally, the fact that most of Georgia's Latinos are foreign-born creates a need for new policies and programs to encourage language adaptation and a demand for bilingual/bicultural staff to implement these policies and programs (Atilas & Bohon, 2002, pp. 7-8). Whole communities are undergoing demographic shifts, changing the composition of neighborhoods, businesses, and government agencies. There is a need to address this new population that doesn't "fit" within the established black/white paradigm of the "Old South" (Neal & Bohon, 2003).⁶

Additionally, the marginalization of Hispanics, both documented and undocumented, has affected the capacity of both public and private sector human service providers to respond to their needs. Within the Latino population, undocumented immigrants are

⁶ Neal and Bohon (2003) offer a number of policy recommendations to state and local governments on how to address the increasing demand for services. Atilas and Bohon (2002), in one of the first state-wide studies that addresses these concerns, concluded that government cannot meet all these needs.

considered the greatest burden because current federal immigration policy criminalizes their presence in the United States (Kochhar, Suro, & Tafoya, 2005). Although immigration is a federal issue, states have begun to make legislation of their own. For example, an October 20, 2007, *Washington Times* article reported that New York Governor Eliot Spitzer proposed to authorize driver's licenses for immigrants. Georgia, however, has followed the example of many other states by denying driver's licenses for immigrants as of 2004. Georgia took this approach even further when, on July 1, 2007, the state made "international headlines when it passed some of the toughest laws in the country targeting illegal immigrants within its borders" (McCaffrey, 2007). The Georgia General Assembly implemented the Georgia Security and Immigration Compliance Act, one of the most significant anti-immigrant pieces of legislation in the state's history. Commonly referred to as Senate Bill 529 (SB529), this legislation impacts individuals who are not lawfully present in the United States and are residing in Georgia. The provisions of SB529 include sanctioning employers who knowingly hire illegal immigrants, and denying some state services, such as non-emergency medical care and unemployment checks, to adults who cannot verify that they are in the country legally. This "verification of domicile in Georgia to receive benefits" constitutes Section 9 of SB529:

Effective July 1, 2007, Section 9 provides that every state agency shall verify the lawful presence of anyone over the age of 18 applying for state or local public benefits, as defined in 8 U.S.C. Section 1621, and federal public benefits, as defined in 8 U.S.C. Section 1611, except for (1) emergency medical treatment, (2) short-term, non-cash, in-kind emergency disaster relief, (3) immunizations and treatment for communicable diseases, (4) programs, services or assistance such as soup kitchens, crisis counseling, or short term shelter specified by the U.S. Attorney General which meet these specified conditions, (5) prenatal care, or (6) post-secondary education. An applicant must sign an affidavit which shall be verified

through the Systematic Alien Verification of Entitlement (SAVE) program. Anyone who knowingly and willfully executes an affidavit that contains a false statement shall be guilty of a felony and subject to a fine of up to \$1,000 (Georgia General Assembly, 2005-2006).

SB529 does not directly address the nonprofit sector, and, with the continual devolution of government services to that sector, nonprofits will deliver many of the above service “exceptions.” Services not covered under the exception clause will also increase the need for nonprofit organizations to provide such services.

In spite of Senate Bill 529, there are local governments in Georgia taking a proactive role in addressing some of these concerns. However, they often lack the funds and cultural competencies necessary to be sufficiently responsive. Thus, while governmental units and private corporations develop strategies to address the impact of Latinos on economic, political, and social sectors, nonprofit organizations have been implementing much of the front-line support services to deal with the immediate needs of this population. Nonprofit organizations have become increasingly important in providing marginalized communities with advocacy (Avner, 2002).

The challenges that arise when an emerging population settles in an established area affect the public and private sectors, but are often overlooked in debates concerning public service reform and the new population’s impact on nonprofit human service providers. Policy initiatives, such as social service reform, increasingly shift responsibility to the private sector to provide public services and implicitly rely on the effective adaptation of nonprofits to new environmental conditions. Nonprofit organizations exist in democratic societies in part to “address minority needs for public goods that governments, focused on the wishes of the majority, do not fulfill. The more varied these minority needs, the more numerous and

varied should be the responding private nonprofit (and for-profit) organizations” (Weisbrod, 1988, p. 3).

Ironically, despite Atilas and Bohon’s (2002) policy recommendations to the public and private sectors, an increasing number of nonprofit organizations have already been performing some of these functions to varying degrees, with minimal or no government support. For example, a major area of need is culturally and linguistically competent staff who can facilitate the transition of monolingual Spanish speaking Latinos into Georgia’s communities. Georgia’s Latino-serving nonprofits recognize this need and have been providing educational, health, and immigration services and programs in multiple languages for over 30 years. Nonprofits also have been proactive in helping newly-arrived Latino immigrants find affordable housing and gainful employment. This has become increasingly important, as many Latinos who resettle in Georgia have little other means of locating housing and work.

The researcher concurs with other scholars who assert that communities endowed with a diverse stock of social networks and civic associations will be in a stronger position to confront poverty, overcome vulnerability, resolve disputes, and take advantage of new opportunities (Butler, Feldstein, & Cohen, 2003). Conversely, the absence of social ties can have an equally important impact. In Georgia, nonprofits have revised their traditional role and have stepped forward to assist Latinos when government has been deficient.

Because Georgia’s government and private sectors do not appear to be meeting the needs of the Latino community, nonprofits have found creative ways to obtain the resources necessary for tackling the problems Latino migrants and immigrants have encountered when moving to Georgia. The nonprofit sector’s role in serving the needs of the diverse and

growing Latino population is even more essential because the undocumented component of the population is unable to receive government or private sector services due to state and federal laws. On account of the additional challenges posed to Latino-serving nonprofit organizations, it is important that they are effective.

In conclusion, there exists a plethora of information related to the nonprofit sector, yet minimal information leading to consensus exists regarding organizational effectiveness. This reality, coupled with the paucity of research on identity-based nonprofit organizations, makes this topic worthy of academic and practical research. As Weisbrod (1998, 1978) has observed, nonprofit organizations historically tend to precede the government in establishing services that are eventually perceived by society as public goods. As the United States Hispanic population grows rapidly, some of that population's needs may transform into societal public goods. This is especially true of Latino immigrants' desire to learn U.S. social norms and customs, thus facilitating their acculturation to mainstream society.

In spite of the fact that nonprofit organizations fill the vacuum that the private and government sectors fail to occupy, the exact role these organizations play in helping communities is not clear. This is because community service organizations and their effectiveness have not been studied thoroughly. This is particularly true of identity-based nonprofit organizations (Markham, Johnson, & Bonjean, 1999; Ospina, Diaz, & O'Sullivan, 2002). Consequently, the effectiveness of Latino-serving nonprofit organizations concerns public policy makers, human service managers, as well as public administration scholars (Herman & Renz, 2004; Ospina, Diaz, & O'Sullivan, 2002).

Organizational Effectiveness

Effectiveness has been a central theme in organization theory, especially as embodied in organizational behavior (Daft, 2007). Several theorists assert that the concept of effectiveness permeates organization theory (Daft, 2007; Rainey, 2003). Thus, it is no surprise that organizational effectiveness has been studied extensively over the past 40 years. The field of organizational effectiveness research, however, appears to be in conceptual disarray. Despite its importance to the study of organizations, articulating a definition of effectiveness has proved to be elusive. Several scholars have pointed out the widespread lack of agreement concerning the meaning and measurement of effectiveness (Au, 1996; Cameron & Whetten, 1983; Forbes, 1998; Goodman & Pennings, 1977; Herman & Renz, 1999; Zammuto, 1982).

Scholars are uniformly disheartened by the lack of a commonly accepted definition of effectiveness, as evident in the literature. Moreover, no one ultimate criterion of organizational effectiveness exists. This often leads to organizations pursuing multiple and contradictory goals (Cameron, 1986; Connolly, Conlon, & Deutsch, 1980; Dubin, 1976; Herman & Renz, 1999). For example, the definition of effectiveness can change throughout the organization's life cycle (Dosi, Nelson, & Winter, 2000; Yuchtman & Seashore, 1967). Additionally, different stakeholders may regard certain aspects of the organization as more important than others (Herman & Renz, 1999; Jobson & Schneck, 1982).

Cameron (1978, p. 604) has characterized organizational effectiveness in five ways: “(1) being mutable (composed of different criteria at different stages); (2) comprehensive (including a multiplicity of dimensions); (3) divergent (relating to different constituencies); (4) transpositive (altering relevant criteria when different levels of analysis are used); and

(5) complex (having nonparsimonious relationships among dimensions).” Consequently, Cameron and Whetten (1983) state that effectiveness is organizational research’s “ultimate dependent variable” because researchers and practitioners are continually faced with the need to make judgments about the effectiveness of organizations. They, along with other scholars, also state that there is methodological ambiguity surrounding the construct (Cameron & Whetten, 1983; Goodman, Atkins, & Schoorman, 1983; Hannan & Freeman, 1977; Steers, 1975).

More recently, Herman and Renz (1999) advance some of the same concerns Cameron (1978) had in his theses on nonprofit organizational effectiveness. Herman and Renz (1999) state that there are six concerns about the effectiveness of public benefit charitable nonprofit organizations. First, nonprofit organizational effectiveness is always a matter of comparison. Second, nonprofit organizational effectiveness is multi-dimensional and will never be reducible to a single measure. Third, boards of directors make a difference in the effectiveness of nonprofit organizations, but how they do it is not clear. Fourth, more effective nonprofits are more likely to use proper management practices. Fifth, nonprofit organizational effectiveness is a social construction. Sixth, and finally, program outcome indicators as measures of nonprofit effectiveness are limited and can be dangerous. In short, nonprofit organization scholars have argued that these characteristics make conceptualizing organizational effectiveness even more complex (Au, 1996; Kanter & Summers, 1987).

Over the past three decades, there has been little agreement regarding exactly what organizational effectiveness means or how to assess it properly. The plethora of writing and research on effectiveness has failed to produce a meaningful definition of organizational effectiveness, let alone a theory of effectiveness. Hence, Steers’ commentary still rings true

today: “Due to the lack of definition and the resulting complexities, there continues to be only a rudimentary understanding of what is actually involved in or constitutes the concept [of organizational effectiveness]” (Steers, 1975, p. 546). Measuring effectiveness continues to be a critical and problematic issue, with little convergence on the matter. Some theorists have argued that the concept is not researchable, and should remain a conceptual construct rather than an empirical one (Connolly, Conlon, & Deutsch, 1980; Forbes, 1998; Herman & Renz, 1999). Herman and Renz, assert “the fundamental reason why a single measure of nonprofit effectiveness is an impossibility is that the crucial exchange that nonprofits help to enact is one measured in moral and value terms” (1999, p. 112). These problems are compounded within the nonprofit sector because private sector concepts often are used to develop nonprofit theories and applications. “If organizational effectiveness cannot be defined within the business sector with its shared interest in the bottom-line, a tangible product that can be measured, it is all the more difficult to identify shared indicators of effectiveness with such diversity in the nonprofit sector” (Herman & Renz, 2004, p. 694).

Consequently, those interested in analyzing nonprofit organizational effectiveness confront a number of conceptual challenges. Because of increased competition within the sector, nonprofits are pressured to perform and to demonstrate performance. According to Ryan (1999, p. 128), “nonprofits are now forced to re-examine their reasons for existing in light of a market that rewards discipline and performance and emphasizes organizational capacity rather than for-profit or nonprofit status and mission. Nonprofits have no choice but to reckon with these forces.”

Due to an increase in levels of government contracting and privatization in order to deliver social services through nonprofit organizations, there has been an increased demand

for nonprofits to become more transparent and effective (Bernstein, 1991; Herman & Renz, 2004; Kearns, 1998; Salamon, 1999). But, this is difficult because overall standards of effectiveness and accountability have not been adequately defined in general, and there are few external standards regarding how to create measurable goals within the nonprofit sector in particular (Bowen, 1994). This truth, coupled with a decade of high-profile scandals within the nonprofit sector, has increased attention to the management and performance problems in the nonprofit sector (Kearns, 1998). Societal expectations regarding cost effectiveness, customer satisfaction norms and quality of services have also increased demands on nonprofit managers (Boris & Mosher-Williams, 1998; Letts, Ryan, & Grossman, 1999). In addition, dominant taxonomies classify nonprofits based on fiscal consideration or on the activities such organizations perform (Boris & Mosher-Williams, 1998; Salamon & Anheimer, 1996). Because many organizations define their missions to engage in several roles simultaneously, e.g., service and advocacy, and to serve multiple stakeholders, these taxonomies miss several dimensions relevant to a discussion about the effectiveness in nonprofits (Froelich, 1999). For identity-based nonprofit organizations, such as LM-NPOs, there is yet another layer to this “effectiveness” labyrinth.

Identity-based nonprofit organizations are a type of nonprofit characterized by having originated in the decision of a group of people with a common identity to construct an organization for their mutual benefit (Reid, 1999). The “social marker” that defines their identity may vary. Veterans, the elderly, and women are examples of three identity groups that may organize to address their particular needs. Race, ethnicity, gender, and sexual orientation have also triggered the creation of organizations. Some of the most prominent nonprofit organizations in the U.S. are identity-based, such as the National Association for

the Advancement of Colored People (NAACP), Asian America Legal Defense and Education Fund (AALDEF), National Organization for Women (NOW), and Parents, Families & Friends of Lesbians & Gays (PFLAG). Local nonprofit organizations often organize and develop outreach programs on their own or in partnership with national and state nonprofit organizations that share the same ideals.

Latino mission nonprofit organizations fall under this category of identity-based nonprofits. In addressing their mission to work for Latinos or for Latino outreach nonprofit organizations to develop outreach programs as a Latino-focused extension of their mission, these organizations are structured to deliver services to members of their community and to advocate in their name, and may promote social change that could benefit their constituents. Service delivery and advocacy are often intertwined, rather than performed independently. Even though the missions of Latino-serving nonprofits typically focus on services, they have developed advocacy as a response to the “minority” status of their constituencies (Ospina, Diaz, & O’Sullivan, 2002, p. 10).

Models of Effectiveness

To remedy this issue, nonprofit management scholars Herman and Renz (2004; 1998) and Paton and Foot (1997) attempted to identify management practices that they thought would lead to organizational effectiveness. Among the indicators of effectiveness were “a mission statement, a recent needs assessment, a planning document, a measurement of client satisfaction, a formal appraisal process for the chief executive officers and employees, an independent financial audit, and a statement of organizational effectiveness criteria for the agency” (Herman & Renz, 2004, p. 697). Building off their assessment, this study uses some

of their criteria and adds other relevant factors to Latino-serving nonprofit organizations, such as cultural competency, immigration status, and political climate.

Some commonly used models of organization effectiveness include the Goal Model, the Systems Resource Model, the Strategic Constituencies' Model, the Legitimacy Model, and the High Performing Systems Model (Cameron & Whetten, 1983; Herman & Renz, 1999). Table 2.1 below illustrates each of these models.

Table 2.1 Models of Organization Effectiveness⁷

MODEL	DEFINITION	USEFUL WHEN ...
Goal Model	Organization accomplished stated goals	Goals are measurable, clear
Systems Resource Model	Organization acquires needed resources	Clear connection exists between inputs and performance
Strategic Constituency Model	All strategic constituents are satisfied	Constituents have powerful influence on the organization and the organization must respond to demands
Legitimacy Model	Organization survives as a result of engaging in legitimate activities	The survival and demise among organizations is of interest
High Performing Systems Model	Organization is judged relative to other similar organizations	Comparison among similar organizations are desired

⁷ Adapted from Cameron, K. S., & Whetten, D. A. (1983). *Organization effectiveness: A comparison of multiple models*. New York: Academic Press.

In the for-profit sector, a business's success is measured by its accumulation of wealth. For the nonprofit sector, however, success in achieving the agency mission is the primary benchmark (e.g., the Goal Model), while financial issues rank second (e.g., the Systems Resource Model). Instead of the business model's direct link between product and sales to generate profits, nonprofit product development and fundraising are typically separate efforts. Therefore, providing particularly good service does not necessarily relate to greater financial rewards. This divide between programming and funding means successful nonprofit leaders must juggle two very different imperatives: mission adherence and resource acquisition. In essence, "nonprofit organizations must rely on a variety of activities and resource providers to support their mission-related work" (Froelich, 1999, p. 247). Organizational effectiveness therefore is a hard concept to understand within the nonprofit sector due to its "dual bottom lines": financial accountability (i.e., the Systems Resource Model), and social gains (i.e., the Goal Model – broadly defined as advancing a given mission). Consequently, the Goal Model and the Systems Resource Model were used to examine Latino-serving nonprofit organizational effectiveness. Below is a brief summary of both models.

Outputs and goal accomplishment are probably the most widely-used criteria of effectiveness (Au, 1996; Herman & Renz, 1999; Price, 1972; Starbuck & Nystrom, 1983). Not only were the earliest approaches of effectiveness guided by a rationalistic Goal Model, but more recent writers have continued to advocate accomplishment of goals as the defining characteristic of organizational effectiveness (Forbes, 1998; Sheehan, 1996). "The goal approach sought to create objective measures corresponding to the goals and to use those measures as indicators to infer effectiveness" (Nobbie & Brudney, 2003, p. 580). Herman

and Renz (2004, p. 695) “argue that the history of organizational effectiveness theorizing can be summarized as the development of alternatives or modifications to the goal model of effectiveness.”

In his review of 21 studies on organizational effectiveness among a variety of nonprofits, Forbes (1998) found that the goal approach or some derivation of it was used. But assessing organizations through the goal attainment approach, which considers effectiveness in terms of the extent to which an organization achieves its goals, is not as easy as it sounds. Herman and Renz (1999), argue that an organization’s goals are not only sometimes difficult to identify, but also may be abstract and difficult to translate into objective measures.

Nevertheless, even though providers may have multiple organizational goals, one can almost always identify a central goal through an organization’s mission (Eisinger, 2002). A mission statement defines the core purpose of the organization, its *raison d’être* – why it exists. A mission clarifies the true purpose of the organization and clearly articulates it to all stakeholders. Researchers from the Independent Sector, a leadership forum for charities, foundations, and corporate giving programs committed to advancing the common good in America and internationally, found that, “a clear, agreed upon mission statement is one of the four primary characteristics of successful nonprofit organizations” (Niven, 2003, p. 102). The mission of a nonprofit organization is critically important for its success; “The ethos of service to clients as a cornerstone of organizational purpose and the need to imbue staff with a sense of purpose that goes beyond the narrow concept of maximizing profits” (Salamon, 2003, p. 5). Osborne and Gaebler reported in *Reinventing Government*:

The experience of hashing out the fundamental purpose of an organization – debating all the different assumptions and views

held by its members and agreeing to one basic mission – can be a powerful one. When it is done right, a mission statement can drive an entire organization from top to bottom” (1992, p. 102).

In sum, “organizational effectiveness is the accomplishment of missions or the achievement of objectives” (Olmstead, 2002, p. 14).

According to the Systems Resource Model, which underscores Resource Dependency Theory, one measure of effectiveness is the ability of the organizational system to secure resources (Froelich, 1999; Pfeffer, 1982). Yuchtman and Seashore (1967) introduced the Systems Resource Model as an alternative to the Goal Model. Their systems resource approach gives primary weight to the criteria applied by suppliers of scarce resources. They argue that an organization is defined as effective to the extent that it is able to maintain its supply of such resources, presumably by satisfying and adapting to the evaluative criteria of important resource providers (Froelich, 1999).

This approach focuses on the interaction of the organization with its environment, and defines organizational effectiveness as the ability of the organization to exploit the environment in order to maintain sufficient resources for organizational survival as the most important indicator of effectiveness (Jackson & Holland, 1998; Steers, 1977; Yuchtman & Seashore, 1967). Organizations are more likely to allocate their resources efficiently and manage demands of effectiveness if they function according to established rules and procedures (Forbes, 1998; Herman & Renz, 2004, 1999). “The ability to acquire resources and respond to changes in resource acquisition to fulfill their mission are measures of organizational effectiveness” (Eisinger, 2002, p. 120). Consequently, in the System Resource Model, organizational inputs and acquisition of resources replace goals as the primary criteria of effectiveness (Cameron, 1978, p. 605).

Resource dependence theorists direct attention to the “political implication of asymmetric exchange processes” (Davis, McAdam, Scott, & Zald, 2005, p. 7). The systems resource perspective assumes that coalitions are influential to the extent that they can provide valued resources or influence resource acquisition. This perspective focuses not only on the necessity of possessing resources, but also on the central role of the collaborator by conceptualizing power relations as voluntary, conscious exchanges or resources (Connolly, Conlon, & Deutsch, 1980).

Although the Goal and Systems Resource Models are useful paradigms through which to analyze organizational effectiveness, there are critics. The following are some of the criticisms which historically have been advanced concerning the goal approach to effectiveness (Cameron, 1978; Merton, 1957; Pfeffer, 1977; Warner, 1967). First, the Goal Model focuses on official or management goals to the exclusion of the organizational member, organizational constituency, and societal goals (Scriven, 1967). Second, it neglects implicit, latent, or informal procedures and goals (Merton, 1957). Third, it ignores the multiple and contradictory nature of organizational goals (Connolly, Conlon, & Deutsch, 1980; Rice, 1963). Fourth, it minimizes environmental influence on the organization and its goals (Lawrence & Lorsch, 1967). Fifth, it studies organizational goals retrospectively and justifies organizational action (Weick, 1977, 1969). Finally, it ignores changes in organizational goals and organizational behavior change due to contextual factors (Pfeffer, 1977; Warner, 1967).

There are some criticisms of the Systems Resource Model for organizational effectiveness. Both the Resource Dependency Theory and the Systems Resource Model are critiqued for failing to acknowledge that organizations typically must demonstrate efficiency

in the use of previously received resources in order to secure additional ones (Whetten, 1978). According to Scott (1977), there are four additional deficiencies to the Systems Resource Model. It does not separate efficiency and effectiveness, but focuses only on inputs that may have damaging effects on outputs. The Systems Resource Model assumes that the only valuable aspects of organizations are those that facilitate further input acquisition, and only considers the organizational directors' perspective. Finally, Sheehan (1996) argues that the System Resource Model is really the same as the Goal Model, because increasing inputs is an organization operative goal.

Despite these criticisms, the Goal and Systems Resource Models offer the best lens through which to examine organizational effectiveness, especially for nonprofit organizations because of their dual focus on mission adherence and resource acquisition. Georgopoulos and Tannenbaum (1957) argue that the real dilemma of organizational effectiveness is about competitive values: means versus ends.

It is our assumption that all organizations attempt to achieve certain animate and inanimate facilities. Accordingly, definitions of organizational effectiveness must take into consideration these two aspects: the objective of organizations (i.e., mission) and the means through which they sustain themselves (i.e., resource acquisition) and attain their objectives (Georgopoulos & Tannenbaum, 1957, p. 535).

Nonprofits confront a dilemma – as do the public policy governing nonprofits – on how to balance pursuit of their social mission with financial constraints when additional resources may be available from sources that might distort their mission. Consequently, “the study of organizational effectiveness must contend with the questions of organizational means and ends” (Weisbrod, 1998, p. 12).

Latino-serving Nonprofit Organizations

In light of these challenges, it is important to study the effectiveness of Latino-serving nonprofit organizations. Latino-serving nonprofits represent an attractive provider of services that, in earlier days, might have been offered exclusively by the government or perhaps not at all. They have credibility with their clients that government or mainstream nonprofits may lack. They also are perceived to be more responsive to the needs of their communities, and therefore can provide feedback to funders, and a voice on behalf of their constituents. Furthermore, Latino-serving nonprofits “represent an important mechanism to foster pluralism, a critical feature of a democratic society” (Ospina, Diaz, & O’Sullivan, 2002, p. 7). Latino-serving nonprofit organizations will be of continuing interest to managers and scholars of public service in today’s multicultural and resource-scarce environment.

To date, no studies have been conducted that measure organizational effectiveness of Latino-serving nonprofit organizations. Since there is no precedent for the criteria of effectiveness in Latino-serving nonprofit organizations, this study uses an inductive approach to generate such criteria, rather than using prior measurement standards. Many of the criteria used to assess organizational effectiveness were initially generated from a literature search. Approximately 50 variables emerged after examining this literature. These variables provide a framework for interviews with individuals in Latino-serving organizations. The questionnaire utilized then was developed from those interviews.

These findings are important from both a theoretical and an empirical point of view. Theoretically, the findings help identify organizational effectiveness challenges and choices that executive directors experience when adhering to their mission and acquiring resources. Empirically, they help understand how directors of Latino mission nonprofit organizations

and Latino outreach nonprofit organizations engage with the nonprofit sector within their geographical environment and how these exchanges are rooted in their missions and influence programs. Such specific findings contribute to the empirical base upon which the understanding of the nonprofit sector can be strengthened, and theory can be developed (Ospina, Diaz, & O'Sullivan, 2002).

To anchor this discussion and comparison between mission and outreach-based organizations, Sowa, Selden, and Sandfort's (2004) multidimensional and integrated model of nonprofit organizational effectiveness (MIMNOE) are used. Their model looks at organizational effectiveness through the Goal Model and Systems Resource Model. In addition, MIMNOE "captures two prominent dimensions of organizational effectiveness: management effectiveness and program effectiveness" (Sowa, Selden, & Sandfort, 2004, p. 711). These two dimensions are similar to the distinctions made in this study: mission-based organizations (i.e., management) and outreach-based organizations (i.e., program). Their framework builds on the work of previous scholars, while addressing some of the empirical shortcomings, namely "the lack of deliberate distinction between levels and units of analysis in measuring organizational effectiveness" (Sowa, Selden, & Sandfort, 2004, p. 712). They argue that examining the structure of the organization and its capacity to garner resources to realize its goals are important measures of effectiveness. Furthermore, they argue that one can use objective and perceptual measures to capture the various dimensions of effectiveness. They also assert that "a model of organizational effectiveness should allow for organizational and programmatic variations within the systemic structure" (Sowa, Selden, & Sandfort, 2004, p. 716). Hence, using MIMNOE allows one to compare the effectiveness of Latino mission-oriented nonprofit organizations

with Latino programmatic-outreach nonprofit organizations through a unique and innovative way.

Conclusion

Quinn and Rohrbaugh's (1981) definition of organizational effectiveness is used in this study. They propose that organizational effectiveness is a "value-based judgment about the performance of an organization" (Quinn & Rohrbaugh, 1981, p. 138). Their definition implies that a set of criteria exists upon which value-based judgments of effectiveness are typically made. Different coalitions will weigh the criteria very differently. They may vary according to individual values, hierarchical position, type of unit, external or internal perspective, time horizon, uncertainty in the environment, and numerous other factors (Quinn & Rohrbaugh, 1981). Organizational effectiveness, then, is whatever various coalitions judge it to be. In the case of this dissertation, the perspectives of LSNO executive directors are utilized. Therefore, the purpose of this study is to determine the organizational effectiveness of Latino-serving nonprofit organizations.

This chapter reviewed the literature examining how and why nonprofit organizations are an integral part of a democratic society. In addition, the role of nonprofits in serving the most marginalized populations in society was discussed. The ways in which Latino-serving nonprofit organizations have been created to meet the diverse needs of the growing Hispanic population are of particular interest to this study. The call for increased nonprofit organizational effectiveness has dominated recent literature due to the devolution of government services to the nonprofit sector. The Goal and Systems Resource Models of organizational effectiveness were also described. This literature review sets a framework

from which the effectiveness of Latino-serving nonprofit organizations can be examined.

Chapter 3 describes the research methodology and survey design employed.

CHAPTER 3

RESEARCH METHODOLOGY AND SURVEY DESIGN

The purpose of this study is to examine organizational effectiveness among Latino-serving nonprofit organizations (LSNOs) in the State of Georgia. This chapter, which highlights the research methodology and procedures, consists of the following sections: research design, unit of analysis, pilot study, data collection procedures, secondary data, bias and error, and validity and reliability. The literature identified a paucity of organizational effectiveness research relating to nonprofit organizations that focus on specific groups of interest. Moreover, research on the transformational demographic shift of Latinos to a minority-majority status is even more lacking, as is research on its implications for the nonprofit sector.

To an extent, the study was guided by a descriptive perspective approach to inquiry. Such a framework is committed to describing constructs from a holistic perspective. Because the study was aimed at identifying LSNOs and understanding the services, programs, activities, and resources they provide, a descriptive approach was the first step. A survey research method therefore was used to gather information regarding Latino-serving nonprofit organizations operating in Georgia.

Research Design

There are several approaches to examining effectiveness in organizations. The most common methods are: 1) case studies of entities of varying population sizes; 2) questionnaire studies of organizations; and 3) reviews of prior effectiveness models. Unfortunately, there is a lack of consensus as to what constitutes a useful and valid set of effectiveness measures. Previous attempts at utilizing a univariate model to determine effectiveness have been questioned for several reasons. First, defending such a model in terms of adequacy and comprehensiveness is difficult. Second, several criteria of the model represent the researcher's value premises, as opposed to objective measurement. Third, there is insufficient integration of the model's variable(s) into the study of the effectiveness construct. As a result, there is little reason to believe that one particular variable will have a strong effect. It is, however, conceivable that a multivariate approach in this instance will produce a more meaningful examination of effectiveness. Nonprofit organizations present complexities in organizational effectiveness research because they are diverse in dimensions such as: scope, mission, size, stages of development, and availability of resources. Considering the complexities of the nonprofit sector, the researcher was influenced to use a multivariate model in determining the effectiveness factors of this study.

The notion of a single approach to studying effectiveness of the nonprofit sector would be a disservice. Given the continuously changing environment of this sector and the challenges to produce more services in light of government and private sector retrenchment, it is highly probable that multiple factor models are more predictive of an organization's ability to effectively utilize its resources.

The study also used an organizational questionnaire to survey multiple Latino-serving nonprofit organizations in Georgia. Given the complexity of the organizations, geographical differences, and varying needs within the state, it was not feasible to present case studies of limited numbers. Rather, the researcher determined that portraying the larger population of Latino-serving nonprofit organizations would more accurately capture state-wide data, and, therefore, was the best approach.

Due to the myriad of indicators that comprise organizational effectiveness, studying a particular segment of the nonprofit sector was all the more challenging. Although there is a growing body of literature on nonprofit organizational effectiveness, no research was found focusing on Latino-serving nonprofit organizations. Therefore, survey research methods were used to gather information regarding organizational effectiveness, adherence to mission, and the level of resource dependency necessary to be effective in an increasingly competitive environment for all sectors, particularly the nonprofit sector. This study utilized a descriptive design, which allowed the researcher to describe the data as a means to explore the questions outlined. The first step of the study was to conduct a qualitative study, which informed the development of the current instrument. The qualitative study was used to identify four themes, resulting in the twelve sections of the *Georgia Survey of Latino-serving Nonprofit Organizations* (GALNO Survey). This is the first study of its kind in Georgia, and based on the literature review, it is also the first study to specifically examine Latino-serving nonprofit organizations.

Research Questions

The basic premise of this study is to identify indicators of organizational effectiveness of LSNOs. To accomplish this, descriptive components of nonprofit organizations are identified. The first component examines the nonprofit status of each organization as defined by the Internal Revenue Service (IRS). The second component defines the agencies' work through the organizations' mission statement and descriptive questions. The third component identifies the organizational structures of the nonprofits: the degree to which each had paid staff and/or volunteers, and whether each had a board of directors. Additional questions address the age of the organizations, their service populations, financial resources, and the function of an executive director. These components are presented in the actual survey instrument.

The research questions are based on organizational effectiveness indicators that have been studied to a lesser degree in the literature. These indicators have received less attention, but are prevalent to varying degrees within nonprofit, public and private sector organizations. Using a Likert-scale, participants are asked to rank these indicators according to their relevance to organizational effectiveness and to prioritize their importance to the respondents' respective organizations.

Population and Sample

The population of interest for this study is Latino-serving nonprofit organizations operating in Georgia. Nonprofit organizations that serve Latinos are divided into two categories: Latino mission nonprofit organizations (LM-NPOs) and Latino outreach

nonprofit organizations (LO-NPOs).⁸ Latino mission organizations can also be referred to as identity-based nonprofit organizations, as their explicit mission is to serve a particular identity group, in this case the Latino population. Latino outreach organizations are mainstream nonprofit organizations that have a significant outreach component through their service or programmatic efforts to the Latino community. Although the organization's mission is not explicitly focused on Latinos, such outreach organizations are important because they have a Latino client base in their outreach efforts. In an effort to locate nonprofit organizations throughout the state, mailing lists and member lists from several sources were used. In addition, executive directors, staff, and/or beneficiaries from the following organizations were solicited:

- Archdiocese of Atlanta: Catholic Charities
- Community Connection of Northeast Georgia
- Georgia Association of Latino Elected Officials (GALEO)
- Georgia Latino Forum
- The Goizueta Foundation
- Hispanic Scholarship Fund (HSF)
- Latin American Association (LAA)
- League of United Latin American Citizens (LULAC)
- Mexican American Legal Defense and Education Fund (MALDEF)
- National Council of La Raza (NCLR)
- Tomás Rivera Policy Institute (TRPI)
- The United Way sponsored 2-1-1 Call Center for Northeast Georgia
- University of Georgia, Latin American and Caribbean Studies Institute (LACSI)
- University of Georgia, Center for Latino Achievement and Success in Education (CLASE)
- University of Georgia, Fanning Institute.

Generalizability of the data should be enhanced by the conscious decision to control the choice of population. This was accomplished by including LSNOs whose explicit mission

⁸ LO-NPO is the acronym used throughout this study for Latino outreach nonprofit organization. For clarity and ease of reading, the following phrases are used interchangeably with LO-NPO: Latino outreach nonprofit organization and outreach-based nonprofit organization.

focus on serving the Latino community (i.e., Latino mission) or organizations that have an outreach component directed to this population (i.e., Latino outreach).

Through this process 130 LSNOs were identified. In January 2006, the University of Georgia, in partnership with four nonprofit organizations, hosted the Southeastern United States Latino Summit. This Summit was the first of its kind in the southeast and focused on nonprofit organizations that sought to serve the growing Latino population in the region.⁹ At the conference, the researcher presented her research agenda and invited attendees to participate in the study. In addition, an invitation was included in their conference materials. The Latino Summit organizers provided the researcher with a contact list of all conference participants, which resulted in the identification of another 89 LSNOs in Georgia. These organizations range from those interested in creating nonprofits to serve Latinos to already established nonprofit organizations, increasing the survey population to 219 organizations.

In February 2006, letters were mailed to conference registrants to solicit their assistance in identifying other Latino-serving organizations that might be appropriate for inclusion in the study. This was done to maintain contact with conference attendees, as well as to capture those organizations that did not attend the conference in Georgia. By March 2006, 28 newly identified organizations emerged, increasing the survey population to 247 organizations.

⁹ Southeastern United States Latino Summit sponsors include: the Georgia Association of Latino Elected Officials, the Georgia Association of Latin American Journalists, the Hispanic Chamber of Commerce, the Mexican American Chamber of Commerce, and the University of Georgia's Office of the Vice President for Public Service and Outreach.

Between April and June 2006, each of the regional United Way agencies and corresponding 2-1-1 Call Centers in Georgia were contacted to determine if there were any additional organizations that met the study's eligibility requirements. Utilizing IRis¹⁰, the 2-1-1 Call Center's internal database, 153 additional organizations were identified. Those organizations included nonprofit collaboratives, faith-based organizations, and member-based service organizations that had indicated a desire to expand their outreach efforts to include the Latino and/or Spanish-speaking community. By June 2006, 400 organizations were identified.

During July through August 2006, bi-national chambers of commerce and county chambers located in Georgia were contacted in order to identify any member organizations that may be eligible for the study. This yielded an additional 74 organizations, increasing the survey population to 474 organizations.

Lastly, in September 2006, the faith-based community was contacted in order to determine if there were any organizations and/or congregations with Hispanic ministries. Catholic, Protestant, Jewish, and Muslim faith-based organizations were solicited. This yielded an additional 124 Latino-serving nonprofit organizations in Georgia, resulting in the final survey population of 598 Latino-serving organizations.

Unit of Analysis

An important step in research design is to determine the unit of analysis. In this study, data collection and statistical analyses were conducted at the organizational level. Therefore, the unit of analysis was the individual nonprofit organization, more specifically,

¹⁰ IRis is a database-driven software system specifically designed to help organizations manage their Information & Referral/Assistance activities.

Latino-serving nonprofit organizations in the State of Georgia. It is important to note that while the unit of analysis is the organization, the respondents are the individual executive directors of the Latino mission and Latino outreach nonprofit organizations.

Some methodological assumptions were made regarding the executive director. This study assumes that the respondents were honest and accurate in their responses to questions, that the respondents understood the questions in the English language, and that the data were accurately obtained, recorded, and analyzed. The decision to survey the organization's chief officer is congruent with seminal research on perceptions of organizational performance (Hage, 1965; Scott, 1977). The executive director has long been recognized as an important contributor to the development of the nonprofit organization (Etzioni, 1964; Grønbjerg, 1993; Herman & Heimovics, 1990; Herman & Renz, 2004; Zald, 1963). Several models assert that the executive director is the primary individual responsible for maintaining and ensuring healthy functioning of the organization, including the board of directors (Axelrod, 1984).

According to Herman and Heimovics, "the chief executive director is the center of leadership for the organization" (1991, p. 54). Executive directors are perceived as the persons primarily responsible for the success of an agency (Herman & Heimovics, 1991). They are integral in imparting the institutional context, history, and culture to all members of the organization, constituents, clients, and the public-at-large (Chait, Holland, & Taylor, 1991). The director also facilitates board and stakeholder interactions (Chait, Holland, & Taylor, 1996), while boundary spanning and scanning for opportunities or threats in the environment (Herman & Heimovics, 1991). The executive director is charged with putting forth a vision, preparing to confront change, and being innovative in carrying out the

organization's mission (Herman & Heimovics, 1991). The director, as the chief strategist for long-range planning, sets goals, priorities, and responsibilities for the organization (Jennings, 1992). As a result, the executive director is best fitted for determining the organizational effectiveness of her or his organization.

Data for this study were generated from the responses to the *Georgia Survey of Latino Serving Nonprofit Organizations*. Approximately 600 Latino-serving nonprofit organizations (LSNO) in Georgia were identified, including community-based, member-based, and faith-based organizations.

Research Variables

Based on the research questions and hypotheses identified dependent and independent variables were developed. Each of these variables, their scales of measurement, and how they were used are outlined below. The perceived level of organizational effectiveness of LSNO executive directors was used to establish a quantifiable baseline in order to determine this study's dependent variable. Their perception of organizational effectiveness was viewed through the paradigmatic lens of their organizations' mission statements. Mission statements were used in this study because they are the *only* constant shared by all nonprofits. Because nonprofit organizations do not have a financial benchmark to determine effectiveness (e.g., a bottom-line), their ability to provide a non-tangible service that reflects their mission can serve as a reliable measure of performance. Therefore, this study measures how well nonprofit organizations fulfill their mission statement and its relation to effectiveness. Consequently, the study also examines how collaboration, cultural competency, and knowledge of public policy, for example, facilitate or hinder organizational effectiveness.

The independent variables used are categorized into two groups: the institutional factors of the organization within the nonprofit sector, and the environmental factors of the social and political climate in the geographic region of the study. In addition to examining the organizational effectiveness of LSNOs, the distinction between Latino-mission and Latino-outreach nonprofit organizations are also treated as a separate and primary research task. By examining the similarities and differences between the organizational types, a more complex baseline for examining organizational effectiveness is established.

Research Instrument

This study includes two phases: 1) identification of service provisions existing in the sample, and 2) the rating of how collaboration may facilitate use of services and improve organizational effectiveness. This study uses a literature review spanning the nonprofit sector and focusing on identity-based organizations, either by their mission or their outreach efforts, to identify services, programs, activities, and resources commonly offered by such organizations.

Pilot Study

The questionnaire design was piloted before its distribution. Pilot studies are recommended to alert researchers to critical points where the study might be compromised (van Teijlingen, Rennie, Hundley, & Graham, 2001). A pilot study also can aid in modifying one's data collection plans regarding content and procedures (Yin, 2003).

The pre-notification packet and the web-link to the survey were sent to five nonprofit executive directors. Executive directors were selected because of their knowledge and

expertise within the nonprofit field. In order to minimize bias, the reviewers were not part of the survey sample, although they were similar to the directors who would eventually complete the survey. Three reviewers were executive directors of established nonprofit organizations in Georgia, and two reviewers were LSNO directors in Florida. Collectively, the group provided a geographical and cultural context for the survey instrument's utility. The five executive directors were asked to review the proposed document for clarity of instructions, design preference, face validity, and other constructive suggestions. The suggestions then were considered in the final design decisions.

Initial concerns in developing a web-based survey centered on effective communications with executive directors and adequate incentives for them to respond. The pre-notification letter was revised in order to appeal to the interests of the targeted organizations and to highlight the importance of their contribution to this study. A careful review led to the elimination and consolidation of some redundant questions, but preserved all of the questions directly or indirectly linked to the hypotheses. The final survey consisted of 72 questions. A key element of the review process involved the website's accessibility and ease of navigation, as well as analyzing the respondents' ability to accurately interpret the questions. Dillman (2007) emphasizes the importance of wording survey questions so that respondents will interpret the questions correctly, respond accurately, and feel comfortable responding.

Once the pilot study was complete, five academics from varying disciplines, including sociology, social work, nonprofit management, and public administration, also reviewed the survey for content and construct validity. Upon their approval, the survey was forwarded to the University of Georgia's Survey Research Center and the University of

Georgia's Assessment Office for Student Affairs for appropriate methodology. At which point, the final survey was submitted to the University's Institutional Review Board for approval.

Data Collection Procedures

The following section consists of four parts: the tailored-design methodology used for this study, the participants involved, the instrument used to collect the data, and the procedures used to gather the data.

Tailored Design Methodology

The methodological design chosen was Dillman's Tailored Design Methodology (TDM) (2007). TDM has a proven higher response rate in comparison to other types of paper and electronic survey structures, making it the most effective protocol to follow (Babbie, 2007; Fink & Kosecoff, 1998; Folz, 1996; Sapsford, 1999). Furthermore, according to Dillman, there is no significant difference with regard to survey completion and rate of return between traditional postal delivery and electronic-based surveys. Dillman argues that "measurement error results from poor question wording and questionnaire construction, not from the medium used to disseminate the survey" (2000, p. 9).

Key elements of TDM include creating respondent trust and perceptions of increased rewards, and reducing costs for being a respondent. These elements take into account features of the survey situation and aim to reduce survey error (Dillman, 2000, p. 4). A TDM survey is designed to promote respondent trust. Dillman states that the most important concept underlying TDM is "the application of social exchange ideas to understanding why

respondents do or do not respond to questionnaires” (2000, p. 29). Further elaboration of TDM appears in the description of the survey process and the survey instrument.

Participants Involved

The data were collected with a survey instrument and distributed to Latino-serving nonprofit organization within the State of Georgia. The survey responses include descriptive data, incorporating both demographic information and the exploration of issues discussed in the organizational effectiveness literature. Five hundred and ninety eight surveys were distributed to LSNOs. Of the 598 surveys, 24 were deemed undeliverable due to incorrect contact information, i.e., mailing address, email address, telephone numbers. Another 19 organizations chose to be removed from the study upon receipt of the pre-notification packet and internet survey, resulting in a survey population of 555 LSNOs. Of these 251 surveys were completed, yielding a 45 percent response rate for the study.

Instrument and Procedures for Data Collection

The *Georgia Survey of Latino-serving Nonprofit Organizations* was the instrument employed. The survey questions originated from a qualitative study the researcher conducted in 2005 to identify potential hypotheses and research questions. The qualitative study applied network theory, as discussed in the public administration literature, to nonprofit agencies, specifically, to networks of Latino mission nonprofit organizations (Provan & Milward, 2001, 1995). The case study approach was used to identify stakeholders and organizations, which comprise a network of social service organizations with an explicit

mission (i.e., identity-based nonprofit organizations) to serve the Latino community in Georgia.

The study considered these social service organizations, and focused on Latinos as a distinct identity group. The study utilized in-depth interviews. According to Yin (2003), cases may be used to confirm or challenge a theory, or to represent a unique or extreme case. While the central focus was exchange relationships, the broader purpose was to examine how executive directors of established or emerging Latino mission nonprofit organizations identify and interface with other agencies to serve their clientele.

The primary method for determining inclusion in the sample of Latino mission nonprofit organizations followed what Yin (2003), and Provan and Milward (2001, 1995) referred to as a “positional” approach. Here, an agency’s mission was directed to providing services or funding to the target identity group: Latinos (Laumann, Marsden, & Prensky, 1983). The organizational networks studied included agencies providing the following services: permanent and temporary housing and shelter, counseling, education, arts and culture, legal and immigration advice and assistance, food, transportation, income assistance, employment counseling, medical and rehabilitation services, drug and alcohol abuse rehabilitation, domestic violence support, and faith-based services.

For the qualitative study, the directors were drawn from ten of the most commonly referenced Latino mission nonprofit organizations within the Atlanta-Sandy Springs-Marietta MSA, where an overwhelming number of Latino-serving nonprofit organizations are located. Executive directors discussed organizational history, the organizational mission and purpose, services and programs offered. They also shared how their organizations partnered with public, private, and nonprofit organizations to meet clients’ needs; what factors, skills, or

managerial tools they employed in working with the Latino community; and the resources their organizations exchanged to support their mission.

The data were obtained from semi-structured, open-ended interviews with nonprofit executive directors of Latino mission nonprofit organizations. Interviews were conducted in either English or Spanish, ranging from one-and-a-half to three hours in duration, were tape recorded, and subsequently transcribed. Thus, one can regard the transcriptions as accurate representations of the interviews conducted.¹¹

Four major themes emerged from the interviews: 1) cultural competence functions as a form of cultural capital; 2) bridging and bonding facilitates funding support; 3) economic and non-economic exchanges are made; and 4) resource exchanges impact political mobilization. Questions for the *Georgia Survey of Latino Serving Nonprofit Organizations* then were derived from these themes.

The survey was administered between March and June 2007, using the web-based survey application, Perseus Survey Solutions. The survey included over 550 variables and was organized into twelve sections. These sections included: (1) agency/ organization information; (2) agency/organization inventory; (3) client demographics; (4) service eligibility; (5) the scope of collaboration; (6) the nature of nonprofit sector collaboration; (7) organizational budget; (8) agency/organization self assessment; (9) cultural knowledge; (10) knowledge of Latinos in Georgia; (11) service and program provisions; and (12) geographical service area.

To gather detailed behavioral data from a large population state-wide, a self-administered web-based survey format proved most efficient and cost effective. To increase the response rate and to avoid non-response bias, the researcher pilot-tested the

¹¹ Appendix A, Preliminary Study – Interview Protocol.

survey with five nonprofit executive directors who were not part of the sample tested. Based on the pilot tests, survey participants were informed that the study would take between 20 and 40 minutes, with the average being 25 minutes. This information could dissuade participants from responding. Due to its on-line nature, however, the survey could also be answered at the respondents' convenience. Respondents could view the entire instrument. Subsequently, the web-based format eliminated time delays due to mailing, and the system informed respondents immediately when the researcher had successfully received the survey.

Because web-based surveys are relatively new to the targeted population, this added a dimension of interest and increased respondents' desire to participate in the study. It provides for instant interface with respondents and lends itself to increased survey responses. Moreover, the electronic format eliminated research costs, and misinterpretation associated with paper and mail-based surveys. The researcher utilized the recommended procedures detailed by Dillman (2007) on how to do survey research in general, and followed his adapted protocol for web-based survey research.

By implementing TDM, an enormous amount of information was reduced to a manageable size, while still collecting the necessary data. Each survey was personally addressed to the executive director of the LSNO for completion. Each survey also was automatically coded by the executive director's email address in order to identify the respondent's organization. This function facilitated follow-up with non-respondents, and also permitted returned surveys to be matched with fiscal and demographic data for each county, which would later be used for statistical analyses. The following section outlines how the data-gathering methods were organized and the record-keeping procedures used.

Pre-Notification Letter and Information Packet¹²

Dillman (2000, p. 149) states that “no matter how well constructed or easy to complete, [the survey] is not the main determinant of response.” Rather, it is how the survey is implemented that is most critical. Once contact information for the nonprofits was available, the first step was to contact the executive directors. This was done on March 1, 2007, when a pre-notification packet was personally addressed and post-mailed to each participant.

The pre-notice packet included a personalized letter written on University stationery inviting organizations to participate in the study. The packet also included a researcher biography, a summary of the purpose of the study, and the researcher’s contact information. A pre-notice letter is encouraged because “multiple contacts with respondents have been shown to be more effective than any other technique for increasing response to mail and/or electronic-based surveys” (Dillman, 2000, p. 149). The letter also served to confirm the executive director’s name, mailing address, and email address. Organizations with incorrect contact information were asked to inform the researcher so that future correspondence would arrive to the appropriate person and location. Pre-notice packets provided advance notice that the recipient would receive an email with the web-link to the survey in a week (Dillman, 2000, p. 149). Beginning with this initial contact, directors were addressed personally, which Dillman contends conveys respect, and helps express gratitude for their time (2000, p. 15).

The cover letter in the pre-notification packet was intended to make a personalized first impression upon directors by asking them to share their insights with the researcher regarding the nonprofit field. In an effort to establish trust (Dillman, 2000, p. 19), the cover letter informed directors that a committee of academics at the University had approved the

¹² Appendix B, Pre-notification Letter and Information Packet.

research topic and that the Institutional Review Board had approved the research. The cover letter also shared the expectation that the research would inform the nonprofit community and policy-makers about recommended changes in social services, and would clarify the contact information and services offered by LSNOs.

Survey Implementation

On March 15, 2007, the informed consent and link to the web-based survey^{13/14} were sent to the survey population of 555 organizations. According to Dillman, the first page of a survey should not overwhelm the respondent, nor put the reader on the defensive. At the same time, “initial questions need to attract the interest of the reader and foster a desire to answer and keep reading” (Dillman, 2000, p. 87). The survey’s opening paragraph reiterated the intent of the survey, as explained in the cover letter – to identify how LSNOs serve the needs of their clientele. The opening statement also explained the importance of confidentiality, as well as provided an overview of the informed consent procedures.

The executive director was informed that the survey required approximately 25 minutes to complete. In exchange for their participation, directors would receive a summary of the findings. The survey itself was easy to read and was presented with headers for each theme, along with a completion bar at the bottom of the screen to inform participants how far along they were. Upon completion and submission of the survey, each respondent received an auto-generated message that the completed survey had been received, as well as a thank-you message from the researcher.

¹³ Appendix C, Web Consent Form.

¹⁴ Appendix D, Web-view of the *Georgia Survey of Latino-serving Nonprofit Organizations*.

Follow-up Emails¹⁵

Over the course of the data collection, five follow-up email reminders were sent to non-respondents. Because email is readily accessible and individuals have the opportunity to reply immediately, “internet surveys serve to reduce social costs and increase response rates” (Dillman, 2000, p. 18). The intervals for the email reminders reflected the peaks and valleys of survey responses. With each follow up email, the web-link to the survey was included for immediate access. In addition, all contact information for the researcher was made available for follow-up questions.

In-person Follow-up

Dillman states that multiple attempts are essential to achieving satisfactory response rates to self-administered surveys; later appeals are aimed at different audiences than previous ones. Those who respond early to a survey will be deleted from the contact list and therefore not receive reminders. The appeals that worked for these respondents did not work for the non-respondents; this fact makes “a strong argument for changing the look, feel, and content of later contacts” (Dillman, 2000, p. 13).

Consequently, several organizations asked that the researcher attend a conference, workshop, or organizational meeting to discuss the research study, prior to deciding if they would participate. This was a frequent occurrence when the organization’s board of directors needed to approve an agency’s participation in a research study. Concerns primarily arose regarding researcher confidentiality, releasing the immigration status of clients, and nonprofit financial records. Therefore, several presentations were made throughout Georgia to these organizations to explain ethical research practices and the protocol used for this study.

¹⁵ Appendix E, Follow-up Emails.

Follow-up Telephone Calls¹⁶

The final communication with non-respondents was via telephone. Each non-respondent was personally called at least once in June 2007, prior to the end of the data collection phase. According to Dillman (2000, p. 17), telephone conversations facilitate the communication of “social validation,” whereby directors are told that many of their counterparts had responded and that their perspective was equally important for inclusion. Because executive directors were informed that their counterparts had already responded, “knowing other people like themselves have completed a similar action can strongly influence people’s willingness to comply” with the request due to a desire for social validation (Dillman, 2000, p. 17). This, coupled with the fact that three LSNOs in Georgia endorsed the study – Community Connection of Northeast Georgia, the Georgia Latino Forum, and the Georgia Association of Latino Elected Officials – added a great deal of credibility at the conclusion of the data collection phase.

Statistical Analysis

This section describes how the data was collected, reported, and analyzed. According to Trochim (2007), data analysis has three components: data preparation, a description of the population and the measures, and a description of how the researcher plans to analyze the data. Because the data were collected online through Perseus Survey Solutions, all of the responses were reported to the researcher in a Microsoft Office Excel format. The researcher then examined the data to identify errors in keystrokes, as well as incomplete responses. Once the data purification was complete, the Excel worksheet was then imported into the Statistical Package for the Social Sciences (SPSS) for data analysis. SPSS was used to run

¹⁶ Appendix F, Follow-up Telephone Script.

descriptive and inferential tests on the data. SPSS provides extensive flexibility for data analysis and manipulation. For the purposes of this research, SPSS was used to perform frequency distributions, cross tabulations, correlations, and ordinary least squares (OLS) regression analysis relevant to the data.

Secondary Data

In addition to the data provided by nonprofit executive directors, the study identifies relevant characteristics of the local jurisdictions that can help to explain why Latino-serving organizations are located in selective areas throughout the State of Georgia. These potential indicators include the form and size of the organization, its fiscal health, and community demographics related to population size, population growth, poverty level and ruralness. In addition to analyzing the survey data using SPSS, secondary sources were introduced to obtain data regarding community characteristics and to supplement organizational-level data where necessary. For community variables, these sources include the U.S. Bureau of the Census, Governor Perdue's Commission on Latino Affairs, and the United Way sponsored 2-1-1 Call Centers.

Bias and Error

As in all research studies, it is important to acknowledge potential bias and errors that may have occurred in this study. According to Helberg (1996), it is important to report potential or existing bias in order to allow one to make legitimate conclusions regarding the unit of analysis. Although there are advantages to web-based surveys, there are also several

sources of bias, conditions, and circumstances that may affect the study's validity. Those advantages and biases are discussed below.

Web-based surveys have the potential for bringing efficiencies of comparable importance to the design and administration of self-administered questionnaires. These efficiencies include the nearly complete elimination of paper, postage, mail-out, and data entry costs. Internet surveys also provide a means for overcoming geographical boundaries, which is a significant barrier to conducting mail surveys. In addition, the time required for survey implementation is substantially reduced. Once the electronic data collection system has been developed, the cost of surveying each additional person is considerably less, compared with both telephone interview and mail procedures (Dillman, 2000, p. 352).

These same advantages also can be construed as encouraging bias in the researcher's reporting of data because this is a relatively new method for collecting data. Sometimes surveys are designed with a level of technical sophistication that makes it difficult for some web users to receive and respond to them. Moreover, the format in which a survey is designed may result in viewing inconsistencies depending on the respondents' hardware and software configuration (Dillman, 2007). This bias was significantly minimized because a pilot study was conducted. Additionally, participants were instructed to use Microsoft Internet Explorer when accessing the survey web-link to minimize incompatibility errors.

Additionally, some respondents may be reluctant to complete web-based surveys or even connect to the survey for fear that their privacy may be compromised. Although every conceivable measure was taken to ensure confidentiality, internet protocols have limitations. The length of the survey, as well as the time it took to complete it, may have added a level of bias. This may have heightened response bias for those who have not engaged in academic

research in general, and for those who never have completed a web-based survey. Another area for possible bias is the major disadvantage of Likert-type items, in that respondents may resist the fixed-alternative nature of the question. Personal interviews could lessen that impact by posing open-ended questions. Time and travel limitations, however, made this alternative prohibitive.

Outside of the survey's instrumentation, there also are environmental and political factors which may have increased bias. Specifically, many of the nonprofit organizations were reluctant to share the demographic and socio-economic status of their clients. Of particular concern was the ability and willingness of the organizations to share clients' immigration status. Even though these were of particular importance, an overwhelming number of respondents indicated that they did not collect such data, and, if they did so, were unable to report such information. This may be due to the political and social climate in Georgia, as well as throughout the United States, where immigration and social services to immigrants has resulted in contentious debate.

Validity and Reliability

The extent to which an empirical measure reflects the real meaning of a concept is referred to as validity (Walonick, 2005). Input from a jury of experts – five agency directors who participated in the pilot study – established face validity. By studying the variable to be measured, in this case LSNOs, the five executive directors were able to evaluate the survey's utility in gathering the necessary data. To improve the instrument's reliability, the survey's pilot test allowed the researcher to determine if questions were poorly worded or lacked a logical order. The five executive directors' ideas and comments helped the researcher

develop relevant and appropriately-worded questionnaire items, thus ensuring that the instrument measured the concept adequately.

Similarly, a reliable test repeatedly measures a variable consistently. Babbie (2007) asserts that sources of unreliability may include bad wording for a survey question or a choice of respondents who have no opinion or insufficient information on the issue.

To increase reliability, the pilot study sought the perspective of organization directors who understood the nonprofit climate in Georgia, as well as individuals who lead LSNOs. Their ideas and comments helped develop relevant and appropriately-worded questionnaire items.

The ability to replicate this study and to produce similar results is of vital interest to the researcher. Because this instrument was solely created for the purpose of this study, little is known about the external validity of the instrument. However, from the results, there are several patterns that have emerged which have informed how the survey instrument can be reformatted for more efficient use.

Summary

In this chapter, the researcher explained how the study examined Latino-serving nonprofit organizations in the Georgia within the framework of nonprofit organizational effectiveness. After framing the study from the perspective of a descriptive researcher utilizing a position approach, she elaborated on the impetus for the study, the unit of analysis, and its instrumentation using Dillman's Tailored Design Method. Survey bias, validity and reliability also were discussed. Chapter 4 will discuss the first model in this study which examines the differences between Latino mission and Latino outreach nonprofit

organizations. These results reflect the data collected through the *Georgia Survey of Latino-serving Nonprofit Organizations*.

CHAPTER 4

LATINO-SERVING NONPROFIT ORGANIZATIONS: MODELS, MEASURES, & FINDINGS

This study attempts to explore key theoretical and empirical issues by developing a comprehensive, integrated model for differentiating two types of Latino-serving nonprofit organizations (LSNOs). Specifically, this research examines mission-based and outreach-based nonprofit organizations that serve Latinos in the State of Georgia. This is an important task because it is hypothesized that there are important differences between these two types of nonprofit organizations.

This chapter outlines the model and variables used to test the hypotheses quantitatively. The model, the corresponding hypotheses, and variables are described separately. Each hypothesis is presented in its research hypothesis form, but the discussion also notes the expected outcomes based on the findings of a null relationship between the independent and dependent variables. A discussion of the reasons for hypothesizing the expected results follows. The remainder of this chapter describes the hypotheses (denoted H1a, H2a, etc.) that correspond to the following research question:

R1: What characteristics differentiate mission-based and outreach-based Latino nonprofit organizations?

At the conclusion of the chapter, the findings that are statistically and substantively significant are discussed.

Model 1: Type of Latino-serving Nonprofit Organization

Organizations are commonly viewed as traditional instruments for achieving goals. Organizations are also conceived of as coalitions of interests involved in a struggle for autonomy and confronted with constraints and external controls (Pfeffer & Salancik, 1978). A nonprofit organization is defined as a body of individuals who associate for any of the following three purposes:

1) to perform public tasks that have been delegated to them by the state; 2) to perform public tasks for which there is a demand that neither the state nor for-profit organizations are willing to fulfill; or 3) to influence the direction of policy in the state, the for-profit sector, or other nonprofit organizations (Hall, 1987, p. 3).

The researcher will first consider the differences between identity-based nonprofit organizations, namely Latino mission organizations, and those that serve Latinos as Latino outreach nonprofit organizations. In order to do so, the researcher will use data from the *Georgia Survey of Latino-serving Nonprofit Organizations* which was administered in 2007. Although this was already explained in Chapter 3, it bears repeating that, although the unit of analysis is the organization, the responses are generated from the executive director's perspective and perception of the organization. Survey respondents are executive directors who represent two types of LSNOs: Latino mission nonprofit organizations (LM-NPOs) and Latino outreach nonprofit organizations (LO-NPOs). LM-NPOs are operationalized as emerging or established nonprofit organizations whose the explicit mission is to serve the interests of the Hispanic/Latino native and immigrant communities. These organizations are defined in this study as "mission-based organizations" in which the entire organization is focused on meeting the needs of this population. LO-NPOs have a mission which does not specifically focus on the Hispanic/Latino population; however, as a result of outreach

programs, population-specific services, or mission expansion initiatives, have sought to serve the Latino population. These organizations are defined as “outreach organizations” because their primary focus is not the Latino population.

Because such a comparison has not been done before, the study’s hypotheses and resulting findings are exploratory. This study provides an excellent opportunity to examine the similarities and differences between LM-NPOs and LO-NPOs for several reasons. First, Latinos are the largest and fastest growing minority group in the United States (Passel, 2008; U.S. Census Bureau, 2006). This data set contains all of the known LM-NPOs in Georgia, as well as the growing number of LO-NPOs that are currently doing outreach with this population, thus providing a unique opportunity for comparison. Second, the nonprofit sector is an area in which it is relatively easy to operationalize key variables. For example, the stated goals of organizations – mission statements – are easily identified, and data about the mission are readily available. Nonprofit organizations have an organizational structure with the executive director as the chief manager. Such organizations have services and programs that enable them to fulfill their missions. They also depend on a wide array of resources to maximize their organizational performance.

These research questions and their corresponding hypotheses (H1a-H31a) propose that the dependent variable, type of LSNOs, is a function (f) of organizational characteristics. The following hypotheses are categorized by clusters of variables, namely structure and composition, budgetary traits, collaboration, client impact and language proficiency, immigrant-based restrictions, and reputation. The variables are described and grouped according to the category in which they are a part, but with the focus on differentiating

mission-based and outreach-based organizations. After each hypothesis is presented, the corresponding independent variables are operationalized.

Hypotheses: Structure and Composition

- H1a: Latino mission nonprofit organizations (LM-NPOs) are more likely to have female executive directors as compared to Latino outreach nonprofit organizations (LO-NPOs).

Variable Name: Executive Director Gender

To test the gender hypothesis, a dichotomous variable to identify the gender of the nonprofit's executive director was used. The director's gender was determined by her/his first and last name. When names were not gender specific, the researcher called the organization to confirm the director's gender. Female and male executive directors were valued as two (2) and one (1), respectively (GALNO Survey Question 2). Women represent the vast majority of leaders and administrators in the nonprofit sector. Identifying the gender of the directors will help determine if there is a difference between the numbers of females in leadership positions in LM-NPOs and LO-NPOs.

Because it is believed that LM-NPOs have emerged in response to recent Latino immigration waves, it also is believed that they will be newer and smaller than LO-NPOs. LO-NPOs likely will be more established and larger than LM-NPOs. In contrast to LM-NPOs, which are newer organizations, LO-NPOs only may have developed off-shoot programs, rather than entirely new services, in response to recent Latino immigration. Because LM-NPOs are believed to be newer and smaller, it is more likely that they will have women at their helms. This is because research has found that, "although men are one-half as likely as women to lead a nonprofit organization, women lead less than one-half of nonprofits with budgets greater than \$10 million and earn less than males in nonprofits of

any size” (Bell, Moyers, & Wolfred, 2006, p. 3). In spite of this finding, the researcher would like to know if political developments or other social changes make it more likely that new and emerging nonprofits will break this pattern. It may be that LM-NPOs will have large budgets and have female directors. It is for this reason that the gender variable was included.

H2a: LM-NPOs are more likely to have Latino Executive Directors than are LO-NPOs.

Variable Name: Latino Executive Director

This variable consists of the ethnicity of the executive director. Executive directors’ responses were valued as either two (2) for Latino directors or one (1) for non-Latino directors (GALNO Survey Question 13). The logic behind this variable is that people often feel a desire to serve their own ethnic group, and the mission of LM-NPOs is entirely focused upon serving Latinos. Therefore, it is reasonable to believe that more Latino executive directors can be found in LM-NPOs than in LO-NPOs. This same reasoning will also apply to the Latino Board of Directors and the Latino Full-Time Employees variables found below.

The importance of testing for this variable is that the overwhelming majority (85 percent) of nonprofit directors are white executive directors (Bell, Moyers, & Wolfred, 2006, p. 3). It is theorized that the newness of LM-NPOs, and their ethnic focus, will result in their having more Latino executive directors than LO-NPOs, breaking the white-executive-director pattern that exists among nonprofits in general. Although research shows that recent hires for executive director positions are slightly more likely to be non-white, the effect that a nonprofit’s general ethnic focus would have on such hiring has not, as far as the researcher knows, been analyzed (Bell, Moyers, & Wolfred, 2006).

The researcher suspects that the ethnic focus of LM-NPOs will make it more likely that they will hire Latino, executive directors. It is admitted that the data here may not render a comprehensive result. This is because it is believed that LM-NPOs are new creations, and this newness may mean that they have not had the opportunity to establish a pattern of hiring executive directors. It is more likely that the current executive director is the person who played a role in the organization's founding. Still, even this development could lead to more Latino executive-director-hiring as an indirect result of general nonprofit ethnic focus. Latinos who establish nonprofits are likely to become the executive directors of those organizations and are more likely to create nonprofits that focus on serving Latinos. Latino executive directors would be more likely to replace her/himself with another Latino, due to nonprofits' focus on serving Latinos and wanting to have their constituency at the highest level of leadership.

H3a: LM-NPOs are more likely to have Latinos on their Boards of Directors than are LO-NPOs.

Variable Name: Latino Boards of Directors

This variable consists of the ethnicity of the members of the Boards of Directors. Survey answers were coded two (2) for Latino Board members and one (1) for non-Latino Board members (GALNO Survey Question 13). As Latino executive directors are in short supply in the nonprofit sector, it is felt that there will be a scarcity of Latino members serving on Boards of Directors. It is also believed that a Latino-based mission focus will enhance the probability of an organization having Latino board members. If this is the case, LM-NPOs should have more Latinos on their Boards of Directors than do LO-NPOs.

H4a: LM-NPOs are more likely to have Latino full-time employees than are LO-NPOs.

Variable Name: Latino Full-time Employees

This variable consists of the ethnicity of LSNOs' full-time employees. Survey answers were coded two (2) for Latino full-time employees and one (1) for non-Latino full-time employees. As Latino executive directors are in short supply in the nonprofit sector, it is believed that there will be a scarcity of Latino employees serving within nonprofits. It is also possible that a Latino-based mission focus will enhance the probability of an organization having greater numbers of Latino full-time employees. If this were the case, LM-NPOs would have more Latino full-time employees than do LO-NPOs.

H5a: LM-NPOs will be younger than are LO-NPOs.

Variable Name: NPO Age

The age of the organization was calculated by subtracting the year the organization was founded in Georgia from the current year (GALNO Survey Question 11). Older organizations are likely to be more established and have greater flexibility in adapting to changing environmental conditions. Because it is thought that LM-NPOs emerged in response to recent Latino immigration waves, it is likely that they will be younger. In order to determine if LM-NPOs are more recently established, this variable must be included to verify if there is some statistically significant distinction between LSNOs in terms of age. If it is found that LM-NPOs are younger, the belief that they emerged in response to recent immigration waves becomes more plausible.

Further, it may be that the age of an organization has important implications for its form and function. As mentioned above, recent trends demonstrate that new hires are

slightly more likely to be non-white. The age of a nonprofit may also have a role to play in the likelihood of hiring non-white executive directors because newer organizations may not have the same set practices that could have contributed to the pattern of white-dominated nonprofits. As a result, LM-NPOs may be, because of their age, more fruitful places for Latinos to seek executive director employment.

Age also will likely influence nonprofit budget size and connections with individuals and entities within the government, private, and nonprofit sectors. The longer an organization has been functioning, the more time it has had to build up its budget, establish partnerships, and form collaborative networks. If it is true that LM-NPOs are newer organizations, they will have smaller budgets and will be less connected. This means that they will have to spend more time and energy to develop these resources if they are to meet their clients' needs and expand.

H6a: LM-NPOs will have lower levels of formality than do LO-NPOs.

Variable Name: Formality Index [Alpha = .7178]

The formality index consists of an additive index of seven measures of nonprofit organizational formalism. Measures include: having a strategic plan, written and established bylaws, formal orientation for employees and volunteers, annual reports, and external audits of the organization (GALNO Survey Question 12). To test the effects of formal structures, a dichotomous variable was used to identify whether the organization currently has the aforementioned variables. Executive directors were able to respond "Yes" or "No", with the responses valued as two (2) and one (1), respectively.

Formal structures are believed to contribute to organizational effectiveness by helping nonprofits target resources carefully. A strategic plan, written bylaws, formal orientations,

annual reports, and external audits should help the organization keep its focus and prevent goal displacement. This is because these mechanisms are reference points for progress and means by which the organization can communicate its values to new and more experienced workers. If LM-NPOs are shown to have a statistically significant lower level of formality than LO-NPOs, then this means that LM-NPOs may be less effective as a group than LO-NPOs.

H7a: LM-NPOs will serve higher percentages of Latino clients than do LO-NPOs.

Variable Name: Latino Client Percentage

This variable consists of the total percentage of Latino clients served by the organization (GALNO Survey Question 18). LM-NPOs, by explicitly serving Latinos, are believed to have a higher percentage of Latino clients than do LO-NPOs. This variable is important because it captures whether LM-NPOs actually serve a greater percentage of Latino clients than do LO-NPOs. This seems obvious, but if it is revealed that LO-NPOs serve higher percentages of Latinos than LM-NPOs, then mission focus may have little or nothing to do with the ethnicity of the clients that an organization serves.

H8a: LM-NPOs will have larger numbers of Spanish speakers on the staff than do LO-NPOs.

Variable Name: NPO Spanish Speaker Index [Alpha = .5296]

The nonprofit Spanish-speaker index consists of an additive index of five factors concerning staff members' ability to speak Spanish (GALNO Survey Question 14). Those factors identify whether the individuals in the following positions have a working knowledge of Spanish: the executive director, board of directors, full- and part-time employees, and

volunteers. Responses are dichotomous variables of “Yes” and “No”, two (2) and one (1), respectively. It is argued that the larger the staff pool that speaks Spanish, the more effective they are.

For organizations that serve Latino clients, having Spanish speakers on staff should enhance organizational effectiveness by facilitating communication with those clients.

Considering LM-NPOs are focused on serving Latino clients, it is believed that they will have greater numbers of Spanish speakers on staff. However, it may be found that LM-NPOs, in spite of their mission focus, have lower numbers of Spanish speakers. If this happens, it may mean that LM-NPOs will be less able to communicate with their clients, making them less effective than LO-NPOs. Of course, because LO-NPOs are larger, they may, due to their size, have more Spanish speakers than LM-NPOs. Greater numbers of Spanish speakers may not enhance LO-NPOs’ overall organizational effectiveness if the number of Spanish-speakers is insufficient to communicate with Latino clients.

Hypotheses: Budgetary Traits

H9a: LM-NPOs organizational budgets will be smaller than those of LO-NPOs.

Variable Name: NPO Budget Size

The budget is the executive director’s reported approximation of the organization’s total revenues for the 2006 fiscal year (GALNO Survey Question 17). The budgets range from \$0 to over a million dollars.¹⁷ Nonprofit organizations with larger revenues are expected to be outreach organizations, meaning that they have the funding needed to provide their basic services while carrying out additional outreach efforts. The financial portfolios of

¹⁷ It is possible for an organization to have a budget of \$0 if it is an emerging organization. On the other hand, an established organization is likely to have a budget that is larger, more stable, determined with predictable frequency, and with funding coming in periodically from known sources.

the organizations are equally diverse and are captured in the budget portfolio description below.

It is believed that larger budgets contribute to organizational success. Similarly, the more recent an LM-NPO was established, the greater the likelihood they will have smaller budgets compared to their LO-NPO counterparts. As a result, LM-NPOs will have fewer resources with which to fulfill their mission and achieve overall organizational effectiveness. In addition, budget size is an indicator of overall organizational size, which may influence the number of employees in the organization, the size of their facilities, and the number of clients they can serve. In short, budget is an important indicator of nonprofit size and influence. The researcher would like to know how LM-NPOs compare with LO-NPOs in terms of their size and influence. The budget variable assists with this analysis.

H10a: LM-NPOs will have fewer government grants and contracts as a percentage of their overall budget than do LO-NPOs.

Variable Name: Government Grants & Contracts

What is the percentage of the organization's overall budget generated from government grants and contracts (GALNO Survey Question 44)? It is believed that LM-NPOs are younger organizations because they are likely formed in response to the recent wave of Latino immigration in Georgia. Because LM-NPOs may be in the earlier stages of their organizational life-cycle, they may not have had the chance to build programs that can compete for grants. They also may not have had the chance to form partnerships with government agencies that would then develop into government contracts.

Government grants and contracts may be a critical factor in organizational success. However, for an organization that serves Latinos, many of whom are undocumented, this

funding is a double-edged sword. On the one hand, such funds can be a source of much-needed revenue. On the other, those funds can deprive an organization of its autonomy. This can result because these funds usually cannot be used to assist undocumented persons. If an organization wants to continue receiving funds, it may have to betray its Latino-focused mission by not serving many Latinos who come for aid.

If LO-NPOs receive a greater percentage of their overall budget from government grants and contracts, this funding may not necessarily mean that they will be more successful at fulfilling their mission. It may mean that they are less able to successfully fulfill that mission because they must reject some potential Latino clients due to their undocumented status. It is presumed that LM-NPOs will be not only less likely to seek these funds because they may not be connected enough to receive them, but also because they may deliberately not seek these grants and contracts. LM-NPOs may not seek such funds for fear that their ability to fulfill their very specific mission – serving Latino clients – will be compromised.

H11a: LM-NPOs will have fewer private grants and contracts as a percentage of their overall budget than do LO-NPOs.

Variable Name: Business Grants & Contracts

This variable shows the percentage of the organization's overall budget generated from business or private sector grants and contracts (GALNO Survey Question 44). This percentage includes donations and contracts from corporations and businesses. LM-NPOs have fewer government grants and contracts than LO-NPOs for the same reason that they have fewer private grants and contracts. LM-NPOs are believed to be younger and have formed in response to the recent wave of Latino immigration in Georgia. Being younger, they have not had the chance to build programs to compete for grants and have not yet

formed partnerships with the private sector that would enable them to secure private contracts.

In contrast to government grants and contracts, which may actually diminish organizational effectiveness due to immigration restrictions placed upon those funds, private sector grants and contracts are less likely to have such limitations. Nevertheless, these private donations also may have restrictions attached to them that can distract an organization from its true mission. Still, as a basic matter, it is believed that having a greater percentage of one's budget comprised of private grants and contracts is not necessarily a problem. The greater the percentage of one's budget that is comprised of this type of funds, the more connected it is likely to be with the private sector. This connectedness with the private sector should, on the whole, contribute to organizational success by enabling the LSNOs to obtain future private sector donations. If it is found that LO-NPOs have a greater percentage of their budget comprised of private-sector funds, this may mean that LO-NPOs are more connected within the private sector.

H12a: LM-NPOs will have fewer fundraising and monetary donations as a percentage of their overall budget than do LO-NPOs.

Variable Name: Fundraising & Monetary Donations

This variable is the percentage of the organization's overall budget which is generated from fundraising and monetary donations (GALNO Survey Question 44). It is believed that LM-NPOs will have fewer revenues generated from fundraising efforts and monetary donations than LO-NPOs. Because acquiring monetary donations and implementing fundraisers requires time and experience in fund development, LM-NPOs are less likely to have the resources to devote to this practice. Fundraising efforts require strategic

development, which is likely to be carried out with greater ease by outreach-based organizations that have implemented these strategies in other aspects of the organization. Of course, while it is believed that lower percentages of LM-NPOs' budgets will be comprised of proceeds from fundraising, the opposite could be true. LM-NPOs may not be as good at fundraising as LO-NPOs, but they may do more of it out of necessity. The difference between LM-NPOs and LO-NPOs on this specific variable is important because it reveals the extent to which LM-NPOs versus LO-NPOs become involved in fundraising. This is important because every hour spent raising money is an hour that is not spent serving a Latino client and pushing forward the mission. Whichever group is found to have more of its budget comprised of monies received from fundraising may actually be the group with less organizational effectiveness. This is because the organizations in that group of nonprofits have to invest so much time and energy in securing funding.

H13a: LM-NPOs will have more in-kind donations as a percentage of their overall budget than do LO-NPOs.

Variable Name: In-Kind Donations

This is the percentage of the organization's overall budget that is generated from in-kind donations (GALNO Survey Question 44). It is believed that LM-NPOs will have more in-kind donations than LO-NPOs because these organizations are likely younger and less apt to have fixed sources of monetary income. In-kind donations may consist of donated items and donated services.

This variable is important because in-kind donations may be an indicator of the organization's financial health. It is believed that greater percentages of in-kind donations

indicate a lack of cash flow. It may mean that the organization must take whatever charity it can get, but is not really doing well economically.

H14a: LM-NPOs will have more fee-for-service activities as a percentage of their overall budget than do LO-NPOs.

Variable Name: Fee-for-Service

The objective of this hypothesis is to determine the percentage of the organization's overall budget that is generated from fee-for-service activities (GALNO Survey Question 44). It is believed that LM-NPOs will have more fee-for-service arrangements for clients because they may not receive enough other types of funding to offer their services to clients without charge. LM-NPOs are thought to have less types of other funding because they are too young to have had the opportunity to secure substantial funding from other sources.

This variable is important because it is of opinion that fee-for-service funds are the best kind of funds for a nonprofit to receive. These funds do not, theoretically, have any strings attached to them because they do not come from large donors, such as the government, that can put restrictions on their use. To the extent that a nonprofit has a budget with a greater percentage of these funds, the organization has more freedom to spend its income as it sees fit.

Hypotheses: Collaboration

H15a: LM-NPOs will engage in more diverse forms of collaboration than do LO-NPOs.

Variable Name: NPO Collaboration Index [Alpha = .9216]

This type of collaboration is an additive index that measures the extent to which LSNOs collaborate with other nonprofit organizations in a variety of service areas (GALNO

Survey Question 39). Executive directors who took the survey responded to whether they “Strongly Agree” (5), “Agree” (4), “Neither” (3), “Disagree” (2), or “Strongly Disagree” (1).¹⁸ It is postulated that LM-NPOs will engage in higher levels of collaboration because they must do so in order to gain the services and resources they need to serve their clients. This greater need for resources is a function of the younger LM-NPOs that likely formed in response to the recent wave of Latino migration into the State of Georgia.

Some of the areas of collaboration in which nonprofits engage include: (1) consultant sharing, (2) improving community access to a service; (3) information exchange, and (4) meeting legal or regulatory requirements. The extent to which each group of organizations collaborates is critical because it helps one understand whether LM-NPOs and LO-NPOs behave differently in terms of collaboration. It is thought that LM-NPOs will engage in more diverse collaboration than LO-NPOs’ because of their small size and relative youth, which implies that they may need more help in a variety of areas. Inasmuch as collaboration will be largely need-driven, it is also believed that collaboration is an indicator of an organization’s resource base. Greater collaboration means a greater need for resources.

H16a: LM-NPOs are more likely than LO-NPOs to believe that collaboration with other nonprofits will facilitate their organization’s ability to serve Latino clients.

Variable Name: NPO Collaboration helps with Latino Clients

This variable captures the extent to which nonprofits believe collaboration facilitates their ability to serve Latino clients (GALNO Survey Question 38). Executive directors who took the survey responded to whether they agreed to a “Very Great Extent” (5), “Great

¹⁸ Rarely did executive directors answer “Don’t Know” or “Not Applicable”. Rather than excluding those responses in the data set, the neutral value of three (3) in a 5-point Likert-scale was assigned, in an effort to retain their cases as complete records in the data set.

Extent” (4), “Moderate Extent” (3), “Some Extent” (2), or “No Extent” (1). It is hypothesized that LM-NPOs are more likely to be optimistic about the possibility of nonprofit collaborations helping their Latino clients because they focus specifically on Latino clients and are small enough to more readily observe the immediate effects of collaboration on those clients. This is also believed to be true because LM-NPOs are younger, more cash-strapped, and more likely to believe that they are able to assist their Latino clients through collaborative efforts to obtain resources that they cannot otherwise provide. Finally, younger organizations may be more optimistic about efforts in general because they have not yet become disenchanted by the worsening political environment for undocumented Latinos and those who serve them. In short, LM-NPOs are more likely to: (1) engage in collaborative efforts to help Latino clients because they have limited resources; (2) are more likely, due to their small size and specific focus, to take note of such efforts, and (3) are more likely, due to their youth, to be optimistic about the positive impact of such efforts on their ability to serve Latino clients.

This variable is distinct from the collaboration index variable above in that it measures the extent to which LSNOs believe that collaboration is actually effective in helping the organization assist its Latino clients. This variable is important because it compares the two groups of organizations along a metric that taps an infrequently measured organizational resource: optimism. A finding that one group of organizations has greater faith in collaborative efforts to reach target clients has far-reaching implications. It means not only that such organizations may believe more strongly in the power of collaboration in general, but also believe that collaborations with other nonprofits really can make a difference. Finding greater optimism among LM-NPOs would bode well for their success as

an organizational group. They will likely need optimism, as the current political atmosphere appears to be against their success. In addition, their smallness and newness is believed to indicate that they are cash-strapped and unconnected — a depressing situation. If they can maintain their level of optimism, LM-NPOs may soon grow to be influential change agents in a tumultuous political environment.

H17a: LM-NPOs are more likely than LO-NPOs to believe that nonprofit-business collaboration will facilitate their ability to serve Latino clients.

Variable Name: Business Collaboration helps with Latino Clients

This variable captures the extent to which LSNOs believe collaboration in the private sector facilitates their ability to serve Latino clients (GALNO Survey Question 38).

Executive directors who took the survey responded to whether they agreed to a “Very Great Extent” (5), “Great Extent” (4), “Moderate Extent” (3), “Some Extent” (2), or “No Extent” (1). LM-NPOs are expected to be more optimistic about collaborating with the private sector for the same reasons set forth with regard to their collaboration with other nonprofits.

However, it is believed that business collaboration within the nonprofit sector is distinct and worthy of a separate measurement. In fact, the researcher believes that LM-NPOs are even more likely to believe in the value of collaborating with the private sector because of the local scale of many LM-NPOs. Because LM-NPOs are believed to be so much smaller than LO-NPOs, it is thought that they will have stronger and more lasting connections with local businesses, producing collaborations that are fruitful for their Latino clients. Those fruitful collaborations will reinforce the belief of LM-NPOs that collaborations with the private sector can enhance service to Latino clients.

This variable is important because it compares the two organizational types along a metric that taps an infrequently measured organizational resource: optimism. A finding that one group of organizations has greater faith in collaborative efforts to reach its target mission group has far-reaching implications. As mentioned above, LM-NPOs find themselves in a very difficult political environment and must assist an ethnic group that may be one of the neediest due to the fact that many of them lack a legal identity. Optimism may be their most vital asset in the current climate. A finding that LM-NPOs believe more strongly in business collaboration than do LO-NPOs means that, although LM-NPOs may be younger and smaller than LO-NPOs, they have sufficient belief in the value of cooperation to reach out to the business community in order to obtain some of the resources they lack. If LM-NPOs do this consistently, they may soon find themselves well-connected and well-funded.

H18a: LM-NPOs are more likely than LO-NPOs to believe that nonprofit-government collaboration will facilitate their ability to serve Latino clients.

Variable Name: Government Collaboration helps with Latino Clients

This variable captures the extent to which LSNOs believe collaboration in the government sector facilitates their ability to serve their Latino clients (GALNO Survey Question 38). Executive directors who took the survey responded to whether they agreed to a “Very Great Extent” (5), “Great Extent” (4), “Moderate Extent” (3), “Some Extent” (2), or “No Extent” (1). The same reasons discussed with regard to LM-NPOs’ optimistic about collaborations in the nonprofit sector also apply to their optimism about collaboration in the government sector. The researcher believes that the phenomenon of government collaboration is worth analyzing separately as LM-NPOs, due to their smaller size, may be more likely to collaborate with local government entities. It is also considered that such local

collaboration will result in more face-to-face contact, which is more personal and productive, thus reinforcing LM-NPOs belief that collaboration with government is beneficial to their efforts to serve Latino clients.

The researcher finds that nonprofit faith in the value of this type of collaboration is more important than the two previously discussed collaborations. This is because government is not currently believed to support aiding Latinos as a group insofar as that group contains undocumented individuals. For an LSNO that serves Latinos to place faith in the value of government collaboration seems counterintuitive. It is thought that LM-NPOs might, because of their local nature, have more positive interaction with local governments, which may be more understanding of undocumented persons. However, the researcher is dubious that LM-NPOs would have such positive interactions at the federal level. A finding that LM-NPOs have a stronger belief in the value of governmental collaboration than do LO-NPOs would mean that LM-NPOs that are more likely to assist the undocumented, collaborates with the sector most likely to hamper the undocumented. Such a difference might validate the theory that LM-NPOs have positive collaborations with government at the local level, even if not at the national level.

Hypotheses: Client Impact and Language Proficiency

H19a: LM-NPOs are less likely to believe that serving Latino clients negatively impacts their organizational mission than do LO-NPOs.

Variable Name: Latino Clients Negatively Impact NPO Mission

This variable explores the extent to which LSNOs believe that serving Latino clients negatively impacts their organization (GALNO Survey Question 45). Executive directors who took the survey responded to whether they agreed to a “Very Great Extent” (5), “Great

Extent” (4), “Moderate Extent” (3), “Some Extent” (2), or “No Extent” (1). It is hypothesized that LM-NPOs will be less likely to feel that serving Latino clients negatively impacts them, because serving Latino clients is their primary mission focus. LO-NPOs, on the other hand, have a mission focus that is broader than simply serving Latino clients. In fact, serving Latino clients may hurt LO-NPOs, because serving Latinos may divert attention and resources from the central mission of the organization.

Just as optimism is believed to be the most precious resource that an organization has, it is also thought that pessimism can be the worst problem. This is especially true if the organization is pessimistic about the group that is its mission focus. Comparing LM-NPOs and LO-NPOs in this specific variable is important because, while LO-NPOs might be able to afford pessimism about Latinos as they are not the mission focus, such pessimism could be fatal to LM-NPOs, whose entire mission focus is Latinos. As explained above, it is thought that LM-NPOs are surrounded by a variety of problems and serve a troubled group. If LM-NPOs lose faith in what they do, they may have little chance of survival.

H20a: LM-NPO clients have lower English skills than do LO-NPO clients.

Variable Name: Client English Proficiency Index [Alpha = .9470]

This variable is an additive index that determines executive directors’ belief regarding the ability of the clients served by their organizations to speak, read, and write English (GALNO Question 49). Executive directors who took the survey responded to whether they felt their clients spoke, read, and wrote English “Very Well”, “Well”, “Not Well”, or “Not at all”. The responses were coded four (4), three (3), two (2), and one (1) respectively. It is postulated that LM-NPOs will have clients with lower-level English skills as their primary

focus is Latinos. LO-NPOs, on the other hand, seek to serve the needs of a broader client base. Consequently, it is believed that LO-NPOs will have clients with better English skills.

The hypothesized direction of this variable follows conventional wisdom. The organization that serves more Latinos as a percentage of its overall client base will have a client base with poorer English skills. Nevertheless, it may be that those organizations that serve Latinos as their specific mission may actually attract clients with better English skills. This might result if those organizations attend to clients who are in areas with better opportunities to learn English and if the clients can take advantage of those opportunities. This variable is important because clients' lack of English skills can place a serious strain on organizational resources. If staff cannot communicate with clients, they cannot serve them. If the organization cannot serve the clients, it cannot fulfill its mission. It may turn out that LM-NPOs have clients with worse English skills. It also may show that the difference between LM-NPOs and LO-NPOs, in this variable, is statistically significant, even after controlling for the number of Spanish-speakers on staff for each organizational type. If this is the case, it may indicate that LM-NPOs are not adequately equipped to deal with the challenge presented by the poor English skills of the clients that they are most concerned with helping.

H21a: LM-NPO clients have lower Spanish skills than do LO-NPO clients.

Variable Name: Client Spanish Proficiency Index [Alpha = .9499]

This variable is an additive index that indicates executive directors' beliefs regarding the ability of the clients served by their organizations to speak, read, and write Spanish (GALNO Question 49). Executive directors who took the survey responded to whether they felt their clients spoke, read, and wrote Spanish "Very Well", "Well", "Not Well", or "Not at

all”. The responses were coded four (4), three (3), two (2), and one (1), respectively. It is believed that LM-NPOs will have fewer clients with higher-level Spanish skills considering that LO-NPOs will be equipped to serve them. It is also true that the poor skills of Latino clients, even in their native language, can place an additional strain on organizational resources. This variable is vital because it helps to measure whether there is some systematic difference between the educational level of Latino LM-NPO clients and Latino LO-NPO clients. Why do illiterate clients place an additional strain on the organization? Because service personnel such as interpreters and/or translators must be brought into the organization to read and explain every document, service, program, or activity related to the client’s case. Additionally, there is an overarching concern with whether the client has truly understood what s/he has signed, or whether s/he has given the agency informed consent to act on her/his behalf.

Hypotheses: Political Factors

H22a: LM-NPOs are more likely to improve the political climate for Latinos in Georgia than do LO-NPOs.

Variable Name: NPO Works to Improve Political Climate in GA

This variable postulates the extent to which LSNOs agree that they work to improve the political climate for Latinos in Georgia (GALNO Survey Question 53). Executive directors who took the survey responded to whether they agreed to a “Very Great Extent” (5), “Great Extent” (4), “Moderate Extent” (3), “Some Extent” (2), or “No Extent” (1). It is believed that LM-NPOs are more likely to work to improve the political climate for Latinos because of their mission focus on that particular group and their exposure to the inability of the undocumented to improve their status through political means.

This difference, if statistically significant, would indicate the degree to which LM-NPOs and LO-NPOs are more politically involved. Higher levels of political involvement in one organizational type would indicate a philosophical difference between the groups as to the suitable role of a nonprofit. It also might indicate a multitude of other, more subtle, phenomena – such as whether the organization receives funds from organizations, governments, or individuals that frown upon political activism; whether the organization has the time and money to engage in activism, and whether the organization sees any value in such activism. As a whole, the variable is important because it illuminates something about how each type of organization fulfills its mission.

H23a: LM-NPOs feel that they are more excluded from the political process in Georgia than do LO-NPOs.

Variable Name: NPO Feels Excluded from Political Process in GA

This variable depicts the extent to which LSNOs believe that they are excluded from the political process in Georgia (GALNO Survey Question 53). Executive directors who took the survey responded to whether they agreed to a “Very Great Extent” (5), “Great Extent” (4), “Moderate Extent” (3), “Some Extent” (2), or “No Extent” (1). It is theorized that LM-NPOs are more likely to feel excluded from the political process in Georgia because of the type of political goals they feel that they must pursue. Because they are focused on serving Latinos, many of whom are undocumented, LM-NPOs often are forced to lobby for unpopular political goals such as greater benefits for the undocumented. The constant political resistance they probably experience will make LM-NPOs more likely to believe that they are excluded from the political process in Georgia.

This variable is critical because it indicates important differences in the ways that LM-NPOs versus LO-NPOs view the environments in which they function. In H22a, the focus was on what LSNOs did in the political environment. Here, the focus is on what perceived realities might inhibit nonprofits from acting within their political environment. If there is any truth to the adage, “As a man thinks, so is he,” then the opinion of a category of nonprofits that they are excluded from the political process makes it likely that they will not venture into the political arena to improve the plight of Latino clients. Unfortunately, there are some changes that can only be effected through political pressure. If LM-NPOs or LO-NPOs as a group decide that they will not engage political problems in a political way because of perceived exclusion, their mission and their clients inevitably will suffer.

H24a: LM-NPOs are more likely to perceive that Latinos are discriminated against in Georgia than do LO-NPOs.

Variable Name: NPO Perceives Latinos in GA are Discriminated

This variable captures the extent to which LSNOs perceive that Latinos are discriminated against in Georgia (GALNO Survey Question 53). Executive directors who took the survey responded to whether they agreed to a “Very Great Extent” (5), “Great Extent” (4), “Moderate Extent” (3), “Some Extent” (2), or “No Extent” (1). It is hypothesized that LM-NPOs are more likely to perceive that Latinos are discriminated against in Georgia because in part heightened levels of discrimination toward Latinos bolsters the need for their organization to exist. Because they are focused on serving Latinos, many of whom are likely undocumented; LM-NPOs often find that there are various levels and degrees of discrimination based on the mixed-immigration status of their clients. It is

believed that the constant political resistance will probably make LM-NPOs more likely to believe that Latinos are discriminated against in Georgia.

Hypotheses: Immigrant-based Restrictions

H25a: LM-NPOs are more impacted by SB529 than are LO-NPOs.

Variable Name: SB529 Index [Alpha = .9185]

This variable is an additive index that is indicative of the extent to which executive directors believe SB529 threatens their organization's existence, ability to create new programs, ability to develop public-nonprofit partnerships, ability to network, and ability to serve undocumented clients (GALNO Question 55). Executive directors who took the survey responded to whether they felt SB529 hurt to a "Very Great Extent" (5), "Great Extent" (4), "Moderate Extent" (3), "Some Extent" (2), or "No Extent" (1). It is believed that LM-NPOs, because of their Latino mission focus and because their client base likely has more undocumented persons, will experience a greater negative impact from SB529.

This variable is needed because it tests for differences in LM-NPO and LO-NPO executive director perceptions regarding the real and symbolic threat of SB529. Those perceptions of this landmark legislation likely will impact how nonprofits respond to this and future anti-immigrant legislation. Considering LM-NPOs serve solely Latino clients, it is believed that they will perceive SB529 as a greater threat than do LO-NPOs. If this is the case, LM-NPOs will, as a group, be more likely than LO-NPOs to engage in political activism to push for positive change at the state level.

H27a: LM-NPOs are more impacted by business immigrant funding restrictions than are LO-NPOs.

Variable Name: Business Immigrant Funding Restrictions

This variable describes how immigrant-based restrictions on funding posed by private businesses may impact an organization's ability to serve Latino clients (GALNO Question 46). Executive directors who took the survey responded to whether they felt private sector immigration restrictions on funding hurt their organizations to a "Very Great Extent" (5), "Great Extent" (4), "Moderate Extent" (3), "Some Extent" (2), or "No Extent" (1). It is believed that LM-NPOs, because of their Latino mission focus and because their client base is likely to consist of more undocumented persons, will experience a greater negative impact from immigrant-based restrictions posed by private sector funders.

The insidious effect of immigration-based funding restrictions has already been discussed. The harm that such restrictions would likely visit upon LM-NPOs, in particular, also was discussed in H26a above. Business immigrant funding restrictions carry the same risks, but pose a distinct threat. When organizations choose mission over money they sully their reputations with the sector that could give them the most funds. Again, for LM-NPOs that are small, underfunded, and have a fragile reputation, rejecting funds could have a negative effect. This is especially true when those funds come from a sector where seeking favoritism from benefactors may procure the most money.

H28a: LM-NPOs are more impacted by government immigrant funding restrictions than are LO-NPOs.

Variable Name: Government Immigrant Funding Restrictions

This variable shows immigrant-based restrictions on funding posed by government agencies and the impact that such restrictions have on an organization's ability to serve

Latino clients (GALNO Question 46). Executive directors who took the survey responded to whether they felt nonprofit immigration restrictions on funding hurt their organizations to a “Very Great Extent” (5), “Great Extent” (4), “Moderate Extent” (3), “Some Extent” (2), or “No Extent” (1). It is postulated that LM-NPOs, because of their Latino mission focus and because their client base is likely to include more undocumented persons, will experience a greater negative impact from immigrant-based restrictions posed by government sector funders.

The insidious effect of immigration-based funding restrictions has already been discussed. The affliction that such restrictions likely would visit upon LM-NPOs in particular also was discussed in H26a above. However, while government restrictions on funding likely will be more destructive to LM-NPOs than LO-NPOs, such restrictions may harm LM-NPOs less than similar restrictions from the nonprofit and the private sector. This is true for two reasons: (1) LM-NPOs that deal with undocumented persons are expected by other nonprofits to see the government as unfriendly, and so rejecting such funding does not do the same harm to reputation that rejecting funds from other nonprofits does rejecting such funding may be encouraged; and (2) LM-NPOs may reject such funding from the outset because they do not want to betray their mission, or may be completely ineligible for such funds because they serve too many undocumented persons. In this way, government funding is not as important and LM-NPOs are less likely to depend on the government to pay their bills.

Hypotheses: Reputation

H29a: LM-NPOs have a better reputation with the Latino community than do LO-NPOs.

Variable Name: NPO Reputation with Latino Community

This variable captures the belief of executive directors regarding their reputation with the Latino community (GALNO Question 48). Executive directors who took the survey responded to whether they felt their reputation with the Latino community was “Excellent” (5), “Good” (4), “Average” (3), “Fair” (2), or “Poor” (1). It is expected that LM-NPOs will have a better sense of reputation with the Latino community because they focus so much of their organizational resources on that specific group. If Latinos are their only business, it is expected that LM-NPOs will be better at serving Latinos and that their reputation with the Latino community will be better than that of LO-NPOs.

Reputation has an important effect on any nonprofit, but for LM-NPOs, having a poor reputation within the community that they target could be fatal because they are serving a single population group. On the other hand, if LO-NPOs have a poor reputation within the Latino community, it is not likely to be as detrimental since they serve a variety of clients. It is important to test for this difference between LM-NPOs and LO-NPOs because it is meaningful for both of them to have a positive reputation with Latino clients. Reputation is generally important because it enhances an organization’s ability to obtain volunteers and talented staff, to garner support for its programs, and to secure funding. Reputation within the Latino community is pivotal for nonprofits like LM-NPOs and LO-NPOs which target that community as a function of mission or program outreach.

H30a: LM-NPOs have a better reputation in the nonprofit sector than do LO-NPOs.

Variable Name: NPO Reputation with Nonprofit Sector

This variable states the belief of executive directors regarding their reputation with the nonprofit sector (GALNO Question 48). Executive directors who took the survey responded to whether they felt their reputation with the nonprofit sector was “Excellent” (5), “Good” (4), “Average” (3), “Fair” (2), or “Poor” (1). It is believed that LM-NPOs will have a better reputation within the nonprofit sector because others identify them in the sector as being identity-based nonprofit organizations. Recognition and labeling in this manner actually helps emerging, as well as established nonprofit organizations, to garner a reputation of being subject-matter experts on the clients and their needs.

The benefits of a positive reputation have already been identified. From a resource standpoint, nonprofits with positive reputations in general are likely to fare better than those organizations with poor reputations. Nonetheless, there are areas in which a poor reputation could be fatal to the organization, as in the Latino community (H29a), or where it could be highly injurious, as in the nonprofit sector. It is presumed that this is due to the tight-knit nonprofit community. Having a poor reputation there is like having a bad reputation with a very small family. If one’s own betrays one, it seems unlikely that those outside the group would be of sufficient help in times of need. Additionally, if one’s own think badly of one, one may be ill-spoken of by others in the government and private sectors who might otherwise be of aid.

It is thought that the newness of LM-NPOs means that either (1) they have a very new, very fragile reputation, or (2) they are at the point where they have one chance to make a good first impression. Because they are so young, they probably need all the help that they can obtain. However, if LM-NPOs are found to have a poor reputation in the nonprofit

sector, compared to LO-NPOs, then they are off to a bad start with the sector that could help them most. If, as hypothesized, LM-NPOs have a more positive reputation within the nonprofit sector, then they may have something to teach their older siblings.

H31a: LM-NPOs have a lesser reputation in the private sector than do LO-NPOs.

Variable Name: NPO Reputation with Business Sector

This variable measured the belief of executive directors regarding their reputation with the private sector (GALNO Question 48). Executive directors who took the survey responded to whether they felt their reputation with the private sector was “Excellent” (5), “Good” (4), “Average” (3), “Fair” (2), or “Poor” (1). It is hypothesized that LM-NPOs have a lesser reputation within the private sector because their client focus is the Latino population. Because of Georgia’s historical racial tensions, the fact that LM-NPOs focus on a minority-client base that also has mixed-immigration status may mean that some businesses may not want to be viewed as funders of illegal immigration. These businesses may fear that such activities will attract negative publicity to their business operations, hence impacting their own success negatively.

The importance of reputation in general has already been discussed. But it is also important to analyze reputation within the business sector because this sector accounts for a substantial percentage of LSNOs’ budgets. Within the sample, 16 percent of all the LSNOs’ budgets came from business grants and contracts, whereas 20 percent of their budgets came from government grants and contracts. Fundraising and private donations accounted for 32 percent of LSNOs’ budget in this sample. In essence, a sufficiently negative reputation within the business sector could cost a typical nonprofit as much as 16 percent of its budget.

The hypothesis above operates on the assumption that the history of racial tensions and immigration resistance in Georgia may make many businesses shrink from helping LSNOs that assist undocumented persons. If it is found that LM-NPOs have a more negative reputation within the business sector, this may mean that LM-NPOs may have to discontinue serving undocumented persons, in order to improve their reputation. It also would probably benefit them to analyze what LO-NPOs have done to gain a positive reputation within the business sector and mimic that behavior.

H32a: LM-NPOs have a better reputation in the government sector than do LO-NPOs.

Variable Name: NPO Reputation with Government Sector

This variable explores the belief of executive directors regarding their reputation with the government sector (GALNO Question 48). Executive directors who took the survey responded to whether they felt their reputation with the government sector was “Excellent” (5), “Good” (4), “Average” (3), “Fair” (2), or “Poor” (1). It is believed that the hypothesized small nature of LM-NPOs and their corresponding local stature assist them in relationships with other entities. The local nature of an LM-NPO is believed to enable it to form tighter bonds with local government entities than would be the case if it were a large scale LSNO seeking a relationship with a local government, or even a federal government entity. This is plausible because local government entities are often as funding-challenged as nonprofits; they would likely be willing to assist nonprofits that might have the skills to serve Latino consumers of public services. The tighter bonds that LM-NPOs form with local governments likely will enhance their reputation within the government sector. Once again, there is the question of whether an LM-NPO can be so small that it has no reputation at all. However, to

the extent that an LM-NPO does have a reputation within the government sector, it is believed that the reputation will be positive.

Reputation within the government sector merits analysis due to the fact that, at 20 percent, government grants and contracts constitute the second largest percentage of the LSNO budgets in the sample (fundraising and monetary donations are first at 32 percent). It is believed that LM-NPOs will find it challenging to secure large-scale government grants and contracts because of the number of undocumented persons that they serve. Federal monies generally cannot be used to assist those clients. Nevertheless, because government funds comprise a substantial portion of nonprofit budgets means that government sector reputation is one that nonprofits ignore to their detriment. It is expected that LM-NPOs will have a better reputation within the government sector than LO-NPOs. If this is true, it likely means that (a) much of the positive reputation is coming from local government relations, and (b) LM-NPOs may have a chance of gaining non-monetary benefits from governments even if their service to undocumented persons restricts the flow of government grants and contracts.

H33a: LM-NPOs have a lesser reputation in the general public than do LO-NPOs.

Variable Name: NPO Reputation with General Public

This variable documents the belief of executive directors regarding their reputation with the general public (GALNO Question 48). Executive directors who took the survey responded to whether they felt their reputation with the general public was “Excellent” (5), “Good” (4), “Average” (3), “Fair” (2), or “Poor” (1). It is postulated that LM-NPOs have a lesser reputation with the general public because their client focus is on the Hispanic population. Because LO-NPOs are more widely known and recognized by the larger public,

it is believed that the general population would be more familiar with the work of mainstream LO-NPOs. Hence, this allows them greater exposure from which their services and programs can be known and can earn a reputation. One flaw in this approach is how the respondents might have construed the term “general public.” For example, an executive director of an LM-NPO might have construed the “general public” to include the public as a general undefined mass of people with which they have no reputation or even a bad reputation. Construing the term in this fashion could skew how the executive director might answer the question. However, this likely was mitigated by the survey’s requests that directors assess different segments of society.

It is important to analyze differences in reputation because for LM-NPOs, who are fragile and just getting started; a bad reputation could be their demise. Therefore, it is critical to understand whether LO-NPOs have a better reputation. If so, then LM-NPOs could look to LO-NPOs for guidance on how to build a solid reputation. As far as reputation goes with the general public, public reputation is a type of reputation that could strongly impact all of the other reputational areas: (1) Latino community, (2) nonprofit sector, (3) business sector, and (4) government. Although an LSNO’s reputation within the Latino community may be the least impacted, how it is regarded by the general public may be less favorable. It is thought that the Latino community is somewhat isolated from the public as a whole, and, therefore, has an opinion of nonprofits that is somewhat independent of the opinion of the general public. This disconnect might allow Latino community opinion of a nonprofit to remain high while the opinion of the general public toward that particular LSNO is quite low.

On the other hand, reputation within the nonprofit sector should be strongly impacted by the reputation of an LSNO with the general public. If LSNO “X” begins to learn that

LSNO “Y” has a public opinion crisis, “X” likely will seek to distance itself from “Y.” Additionally, “X” will likely change its opinion of “Y” in the negative direction.

In terms of business sector reputation, an LSNO that has a negative reputation with the general public likely will find that it quickly will have a negative reputation with the business sector as well. In the business sector, associating with an unpopular nonprofit could be economic disaster. Businesses that learn of a nonprofits’ negative public opinion will try to distance themselves from the nonprofit and probably will deny all funding to that organization.

The government sector also will likely respond to the negative public reputation of an LSNO by changing its own opinion of the organization in a negative direction and cutting off funding. It is not believed that the effect of a negative public opinion will be as immediate as is the case with the business sector, but public opinion certainly matters in the government sector. Politicians need votes to win office and those votes come from public opinion.

For LM-NPOs, having a positive reputation with the general public is a critical resource, as this reputational area will impact all other important spheres of influence. It is also critical for LM-NPOs in particular, because they are believed to be so new that they may not have yet made a reputation for themselves. At this point in their development, LM-NPOs may still have the chance to make a good first impression.

Model 1: Findings and Data Analysis

In Model 1, the objective is to identify the differences between Latino mission nonprofit organizations (LM-NPOs) and Latino outreach nonprofit organizations (LO-NPOs). The following section reports the findings and presents a discussion for each of them. For ease and consistency, the findings and analyses are presented according to the same themes outlined above, namely: structure and composition, budgetary traits, collaboration, client impact and language proficiency, immigrant-based restrictions, and reputation. Each section will restate the corresponding hypotheses in the order in which they were originally proposed. The researcher will report the standardized coefficient (Beta), the t-score, the hypothesized direction of the relationship, as well as the statistical significance. A discussion of the findings for the hypotheses in each section is also presented. The results are reported in the order of the size of the standardized regression coefficients, from greatest to least statistical significance, and they are followed by those relationships which were positive and negative. The greatest attention is given to those hypotheses that had statistical or substantive significance. In those themed sections, in which no statistically significant relationships were found, the findings are simply presented in a table in which the hypotheses are accepted or rejected. When at least one statistically significant relationship (or closely significant, $\leq .10$) was found, the substantively significant relationships were analyzed to provide a comparison to the statistically significant relationships. The OLS Regression Results for Model 1 are presented at the end of the chapter in Table 4.8.¹⁹ Descriptive statistics for the dependent and independent variables in Model 1 are presented in Table 4.9.

¹⁹ Ordered logit was used to test the strength of the relationships in Model 1 and Model 2. The results were found to be comparable to OLS regression in terms of statistical significance. For ease of interpretation, OLS regression was used to report the findings in this study. The model also employed diagnostic tests to check for multicollinearity, but such a problem was not found.

Findings: Structure and Composition

The first class of variables tested in Model 1 focus on how structural and compositional traits differ between LM-NPOs and LO-NPOs. The hypotheses under this theme include the executive director's gender, the executive director's ethnicity, the ethnicity of the board of directors, the proportion of Latino full-time employees, the age of the organization, the formality level of the organization, the percentage of Latino clients, and the degree to which persons within the organization can speak Spanish. Table 4.1 provides a summary of the findings and indicates whether the hypotheses were accepted or rejected.

Table 4.1: Hypotheses, Accepted or Rejected in Structure and Composition

Hypotheses	Accept	Reject
Structure and Composition		
<p>H1a: Latino mission nonprofit organizations (LM-NPOs) are more likely to have female executive directors as compared to Latino outreach nonprofit organizations (LO-NPOs).</p> <ul style="list-style-type: none"> • ($\beta = -.035$, $t = -.762$, $p \text{ value} = .447$). • The results are in the hypothesized direction and are not statistically significant. 		X
<p>H2a: LM-NPOs are more likely to have Latino Executive Directors than are LO-NPOs</p> <ul style="list-style-type: none"> • ($\beta = .209$, $t = 3.483$, $p \text{ value} = .001$). • The results are in the hypothesized direction and are statistically significant at the .001 level. 	X	
<p>H3a: LM-NPOs are more likely to have Latinos on their Boards of Directors than are LO-NPOs.</p> <ul style="list-style-type: none"> • ($\beta = .027$, $t = .501$, $p \text{ value} = .617$). • The results are in the hypothesized direction and are not statistically significant. 		X
<p>H4a: LM-NPOs are more likely to have Latino full-time employees than are LO-NPOs.</p> <ul style="list-style-type: none"> • ($\beta = -.080$, $t = -1.308$, $p \text{ value} = .193$). • The results are in the hypothesized direction and are not statistically significant. 		X
<p>H5a: LM-NPOs will be younger than are LO-NPOs</p> <ul style="list-style-type: none"> • ($\beta = -.112$, $t = -2.373$, $p \text{ value} = .019$). • The results are in the hypothesized direction and are statistically significant at the .05 level. 	X	
<p>H6a: LM-NPOs will have lower levels of formality than do LO-NPOs.</p> <ul style="list-style-type: none"> • ($\beta = -.076$, $t = -1.425$, $p \text{ value} = .156$). • The results are in the hypothesized direction and are not statistically significant. 		X
<p>H7a: LM-NPOs will serve higher percentages of Latino clients than do LO-NPOs.</p> <ul style="list-style-type: none"> • ($\beta = .442$, $t = 6.240$, $p \text{ value} = <.001$). • The results are in the hypothesized direction and are statistically significant at the $<.001$ level. 	X	
<p>H8a: LM-NPOs are more likely to have Spanish speakers on their staff than are LO-NPOs.</p> <ul style="list-style-type: none"> • ($\beta = .132$, $t = 2.049$, $p \text{ value} = .042$). • The results are in the hypothesized direction and are statistically significant at the .05 level. 	X	

Data Analysis: Structure and Composition

The hypotheses under this theme include differences relating to the executive directors' gender and ethnicity, the board of directors' ethnicity, Latino full-time employees, organizational age, formal structures, Latino client percentage, Spanish speakers within the organization, budgetary traits, government contracts and grants, private contracts and grants, fundraising and monetary donations, in-kind donations, fee-for-service funds, and collaboration and its impact on services to Latinos. These variables indicate whether markers of structure exist within the organization.

Two independent variables had a statistical significance at the .001 level. The first variable corresponds to H2a, which states that Latinos as executive directors are more common among LM-NPOs as compared to LO-NPOs. The standardized coefficient for Latino executive directors is .209 and is statistically significant at the .001 level, confirming H2a. In other words, executive directors who are Latino are far more common among LM-NPOs.

The impact of this finding are not yet clear, but LM-NPOs seem to break the pattern that nonprofit executive directors will be overwhelmingly white (Bell, Myers, & Wolfred, 2006). This finding also indicates that from executive directors all the way to front-line staff, LM-NPOs may have a greater degree of cultural competency than their LO-NPO counterparts because LM-NPO executive directors are more likely to be of the same ethnicity as the clients they serve. The person at the helm of an LM-NPO will be more likely to speak the language of its target clientele and will be more likely to understand the cultural nuances that could make serving Latinos' needs difficult (Ospina, Diaz, & O'Sullivan, 2002).

Similarly, the second variable corresponds to H7a, which states LM-NPOs will have a higher percentage of Latino clients than LO-NPOs. The type of LSNO affects the percentage of Latino clients in a statistically significant manner. The standardized coefficient of .442 indicates that higher percentages of Latino clients will appear in mission-based nonprofit organizations. It is therefore no surprise that this is the variable with the highest t-score (6.240) in the model. As mentioned above, this relationship is statistically significant at the .001 level.

While this outcome may seem like conventional wisdom, there is actually nothing inevitable about an LM-NPO serving a higher percentage of Latino clients. For a number of reasons, LM-NPOs might find themselves serving non-Latino clients. One of these reasons may be the result of mission drift and goal displacement. Others may include the result of immigrant-based restrictions on funding; this forces LM-NPOs to work outside the scope of the organization and hence serve non-Latino clients. Thus lowering the number of Latino clients LM-NPOs serve as an overall percentage of their client base.

At the same time, LO-NPOs traditionally serve all types of clientele, but may suddenly find themselves as the only nonprofit in a geographical area that serves the newly emerging Latino population. This demographic shift in a community could easily increase the percentage of Latino clientele served by an LO-NPO. The finding that LM-NPOs are actually serving their target group at a higher percentage than LO-NPOs is critical because it means that LM-NPOs are accomplishing their goals, or, at least, that they are doing so to a greater extent than LO-NPOs.

Two hypotheses resulted in statistical significance at the .05 level. The nonprofit's age (H5a) was found to have a standardized coefficient of -.112 and a t-score of -2.373.

The relationship is negative, which means older LSNOs are more likely to be an LO-NPO. Substantively speaking, this relationship is logical as organizations must have the capacity to not only sustain their mission driven programs, but also sustain those that are outreach efforts. To do this, an institution must have organizational stability, as well as the financial resources that may result from the age of an organization.²⁰ It also seems reasonable that LM-NPOs would likely be younger since data shows that LM-NPOs emerged in response to recent Latino immigration waves.

The fact that LM-NPOs are younger means that they are likely to be more fragile, less connected, and less funded than LO-NPOs. As relatively new organizations, LM-NPOs are plagued by the challenge of helping an unpopular group in an increasingly hostile political environment with few resources and supporters. In terms of organizational practice, this tripartite challenge means that LM-NPOs must use their resources wisely if they are to survive. Because of their age, LM-NPOs are under far more intense pressure than LO-NPOs to raise funds and build the networks they need. LM-NPOs might be well-advised to form advantageous partnerships with LO-NPOs who could teach them how to gain those funds and construct those partnerships.

The second hypothesis that resulted in statistical significance at the .05 level was H8a. According to H8a, it was hypothesized that LM-NPOs would have larger proportions of Spanish speakers within their organizations as compared to LO-NPOs. As described previously in the chapter, the “NPO Spanish Speaker Index” is an additive index comprised of responses indicating the degree to which the executive director, board of directors, both

²⁰ The researcher does note that H9a, budget size, was not found to be significantly distinct between LO-NPOs and LM-NPOs. Nevertheless, age may, at the very least make some difference in the degree to which the organization is networked and the degree to which it can garner resources as a whole. Older organizations should have an easier time securing resources.

full- and part-time employees and volunteers are proficient in Spanish. This hypothesis was confirmed with a standardized coefficient of .132.

Large numbers of Spanish speakers within an organization makes not only intuitive, but practical sense as Latino mission-based organizations serve a Latino client base and require greater levels of linguistic competency to serve their clients. However, as was the case with the finding that LM-NPOs served greater percentages of Latino clients, nothing indicates that it is inevitable for LM-NPOs to have a greater proportion of proficient Spanish-speakers. They certainly need such a resource, but need and use are two different objectives. It appears that in this respect, LM-NPOs are rising to the multiple challenges that face them by gaining the resources needed to communicate with their clients. In terms of organizational practice, it is encouraging to know that LM-NPOs, who appear to be younger and less advantaged than LO-NPOs, have implemented some of the infrastructure necessary to assist their clients.

The remaining variables were not found to be statistically significant within the structure and composition theme. “Latinos on the Board of Directors” (H3a) was found to be a positive relationship with the type of LSNOs. In essence, Latino mission nonprofits were more likely to have Latinos on their boards than were outreach organizations. Although Latinos were not necessarily represented in outreach boards, they were better represented on the boards of those organizations that have an explicit mission to serve Latinos.

Three variables had negative relationships and none were statistically significant. The first variable was the gender of the executive director. The nonprofit sector is characterized as female-dominated as a whole, but male-dominated when the organization is larger (Bell, Moyers, & Wolfred, 2006, p. 3). Since LM-NPOs are expected to have smaller

budgets, it was hypothesized that LM-NPOs would have greater numbers of female executive directors as compared to LO-NPOs. Research did not support this hypothesis. Women were more common as directors of outreach nonprofit organizations; with a standardized coefficient of $-.035$ and a t-score of $-.762$.

Hypothesis H4a examined differences between Latino full-time staff at LSNOs. Mission-based organizations have larger numbers of full-time Latino employees than outreach organizations, as determined with a standardized coefficient of $-.080$. Because LM-NPO's want to reflect and represent the clients they serve, there should be a greater proportion of Latino full-time employees at LM-NPOs. The findings support this hypothesis.

Finally, included within the structure and composition section was the formality index. The additive index consists of an organization that has a strategic plan, bylaws, orientation, job descriptions, an annual report, and a programmatic audit by an outside party. The standardized coefficient was $-.076$, and the t-score was -1.425 . This finding reports that outreach-based organizations have higher levels of organizational formality and structure than mission-based organizations. The relationship based on quantitative analysis is in the hypothesized direction. Although this finding is not statistically significant, the correlation has practical value. As LSNOs enter the mainstream and become more established, they seek ways to bolster their infrastructure for sound management practices and to obtain legitimacy with their stakeholders. Since LM-NPOs are relatively new in the nonprofit sector, they may not have evolved sufficiently in their organizational life cycle to put resources towards improving their formal structures.

Findings and Analysis: Budgetary Traits

This section focuses on how budgetary traits differ between LM-NPOs and LO-NPOs. The hypotheses under this theme include differences in budget sizes, including the percentage of LSNO revenues that are generated from government grants and contracts, private grants and contracts, fundraising and monetary donations, in-kind donations, as well as fees-for-services. The size of the budget and the sources of revenue were believed to differ significantly between mission-based and outreach-based nonprofit organizations. This was not the case. No statistically significant distinction was found between LM-NPOs and LO-NPOs in the budgetary traits category. Table 4.2 provides a summary of the findings and indicates whether the hypotheses were accepted or rejected.

Table 4.2: Hypotheses, Accepted or Rejected in Budgetary Traits

Hypotheses	Accept	Reject
Budgetary Traits		
H9a: LM-NPOs organizational budgets will be smaller than those of LO-NPOs. <ul style="list-style-type: none"> ($\beta = .020$, $t = .441$, $p \text{ value} = .660$). The results are in the hypothesized direction and are not statistically significant. 		X
H10a: LM-NPOs will have fewer government grants and contracts as a percentage of their overall budget than do LO-NPOs. <ul style="list-style-type: none"> ($\beta = -.046$, $t = -.870$, $p \text{ value} = .386$). The results are in the hypothesized direction and are not statistically significant. 		X
H11a: LM-NPOs will have fewer private grants and contracts as a percentage of their overall budget than do LO-NPOs. <ul style="list-style-type: none"> ($\beta = -.035$, $t = -.717$, $p \text{ value} = .474$). The results are in the hypothesized direction and are not statistically significant. 		X
H12a: LM-NPOs will have fewer fundraising and monetary donations as a percentage of their overall budget than do LO-NPOs. <ul style="list-style-type: none"> ($\beta = .011$, $t = .210$, $p \text{ value} = .834$). The results are in the hypothesized direction and are not statistically significant. 		X
H13a: LM-NPOs will have more in-kind donations as a percentage of their overall budget than do LO-NPOs. <ul style="list-style-type: none"> ($\beta = -.001$, $t = -.024$, $p \text{ value} = .981$). The results are in the hypothesized direction are not statistically significant. 		X
H14a: LM-NPOs will have more fee-for-service activities as a percentage of their overall budget than do LO-NPOs. <ul style="list-style-type: none"> ($\beta = .060$, $t = 1.336$, $p \text{ value} = .183$). The results are in the hypothesized direction and are not statistically significant. 		X

Findings: Collaboration

The third class of relationships tested was collaborative efforts and how they vary between LM-NPOs and LO-NPOs. The hypotheses in this category include those variables relating to collaboration in general, nonprofit-nonprofit collaboration, nonprofit-business collaboration, and nonprofit-government collaboration in aiding Latino clients. Table 4.3 provides a summary of the findings and indicates whether the hypotheses were accepted or rejected.

Table 4.3: Hypotheses, Accepted or Rejected in Collaboration

Hypotheses	Accept	Reject
Collaboration		
<p>H15a: LM-NPOs will engage in more diverse forms of collaboration than do LO-NPOs.</p> <ul style="list-style-type: none"> • ($\beta = .161$, $t = 2.970$, $p \text{ value} = .003$). • The results are in the hypothesized direction and are statistically significant at the .01 level. 	X	
<p>H16a: LM-NPOs are more likely than LO-NPOs to believe that collaboration with other nonprofits will facilitate their organization's ability to serve Latino clients.</p> <ul style="list-style-type: none"> • ($\beta = -.094$, $t = -1.773$, $p \text{ value} = .078$). • The results are not in the hypothesized direction and are statistically significant at the .10 level, even though the standard for statistical significance is the .05 level. 		X
<p>H17a: LM-NPOs are more likely than LO-NPOs to believe that nonprofit-business collaboration will facilitate their ability to serve Latino clients.</p> <ul style="list-style-type: none"> • ($\beta = .041$, $t = .770$, $p \text{ value} = .442$). • The results are in the hypothesized direction and are not statistically significant. 		X
<p>H18a: LM-NPOs are more likely than LO-NPOs to believe that nonprofit-government collaboration will facilitate their ability to serve Latino clients.</p> <ul style="list-style-type: none"> • ($\beta = .058$, $t = 1.101$, $p \text{ value} = .272$). • The results are in the hypothesized direction and are not statistically significant. 		X

Data Analysis: Collaboration

Hypothesis H15a was confirmed with statistical significance at the .01 level with a standardized coefficient of .161. LM-NPOs were found more likely than LO-NPOs to engage in diverse forms of collaboration. The extreme challenges facing LM-NPOs have already been enumerated and compel LM-NPOs to engage in higher levels of collaboration to secure the resources they need to serve their clients. This determination to collaborate for resources is probably a function of LM-NPO age (see H5a). Their youth makes them fragile and resource-poor. Collaboration is one way that they seek to elevate their resource pool and status.

Collaboration of any type is critical in that it enables organizations to obtain the resources they need to function. Additionally, collaboration encourages organizations to create the infrastructure that enables them to obtain greater resources. The reason is that collaboration inevitably involves network building and fosters intra-sector and inter-sector relationships. If done properly, this network building will promote further collaboration, information, and burden sharing. Collaborating nonprofits also bolsters their reputation. Nonprofits that collaborate effectively will improve their reputation because collaboration enhances their image in the nonprofit, private, and government sectors. The increased diversity of LM-NPO collaboration benefits these younger organizations because they are less connected and have fewer opportunities to accumulate resources. While collaboration may begin as a need-driven phenomenon, it may end up as a need-satisfying one.

Hypothesis H16a was not confirmed, but is worthy of attention since the relationship was found to be statistically significant at the $\leq .10$ level. The results of H15a indicate that LM-NPOs engage in more diverse collaboration. The negative relationship, however, found

in H16a means that, contrary to the hypothesis, LO-NPOs may be more optimistic that collaboration to help Latino clients is effective. It is counterintuitive that LO-NPOs are more optimistic about the effectiveness of collaboration with other nonprofits to help Latinos than LM-NPOs. This premise is because one would expect that LM-NPOs that focus solely on Latinos as a client base would be more optimistic about the effects of collaborative efforts to help Latinos specifically. LM-NPO infrastructure is designed so that collaborations are specifically and intelligently tailored toward helping Latinos. This tailoring should produce positive results; the positive results should generate a positive attitude. Nevertheless, the results of H16a do not support this logic. LM-NPOs, at least in terms of this particular type of collaboration to help Latinos, are not, by comparison with LO-NPOs, very hopeful.

That LM-NPOs are not more idealistic about this particular type of Latino-targeted collaboration may, in part, be due to the challenges of serving Latinos. Communication with Latinos can be difficult because many are undocumented and, therefore, lack a legal identity that enables them to secure even the most basic government services. In short, Latinos are some of the neediest clients within the nonprofit sector.

LO-NPOs, on the other hand, deal with other difficult client groups, but perhaps none as difficult as Latinos. As a result, LO-NPOs may have historically achieved better results when they pursue intra-sector collaborations (i.e., nonprofit-nonprofit) toward other ethnic groups. LO-NPOs carry optimism caused by nonprofit collaboration into the context of Latino-focused collaborations. Consequently, LO-NPOs may be more hopeful about such collaborations.

Hypothesis H17a was not statistically significant. The relationship was found to be in the hypothesized direction. LM-NPOs are more likely to believe that business collaborations

are effective in helping them serve Latino clients. Inter-sector collaboration, however, was found to be significant at the .10 level and makes analyzing business collaboration important by way of comparison. The questions are: (1) Why would LM-NPOs be more optimistic about business collaboration than LO-NPOs? (2) Why would LM-NPOs believe more strongly in this type of business collaboration to help Latinos than they believe in collaboration with other nonprofit organizations to help Latinos?²¹

LM-NPOs might be more optimistic about business collaborations than LO-NPOs for many reasons. As previously mentioned, in the section introducing the hypotheses, part of the reason may be because LM-NPOs are more likely to be limited to the local level and have more positive contact with local businesses than LO-NPOs. As a consequence of the local nature of LM-NPOs, their localized environment may create positive, close relationships to form between nonprofits and the business community more readily. LM-NPOs may be more likely to believe in this type of collaboration because they were formed partially as a result of dissatisfaction with the service that existing nonprofits were providing to Latinos. This dissatisfaction might cause an inherent disbelief in the value of LM-NPOs' collaborating with other nonprofit organizations.

Hypothesis H18a was also not statistically significant. Here, the relationship was in the hypothesized direction. Earlier, collaboration with other nonprofit organizations to help Latino clients was found to be statistically significant at the .10 level. Because of this, there is value in analyzing the opinions of LM-NPOs with regards to collaborations with government to assist Latinos. There is also the question of whether LM-NPOs believe more

²¹ There is a caveat here. LM-NPOs might not really believe more in business collaboration than they do nonprofit collaboration, but rather they simply believe more in collaborating with LO-NPOs. The way the model is constructed makes it difficult to determine whether LM-NPOs believe more in this collaboration with business to help Latinos as opposed to collaborations with nonprofit organizations to help Latinos.

in nonprofit-government collaboration to help Latinos as opposed to collaboration with other nonprofits to help Latinos. Although Model 1 is limited in its ability to answer this question²², it provides some evidence that LM-NPOs may have greater faith in collaborating with government than in collaborating with other nonprofits.

Findings: Client Impact and Language Proficiency

The fourth class of relationships tested focuses on client organizational impact and characteristics. The hypotheses under this theme include whether LM-NPO and LO-NPO executive directors believe that Latinos negatively impact the organization as well as how they rank the English and Spanish language proficiency of their clients. Table 4.4 provides a summary of the findings and indicates whether the hypotheses were accepted or rejected.

²² The caveat of footnote 21 applies here as well.

Table 4.4: Hypotheses, Accepted or Rejected in Client Impact and Language Proficiency

Hypotheses	Accept	Reject
Client Impact and Language Proficiency		
H19a: LM-NPOs are less likely to believe that serving Latino clients negatively impacts their organizational mission than do LO-NPOs. <ul style="list-style-type: none"> • ($\beta = .029$, $t = .650$, $p \text{ value} = .516$). • The results are in the hypothesized direction and are not statistically significant. 		X
H20a: LM-NPO clients have lower English skills than do LO-NPO clients. <ul style="list-style-type: none"> • ($\beta = .023$, $t = .451$, $p \text{ value} = .652$). • The results are in the hypothesized direction and are not statistically significant. 		X
H21a: LM-NPO clients have lower Spanish skills than do LO-NPO clients. <ul style="list-style-type: none"> • ($\beta = .112$, $t = 2.347$, $p \text{ value} = .020$). • The results are in the hypothesized direction and are statistically significant at the .05 level. 	X	

Data Analysis: Client Impact and Language Proficiency

Hypothesis H21a was confirmed with statistical significance at the .05 level and a standardized coefficient of .112. The variable deployed here was intended to measure how well clients read, write, and speak Spanish. Although it seems intuitive to think that LM-NPOs, which focus on Latinos, will have clients with greater Spanish proficiency, this proficiency may not always be so. This variation is because LO-NPOs also may serve a large number of Hispanics who have advanced levels of Spanish proficiency; also LM-NPOs may serve Latinos who speak Spanish well but are unable to read and write Spanish. As this variable is an index of ability to speak, read, and write Spanish, low literacy would reduce the overall proficiency score. Additionally, LM-NPOs may serve clients who would be labeled “Latino” but actually speak indigenous languages²³ and little to no Spanish. This variation would also reduce the overall Spanish proficiency score.

This distinction is analyzed because while a lack of English skills place a significant strain on organizational resources as do Latinos who are unable to read and write Spanish. Clients who speak Spanish, but cannot read or write it, will likely not speak English. This deficiency means that the organization is faced with a double burden: (1) they must recruit personnel who can speak Spanish and (2) those personnel must personally review all printed materials with the client. Additionally, using written correspondence to communicate with the client through the mail may be a virtual impossibility unless clients have someone who can read those correspondences to them. If the nonprofit’s communication structure is geared toward written correspondence, then the nonprofit is forced to make an exception in

²³ For example, it is the researcher’s understanding that a number of the clients served by Catholic Charities of Atlanta only speak Kanjobal (Guatemala), Náhuatl (Mexico) or other indigenous dialects found in parts of Central and South America.

the case of the less proficient Spanish-speaker. Such exceptions decrease efficiency and raise costs.

The results of H21a indicate that clients served by LM-NPOs have lower levels of Spanish proficiency than clients served by LO-NPOs, but further inquiry is needed. The finding itself may simply be a result of the fact that more Latinos are served by LM-NPOs and that Latinos are more likely to speak Spanish. It is not clear how literate the Latinos served by LM-NPOs actually are. However, it is expected that a high number of those Latinos will be unable to read, write, or speak Spanish. This is not a scientifically founded belief, but it is a reasonable one. First, those Latinos served by LM-NPOs may be poorer and less literate than Latinos served by LO-NPOs because: (a) LO-NPOs are older and may labor under greater immigration-based funding restrictions²⁴ than LM-NPOs even though such restrictions may not hurt LO-NPOs to the same extent organizationally; (b) as a result, LO-NPOs cannot serve undocumented Latinos, and those undocumented persons will probably be among the poorest Latinos; they will be among the poorest due to a lack of legal identity and its corresponding impact on job prospects; (c) the poorest Latinos are also likely to have lower levels of literacy.

In the end, the results of H21a answer the question of the difference in client Spanish proficiency between LO-NPOs and LM-NPOs. However, they do not definitively answer deeper questions about what that proficiency means in terms of organizational strain.

They also do not adequately explain the role of mission focus on client Spanish proficiency.

²⁴ The researcher is indulging in an assumption here – it is thought that LO-NPOs and their funders will have a more traditional view of serving the undocumented. This more traditional view may prevent them from engaging in large-scale efforts to aid the undocumented. LM-NPOs, on the other hand, emerged in response to recent immigration waves and may take it as a given that they must assist the undocumented if they are to assist Latinos as their primary mission.

Do organizations that focus specifically on Latinos attract more Spanish speakers who can read and write Spanish? Further research is needed.

Hypothesis H19a was not found to be statistically significant, although the results were in the hypothesized direction. The reason that this relationship was investigated was to measure whether mission focus has an impact on organizational opinions regarding the impact of Latinos on an organization's ability to fulfill its mission. The opinions of executive directors, regarding the impact of Latinos on their organizational ability to fulfill their mission, likely impact their ability to fulfill their mission. For an organization like LM-NPOs whose sole mission is serving Latinos, executive director opinions of Latino impact on mission fulfillment could potentially be crucial. Here, it appears that LM-NPOs are more optimistic than LO-NPOs about the impact of Latinos on mission fulfillment. However, because the relationship is not statistically significant, the hypothesis itself cannot be confirmed.

Hypothesis H20a was also not found to be statistically significant, although the results were in the hypothesized direction. While it is believed that LM-NPO clients will have lower English skills than LO-NPO clients, this may not necessarily be the case as LO-NPOs may serve non-Latino foreign-born clients who also may not speak English well. Clients with low English skills can place a major strain on organizational resources because communicating with them requires the recruiting of personnel who speak their native tongue. Because of the lack of statistical significance in the relationship, the hypothesis cannot be confirmed. However, the direction of the relationship does illustrate that LM-NPOs might need to invest more resources than LO-NPOs in personnel who speak a foreign language.

Findings and Analysis: Political Factors

The fifth category of relationships tested focused on how the political environment may impact Latino-serving nonprofit organizations differently. The hypotheses under this theme include whether mission-based and outreach-based organizations have differing perspectives on how they view themselves as advocates or how engaged they are in the political process. Organizations were asked if they view themselves as working to improve the political climate; if they feel they are excluded from the political process; and if they perceive Latinos as being discriminated against. These variables indicate how directors perceive their organization and how the type of organization may change the way in which LSNOs respond to the political climate in Georgia. No statistically significant distinction was found between LM-NPOs and LO-NPOs in the political factors category. Table 4.5 provides a summary of the findings and indicates whether the hypotheses were accepted or rejected.

Table 4.5: Hypotheses, Accepted or Rejected in Political Factors

Hypotheses	Accept	Reject
Political Factors		
H22a: LM-NPOs are more likely to improve the political climate for Latinos in Georgia than do LO-NPOs. <ul style="list-style-type: none"> • ($\beta = .025$, $t = .550$, $p \text{ value} = .583$). • The results are in the hypothesized direction but are not statistically significant. 		X
H23a: LM-NPOs feel that they are more excluded from the political process in Georgia than do LO-NPOs. <ul style="list-style-type: none"> • ($\beta = .042$, $t = .910$, $p \text{ value} = .364$). • The results are in the hypothesized direction but are not statistically significant. 		X
H24a: LM-NPOs are more likely to perceive that Latinos are discriminated against in Georgia than do LO-NPOs. <ul style="list-style-type: none"> • ($\beta = -.007$, $t = -.155$, $p \text{ value} = .877$). • The results are in the hypothesized direction but are not statistically significant. 		X

Findings: Immigrant-based Restrictions

The sixth type of relationship tested was the impact of anti-immigrant state legislation on each organizational type and the impact immigrant-based restrictions related to funding have on each organizational type. The hypotheses under this theme include how Senate Bill 529 may affect LSNOs in different ways. In addition, funding limitations that result from immigrant-restrictions were also tested to determine if one type of LSNO has experienced greater levels of difficulty in obtaining funds. These variables focused on the socio-political environment and how restrictive immigration policies may affect LM-NPOs and LO-NPOs differently. Table 4.6 provides a summary of the findings and indicates whether the hypotheses were accepted or rejected.

Table 4.6: Hypotheses, Accepted or Rejected in Immigrant-based Restrictions

Hypotheses	Accept	Reject
Immigrant-based Restrictions		
H25a: LM-NPOs are more impacted by SB529 than are LO-NPOs. <ul style="list-style-type: none"> • ($\beta = .066$, $t = 1.466$, $p \text{ value} = .145$). • The results are in the hypothesized direction but are not statistically significant. 		X
H26a: LM-NPOs are more impacted by nonprofit immigrant funding restrictions than are LO-NPOs. <ul style="list-style-type: none"> • ($\beta = -.049$, $t = -.560$, $p \text{ value} = .576$). • The results are not in the hypothesized direction but are not statistically significant. 		X
H27a: LM-NPOs are more impacted by business immigrant funding restrictions than are LO-NPOs. <ul style="list-style-type: none"> • ($\beta = .072$, $t = .756$, $p \text{ value} = .451$). • The results are in the hypothesized direction but are not statistically significant. 		X
H28a: LM-NPOs are more impacted by government immigrant funding restrictions than are LO –NPOs. <ul style="list-style-type: none"> • ($\beta = .104$, $t = 1.678$, $p \text{ value} = .095$). • The results are in the hypothesized direction and are statistically significant at the .10 level, even though the standard for statistical significance is the .05 level. 		X

Data Analysis: Immigrant-based Restrictions

Hypothesis H28a was not confirmed with statistical significance at the .095 level and a standardized coefficient of .104. However, the statistical significance is at a level that merits further examination. This result indicates that LM-NPOs are more impacted than LO-NPOs by government immigrant funding restrictions. Because LM-NPOs serve a higher percentage of Latinos²⁵ and a large proportion of those clients are undocumented, it seems likely that they would experience more government immigrant restrictions. On the other hand, LM-NPOs might not suffer much from those restrictions at all because they never expect to receive government funding. It may be that those persons who establish LM-NPOs understand from the beginning that they will likely be serving a high percentage of undocumented persons. As such, they may realize that the government funds available to them will be limited. It seems possible that those who suffer more from such restrictions are LSNOs who have begun receiving such funds and then have them taken away.

Nevertheless, the direction of the relationship indicates that LM-NPOs are more afflicted by such restrictions. It seems that even if LM-NPOs never have such funds available to them and accept that fact, they suffer from their absence nonetheless. This could be because government funds account for an average of 19.93 percent of the budgets of the LSNOs in the sample. As such, they are the second largest²⁶ funding source for many nonprofit organizations. Depending on the extent to which government immigrant restrictions reduce that percentage, LM-NPOs could suffer acutely and will suffer more than LO-NPOs because of those restrictions.

²⁵ See H7a results.

²⁶ Private donations are the largest source of revenue at 31.96 percent.

Hypothesis H27a (business immigrant funding restrictions) was not statistically significant. Government funding restrictions however were statistically significant at the $\leq .10$ level. As a result, business immigrant funding restrictions merit analysis as a point of comparison. In this case, the relationship between business immigrant funding restrictions and the organizational type was in the hypothesized direction. This finding means that LM-NPOs will be somewhat more likely than LO-NPOs to feel the impact of those restrictions. The question arises as to what difference exists between government- or business-based immigration restrictions on LM-NPOs versus LO-NPOs. While 19.93 percent is the average percentage of a nonprofit's budget received from government grants and contracts, the average percentage from business grants and contracts is lower – 15.57 percent. This lower percentage indicates that LM-NPOs suffer less without business funding than they do without government funding.

Hypothesis H26a, nonprofit immigrant funding restrictions also merits analysis. The relationship here was not in the hypothesized direction. LO-NPOs experience immigration-based nonprofit restrictions more acutely than do LM-NPOs. The reason why this relationship runs opposite from the government restriction (i.e., significant) and business restriction (i.e., not significant) relationships is not completely clear. However, this may be because LO-NPOs are older,²⁷ more embedded in the nonprofit network, and receive more funding from that network. As such, LO-NPOs might be more likely than LM-NPOs to undergo funding restrictions.²⁸

²⁷ See results of H5a, organizational age.

²⁸ The researcher did not specifically ask what percentage of an organization's budget was comprised of donations from other nonprofit organizations. Consequently, it is impossible to compare which type of organization receives a greater percentage of its budget from nonprofit donations. Nonprofit funding is included in the larger category of fundraising and monetary donations.

Hypothesis H25a, SB529's impact, is also not statistically significant. However, because of the sheer influence and controversy of this piece of legislation, SB529 has excessive substantive significance. The relationship is in the hypothesized direction even if the hypothesis itself cannot be confirmed. It does appear that LM-NPOs are more likely than LO-NPOs to suffer from the influence of SB529. This makes sense as LM-NPOs' client bases are comprised of higher percentages of Latinos²⁹, and many of those Latinos are likely undocumented.³⁰ The results on this variable are far from conclusive. Still, the researcher suspects that as the political climate in the state becomes more inhospitable toward Latinos LM-NPOs will be increasingly negatively affected by anti-immigrant state legislation. Part of the reason for this is because any government funding they might be able to get now to help Latinos will be curtailed by immigration-based restrictions on those funds.³¹ On the other hand, LO-NPOs may be less affected by the inhospitable political climate. This is because LO-NPOs may choose government funding over service and abandon their outreach programs to Latinos. LO-NPOs might do this because they find themselves with many undocumented persons and without the funds necessary to serve them. LO-NPOs have the option of cutting programs while continuing to exist. By "cutting off a finger to save the hand" LO-NPOs can still continue to pursue their broader mission. In contrast, LM-NPOs do not have the option to discontinue serving Latinos – if they do, they effectively become extinct. If the anti-immigrant climate in the state continues, LM-NPOs could soon be faced with two options: a tough life or an ignominious death.

²⁹ See results of H7a, Latino client percentage.

³⁰ The researcher did ask the LSNOs in the survey to answer a question as to what percentage of their client base was undocumented. Most did not answer the question. Many responded that they were afraid to answer the question or did not request such information be divulged by their clients to receive services.

³¹ LM-NPOs have already been shown to be more vulnerable to government immigrant funding restrictions. See results of H28a.

Findings and Analysis: Reputation

The seventh, and final, class of relationships, tested in Model 1 was how organizational reputation differs between LM-NPOs and LO-NPOs. Executive directors were asked to assess how they believed various stakeholders perceive their reputation. These included the Latino community, each of the three sectors, as well as the general public. It was believed that LM-NPOs and LO-NPOs would be perceived as having varying levels of reputation. No statistically significant distinction was found between LM-NPOs and LO-NPOs in the reputation category. Table 4.7 provides a summary of the findings and indicates whether the hypotheses were accepted or rejected.

Table 4.7: Hypotheses, Accepted or Rejected in Reputation

Hypotheses	Accept	Reject
Reputation		
H29a: LM-NPOs have a better reputation with the Latino community than do LO-NPOs. <ul style="list-style-type: none"> • ($\beta = -.022$, $t = -.407$, $p \text{ value} = .685$). • The results are in the hypothesized direction and are not statistically significant. 		X
H30a: LM-NPOs have a better reputation in the nonprofit sector than do LO-NPOs. <ul style="list-style-type: none"> • ($\beta = -.005$, $t = -.064$, $p \text{ value} = .949$). • The results are in the hypothesized direction and are not statistically significant. 		X
H31a: LM-NPOs have a lesser reputation in the private sector than do LO-NPOs. <ul style="list-style-type: none"> • ($\beta = .052$, $t = .650$, $p \text{ value} = .517$). • The results are in the hypothesized direction and are not statistically significant. 		X
H32a: LM-NPOs have a better reputation in the government sector than do LO-NPOs. <ul style="list-style-type: none"> • ($\beta = -.008$, $t = -.108$, $p \text{ value} = .914$). • The results are in the hypothesized direction and are not statistically significant. 		X
H33a: LM-NPOs have a lesser reputation in the general public than do LO-NPOs. <ul style="list-style-type: none"> • ($\beta = -.042$, $t = -.599$, $p \text{ value} = .550$). • The results are in the hypothesized direction and are not statistically significant. 		X

Summary

A number of distinctions between LM-NPOs and LO-NPOs were found to be statistically significant. In the area of structure and composition, H2a was confirmed, and it was found that LM-NPOs were much more likely than LO-NPOs to have Latino executive directors. The implications of this finding should not be underestimated. Having an executive director who is the same ethnicity as the clients they serve could have a major impact on organizational effectiveness. Theoretically, a shared ethnicity should ameliorate the problems that arise from a lack of cultural and linguistic understanding between the organization and its clientele. Similar ethnicity should also increase client trust in the organization itself. In short, the Latino identity of LM-NPO executive directors may be forging a new trend in nonprofit minority control.

Executive director ethnicity was not the only important difference found between LM-NPOs and LO-NPOs. LM-NPOs were also found to be significantly younger than LO-NPOs. This simple finding has substantial significance for nonprofit survival potential and function. Younger nonprofit organizations are probably less likely to survive in hostile environments because they have simply not had the time necessary to build the infrastructure and networks they need. When these newly emerged LM-NPOs do survive, their youth probably means that they do not function at the same level of effectiveness as their older LO-NPO counterparts. On the other hand, an LM-NPOs age is not always a disability. It may mean that these organizations are more passionate about their mission and more inclined to go a greater distance for their clientele. Young LM-NPOs may not have had the opportunity to develop the battle-hardened perspective that may characterize older

LO-NPOs. To the extent that passion is critical in doing tough nonprofit jobs for very little pay, LM-NPOs may, in this sense at least, have an advantage that LO-NPOs lack.

Besides having more Latino executive directors and being younger, LM-NPOs also serve more Latino clients as a percentage of their client base. Most likely, this fact of higher Latino client percentage interacts synergistically with executive director ethnicity. This is because the greater the percentage of Latino clients, who share cultural and linguistic understanding with the leadership of the organization, the more the problems of cultural competency are mitigated. In short, LM-NPOs serve Latinos and have more executive directors who are Latino. This cultural competency gives LM-NPOs a clear advantage over their LO-NPO counterparts which most likely have Caucasian directors but serve a wide variety of ethnic groups. Lower levels of cultural competence means that LO-NPOs are less likely to have a common cultural connection between the leadership and the clients it serves.

The age of LM-NPOs will also likely play a role in the way that cultural competency impacts performance. This is because age probably has an impact on organizational size and hierarchy. Newly established organizations have not had as much time to grow and form formal lines of authority. Insofar as LM-NPOs are smaller and flatter, the likelihood that their Latino executive directors will interact with Latino clients increases. In other words, not only are LM-NPOs more likely to have Latino executive directors, their very structure and size mean that those Latino executive directors are more likely to interact with Latino clients. Like one fluid poured into another, ethnic identity can, in small amounts, simply be absorbed into a large organization and rendered ineffectual by its sheer size. However, among LM-NPOs, the executive director is Latino, and the organization is small. In other words, this is not a situation where a lower-ranking employee is part of a particular ethnic

group, but the person in control comes from a particular ethnic group. To continue the metaphor, this means that a very potent concentrated liquid (executive director ethnicity) is being poured into a very small container (organizational size). Consequently, the impact of ethnicity itself will not be as likely to be diffused into the power structure of the organization. Instead of merely trickling down to the point where “the rubber meets the road”, ethnicity will pour over the organization at all points of critical service provision. This “baptism” of ethnic identity does not simply influence LM-NPO policy or produce minor changes in decision making processes. On the contrary, ethnicity may determine the very destiny of these organizations.

Each of the phenomena analyzed interacts with and magnifies the impact of the others. In the end, the confluence of executive director ethnicity, organizational age, and Latino client percentage ensures that LM-NPOs stand apart from LO-NPOs in terms of the role ethnicity plays in organizational function and success. In a remarkable way, Latino ethnicity in these organizations seems to further reinforce ethnicity and forms a positive feedback loop that circulates from the director to clients and back again.

This self-reinforcing ethnicity, while hard to measure, may be the true strength of the organization and may be the unseen, unoperationalizeable variable that forms its structural glue. This is because the results of this LM-NPO/LO-NPO structure and composition analysis hint at an invigorating explanation of LM-NPO strength. Similarly, the Spanish Speaker Index and the Client Spanish Proficiency Index also play an important role in bolstering the structure and composition of the organization. That is that from top-down and bottom-up, LM-NPOs are intrinsically and deliberately *exactly* what they always intended to be – Latino.

Because they are true identity-based nonprofit organizations, LM-NPOs find it increasingly beneficial to engage in intra-sector collaboration with other nonprofit organizations to aid their Latino clients. Although this study demonstrates the value of affinity group cohesion, statistically significant findings show collaboration with LO-NPOs, as well as mainstream nonprofit organizations in general, helps the Latino community. In an increasingly competitive environment, in which much questioning has taken place about the privileges and benefits extended to nonprofit organizations, such partnerships and collaborations can be viewed as a way of helping the sector regain its status by reinforcing its founding principles.

In Pfeffer and Salancik's seminal work, *The external control of organizations: A resource dependency perspective*, they are of the opinion that to understand the behavior of an organization one "must understand the context of that behavior –that is, the ecology of the organization" (1978, p. 1). The foregoing findings illuminate critical and dynamic ecological distinctions between LM-NPOs and LO-NPOs. Because an organization is dependent on its environment "(1) in proportion to the organization's needs for resources or performance which that element can provide, and (2) in inverse proportion to the ability of other elements to provide the same resources or performance," Model 1 gives one the ability to examine management and programmatic differences between LSNOs (Thompson, 1967, p. 31). This comparison builds on Sowa, Selden, and Sandfort's MIMNOE Model (2004) by examining the distinctions between organizational levels and units of analysis. By systematically analyzing the organizational and programmatic variations between LM-NPOs and LO-NPOs one is able to move beyond a comparison of resources dependencies to how these differences

may impact organizational effectiveness. How such differences may impact organizational effectiveness is explored further in Chapter 5.

**Table 4.8: OLS Regression Results Dependent Variable,
Type of Latino-serving Nonprofit Organization**

Variables	UNSTANDARDIZED Coefficients		STANDARDIZED Coefficients	t-score
	b	Std. Error	B	
Structure and Composition				
Executive Director Gender	-.031	.040	-.035	-.762
Latino Executive Director	.109(***)	.031	.209(***)	3.483
Latino Board of Directors	.012	.024	.027	.501
Latino Full-time Employees	-.035	.026	-.080	-1.308
NPO Age	-.001(*)	.000	-.112(*)	-2.373
Formality Index	-.009	.006	-.076	-1.425
Latino Client Percentage	.005(***)	.001	.442(***)	6.240
NPO Spanish Speaker Index	.018(*)	.009	.132(*)	2.049
Budgetary Traits				
NPO Budget Size	.000	.000	.020	.441
Government Grants & Contracts	-.001	.001	-.046	-.870
Business Grants & Contracts	-.001	.001	-.035	-.717
Fundraising & Monetary Donations	.000	.001	.011	.210
In-Kind Donations	.000	.002	-.001	-.024
Fee-for-Service	.002	.001	.060	1.336
Collaboration				
NPO Collaboration Index	.005(**)	.002	.161(**)	2.970
NPO Collaboration helps with Latino Clients	-.036(≤.10)	.021	-.094(≤.10)	-1.773
Business Collaboration helps with Latino Clients	.014	.019	.041	.770
Government Collaboration helps with Latino Clients	.021	.019	.058	1.101
Client Impact and Language Proficiency				
Latino Clients Negatively Impact NPO Mission	.011	.017	.029	.650
Client English Proficiency Index	.005	.010	.023	.451
Client Spanish Proficiency Index	.026(*)	.011	.112(*)	2.347

**Table 4.8: OLS Regression Results Dependent Variable,
Type of Latino-serving Nonprofit Organization (continued)**

Political Factors				
NPO Works to Improve Political Climate in GA	.012	.022	.025	.550
NPO Feels Excluded from Political Process in GA	.019	.021	.042	.910
NPO Perceives Latinos in GA are Discriminated	-.003	.018	-.007	-.155
Immigrant-based Restrictions				
SB529 Index	.003	.002	.066	1.466
NPO Immigrant Funding Restrictions	-.011	.020	-.049	-.560
Business Immigrant Funding Restrictions	.016	.021	.072	.756
Government Immigrant Funding Restrictions	.019($\leq .10$)	.011	.104($\leq .10$)	1.678
Reputation				
NPO Reputation with Latino Community	-.010	.025	-.022	-.407
NPO Reputation with Nonprofit Sector	-.002	.038	-.005	-.064
NPO Reputation with Business Sector	.026	.040	.052	.650
NPO Reputation with Government Sector	-.004	.035	-.008	-.108
NPO Reputation with General Public	-.021	.036	-.042	-.599
Adjusted R ² = 0.662 Standard Error= 0.249 N= 201 F= 12.796				
Statistical Significance (one tailed): ***0.001 **0.01 *0.05				

Table 4.9: Summary Statistics for Dependent and Independent Variables in Model 1

<i>Dependent Variable</i>	<i>N</i>	<i>Min.</i>	<i>Max.</i>	<i>Mean</i>	<i>Median</i>	<i>St. Dev.</i>
Type of LSNO	201	1	2	1.239	1	.427
<i>Independent/Control Variables</i>	<i>N</i>	<i>Min.</i>	<i>Max.</i>	<i>Mean</i>	<i>Median</i>	<i>St. Dev.</i>
Structure and Composition						
Executive Director Gender	201	1	2	1.612	2	.489
Latino Executive Director	201	1	3	1.448	1	.824
Latino Board of Directors	201	1	3	2.114	3	.970
Latino Full-time Employees	201	1	3	1.956	1	.992
NPO Age	201	.5	442	26.707	15	41.617
Formality Index	201	7	21	16.881	17	3.708
Latino Client Percentage	201	.10	100	30.298	10	36.295
NPO Spanish Speaker Index	201	5	19	10.478	11	3.169
Budgetary Traits						
NPO Budget Size	201	0	1.0E+009	11,520,460	188,000	87044960
Government Grants & Contracts	201	0	100	19.930	.000	30.970
Business Grants & Contracts	201	0	100	15.573	.000	26.395
Fundraising & Monetary Donations	201	0	100	31.961	15	36.225
In-Kind Donations	201	0	68	3.913	.000	10.612
Fee-for-Service	201	0	93	3.792	.000	13.341
Collaboration						
NPO Collaboration Index	201	48	124	88.508	89	12.968
NPO Collaboration helps with Latino Clients	201	1	5	3.746	4	1.100
Business Collaboration helps with Latino Clients	201	1	5	2.970	3	1.208
Government Collaboration helps with Latino Clients	201	1	5	3.040	3	1.178
Client Impact and Language Proficiency						
Latino Clients Negatively Impact NPO Mission	201	1	5	1.448	1	1.161
Client English Proficiency Index	201	3	12	7.465	7.500	2.116
Client Spanish Proficiency Index	201	3	12	7.990	7.500	1.812

**Table 4.9: Summary Statistics for Dependent and Independent Variables
In Model 1 (continued)**

<i>Independent/Control Variables</i>	<i>N</i>	<i>Min.</i>	<i>Max.</i>	<i>Mean</i>	<i>Median</i>	<i>St. Dev.</i>
Political Factors						
NPO Works to Improve Political Climate in GA	201	1	5	2.622	3	.904
NPO Feels Excluded from Political Process in GA	201	1	5	2.473	3	.947
NPO Perceives Latinos in GA are Discriminated	201	1	5	3.284	3	1.155
Immigrant-based Restrictions						
SB529 Index	201	10	46	21.836	21	8.285
NPO Immigrant Funding Restrictions	201	1	10	3.353	2	1.895
Business Immigrant Funding Restrictions	201	1	10	3.592	3	1.988
Government Immigrant Funding Restrictions	201	1	10	4.343	3	2.355
Reputation						
NPO Reputation with Latino Community	201	2	5	3.826	4	.930
NPO Reputation with Nonprofit Sector	201	1	5	4.284	4	.827
NPO Reputation with Business Sector	201	1	5	4.005	4	.863
NPO Reputation with Government Sector	201	1	5	4.095	4	.898
NPO Reputation with General Public	201	1	5	4.110	4	.841

Source: *Georgia Survey of Latino-serving Nonprofit Organizations, 2007*

CHAPTER 5
ORGANIZATIONAL EFFECTIVENESS
AS DETERMINED BY MISSION FULFILLMENT

In this chapter, the researcher will outline the results of a model that tests the relationship of organizational effectiveness as measured by mission statement fulfillment. Based on previous research, this study argues that organizational effectiveness can be partially determined by examining how well an organization fulfills its mission. The model, the corresponding hypotheses, and the variables are described separately. Each hypothesis is presented in its research hypothesis form, but the discussion also notes the expected outcomes based on the findings of a null relationship between the independent and dependent variables. A discussion of the reasons for hypothesizing the expected outcome direction follows. The remainder of this chapter describes the hypotheses (denoted H1b, H2b, etc.) that correspond to the following research questions:

- R2: What are the main characteristics of nonprofit organizational effectiveness?
- R3: To what extent can we consider nonprofit mission statement fulfillment as a primary measure for organizational effectiveness?

At the conclusion of the chapter, the findings, which are statistically significant, as well as substantively significant, are discussed.

Model 2: Nonprofit Mission Fulfillment as Organizational Effectiveness

Model 2 has many of the same independent variables as Model 1, but the model's dependent variable will be mission statement fulfillment. Mission fulfillment refers to the organizational ability to *realize* stated goals. Key factors in determining organizational effectiveness include "the ability of an organization to fulfill its mission through a blend of sound management, strong governance, and a persistent dedication to achieving results" (Wing, 2004, p. 155). The problem of vague criteria plagues the study of organizational effectiveness. Lacking a standard form of measurement, Wing observes "lacking that, we make a human judgment that an improvement in a particular area implies an increase in the ability of the organization to fulfill its mission" (2004, p. 155). An exhaustive and often contradictory list of variables has been used to determine organizational effectiveness. The majority of these variables are defined and utilized in Model 1 in an effort to differentiate mission-based and outreach-based nonprofit organizations. These independent variables play an equally important role in obtaining a measure of organizational effectiveness for LSNOs.

These research questions and their corresponding hypotheses (H1b-H35b), propose that the dependent variable, mission statement fulfillment, is a function (f) of organizational effectiveness characteristics. Similar to Model 1, the following hypotheses are categorized by clusters of variables, namely structure and composition, budgetary traits, collaboration, client impact and language proficiency, immigrant-based restrictions, and reputation. The variables are described and grouped according to the category in which they belong, but the cluster of variables focuses on organizational effectiveness as determined through

mission statement fulfillment. Because many of the independent variables are operationalized in Chapter 4, only the variables that are new to Model 2 are defined. For convenience, each hypothesis in Model 2 references the corresponding hypothesis in Model 1, in which the variable was operationalized.

Hypotheses: Structure and Composition

H1b: Latino mission nonprofit organizations (LM-NPOs) will be better able to fulfill their organizational mission than Latino outreach nonprofit organizations (LO-NPOs).

Variable Name: Type of LSNO

Mission fulfillment is the actual accomplishment or achievement of an organization's mission (GALNO Survey Question 45). Executive directors responded to the survey as to whether they believe their organization fulfilled its mission to a "Very Great Extent" (5), "Great Extent" (4), "Moderate Extent" (3), "Some Extent" (2), or "No Extent" (1). LM-NPOs will likely be better able to fulfill their organizations' mission because they focus on a specific identity-group. LM-NPOs' target population allows them to allocate their resources on their mission because they "function as a natural and practical self-help response to address the needs of the Latino poor" (Cannino-Arroyo, 2003, p. 192).

H2b: LSNOs that have greater mission adherence will be better able to fulfill their mission.

Variable Name: Mission Adherence

The focus of energy and resources toward mission adherence facilitates mission fulfillment. Moreover, mission adherence enables all of the organization's resources to coalesce in fulfilling its mission. This variable captures the extent to which LSNOs adhere to

their mission in proportion to their level of fulfillment (GALNO Survey, Question 45).

Based on how well they felt their organization adhered to their mission statement, executive directors responded to the survey as to whether they agreed to a “Very Great Extent” (5), “Great Extent” (4), “Moderate Extent” (3), “Some Extent” (2), or “No Extent” (1). The responsibility of the organization is to use its resources wisely and in a focused manner.

Adherence is critical for nonprofit organizations because they have limited resources.

The LSNO needs mission adherence to channel those scarce resources and focus them on fulfilling the mission. Because the phenomena of mission adherence and mission fulfillment may interact, mission adherence merits inclusion as an independent variable in the model.

H3b: LSNOs with greater numbers of Latino clients are better able to fulfill their organizational mission.

Since LM-NPOs are focused on the needs of a particular identity group, they are likely to have larger numbers of Latino clients. As such, they are more likely to fulfill their organizational mission because part of their mission is to serve Latinos as their client base.

The variable “Latino Client Percentage” is operationalized in H3a in Model 1.

H4b: LSNOs that are older will be more likely to fulfill their organizational mission.

A young nonprofit organization must, by necessity, focus on building its resource base. As the organization ages, it develops stronger ties to the community. Because LM-NPOs have arisen in response to the growth in Latino and immigrant populations, they may not have the organizational maturity that comes with age to be as effective as outreach-based organizations. The variable “NPO Age” is operationalized in H5a in Model 1.

H5b: LSNOs that have a strategic plan will be more likely to fulfill their organizational mission than those that have no such plans.

Variable Name: Strategic Plan

A strategic plan is “a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it” (Bryson, 1995, p. x). Organizations, which have the infrastructure required to develop and implement a strategic plan, will likely be more effective (GALNO Survey Question 12). Consequently, LSNOs will be more likely to fulfill their mission as a result of developing a strategic plan.

H6b: LSNOs that have a written annual report will be more likely to fulfill their organizational mission than those that do not have such a report.

Variable Name: Annual Report

An annual report is a common tool for organizations in general, and nonprofits in particular, to take an account of the activities of the past year (GALNO Survey Question 12). Annual reports are not only a useful exercise, internal to the organization, but they are a tool that is frequently requested by prospective donors and organizational partners. Nonprofits that have the staff and resources available to dedicate the time and energy required to write an annual report are more likely to be effective and be able to realize their organizational mission.

H7b: LSNOs that do not have an organizational audit are negatively impacted in their ability to fulfill their organizational mission.

Variable Name: Organizational Audit

An organizational audit, completed by a third-party external to the organization, is a useful tool for an organization to understand its own strengths, weaknesses, opportunities,

and threats from an outsider's perspective (GALNO Survey Question 12). A programmatic and organizational review has become increasingly important for obtaining government grants and contracts as well as support of businesses that seek to be corporately responsible by aiding local nonprofit organizations within their community. LSNOs, which have the resources and organizational infrastructure sufficient to pay for and benefit from an organizational audit, are more likely to fulfill their organizational mission as this is a tool used to improve their organizational effectiveness.

H8b: LSNOs that have larger numbers of Spanish speakers on staff will be better able to fulfill their mission.

It is believed that LSNOs that have larger numbers of Spanish speakers on staff will be more likely to fulfill their mission statement. Because many Latinos share a common language in Spanish, those organizations that have employees, who are able to speak Spanish, have an advantage. The ability to communicate in Spanish facilitates rapport building and trust and enables the organization to fulfill its mission. This variable "NPO Spanish Speaker Index" is operationalized in H8a in Model 1.

Hypotheses: Budgetary Traits

H9b: LSNOs with larger budgets will have greater levels of mission fulfillment.

LSNOs with larger budgets will be more likely to fulfill their mission because they have the money to acquire the services and goods needed to fulfill that mission. Organizations with more funds are able to withstand fiscal pressures, given that they are more likely to have diverse sources of revenue. This diversification of funds is consistent with reducing resource dependence and maintaining organizational autonomy (Pfeffer &

Salancik, 1978; Thompson, 1967). Because assets in dollars are often used as a measure of organizational size, LSNOs that have larger pools of money are considered more fiscally responsible, thereby attracting resources that facilitate mission fulfillment. This variable is operationalized in H9a in Model 1.

H10b: LSNOs with more government grants and contracts will have lower levels of mission fulfillment.

LSNOs with more government grants and contracts will have lower levels of mission fulfillment because those government sources come with requirements that decrease their ability to focus on LSNOs' goals versus government interests. Although nonprofits view government funding as a stable source of revenue within the sector, government contracts can lead to a false sense of security (Grønbjerg, 2001, 1993). According to Froelich (1999, p. 253), statements of mission and measures of efficiency create reciprocal pressures to develop more formalized procedures which result in nonprofits hiring specialized managerial staff to coordinate all of the contractual requirements. LSNOs that do not have the staff resources to comply with the reporting requirements will not be able to benefit from such monies. Staff members who would otherwise be providing direct services are likely to deviate from the organizational mission to maintain records for government grants and contracts. This can affect the organization's ability to fulfill its mission. As the dependence for government support grows, LSNOs may increasingly value the income security. In the process, the organization may suffer from goal displacement. This variable is operationalized in H10a in Model 1.

H11b: LSNOs with more private grants and contracts will have greater levels of mission fulfillment.

As private businesses seek to become more corporately responsible, they try to find ways to be more civically minded in the communities in which they operate. The ability to gain revenues from the private sector helps LSNOs increase their legitimacy in the community; subsequently elevating their status within the nonprofit sector. LSNOs that receive more private grants and contracts will be better at achieving their mission because those funds, as well as the benefits that come with partnering with a private business, will help them be more effective. This variable is operationalized in H11a in Model 1.

H12b: LSNOs with more fundraising and monetary donations will have lower levels of mission fulfillment.

The higher the percentages of fundraising and monetary donations, the lower the mission statement fulfillment of an organization seeing as fundraising donations likely take a great deal of lobbying to acquire. If a new organization has to spend much of its time fundraising, the organization may be distracted from engaging in actual client service to fulfill its mission. This variable is operationalized in H12a in Model 1.

H13b: LSNOs with more in-kind donations will have lower levels of mission fulfillment.

In-kind donations will actually decrease mission statement fulfillment because nonprofits seek greater levels of financial liquidity. Although in-kind donations can take many other tangible forms (e.g., clothing, food stuffs, vehicles), the lack of receiving actual money decreases the organization's ability to translate those in-kind gifts into direct client service. This variable is operationalized in H13a in Model 1.

H14b: LSNOs with more fee-for-service income will have greater levels of mission fulfillment.

A higher percentage of the overall budget comprised of fee-for-service funds will result in greater levels of mission fulfillment, given that these monies generally do not come with other requirements attached to them. Each additional percentage of the budget comprised of fee-for-service funds results in one less percentage of the budget that is comprised of funds that might have immigration restrictions attached. This variable is operationalized in H14a in Model 1.

Hypotheses: Collaboration

H15b: LSNOs that engage in diverse forms of collaboration will have greater levels of mission fulfillment.

Collaboration assists organizations with burden-sharing, thereby reducing the strain on organizational resources. Effective collaboration depends on clarifying issues of authority, responsibility, and rights of the agents who speak on behalf of those engaged in the collaboration. Because of these dependencies, collaboration can take place in several forms, including consultant sharing, community public relations, joint case management, and joint program development. By engaging in collaborative relationships with other nonprofits, LSNOs will be better able to exchange resources that supplement their mission. This variable is operationalized in H15a in Model 1.

H16b: LSNOs that engage in collaboration with other nonprofits will be better able to fulfill their mission.

Collaboration between nonprofit organizations and across the sector is not only common but expected (Clegg & Hardy, 1999; Takahashi & Smutny, 2001; Weiner &

Alexander, 1998). Advocates of collaboration promote impressive benefits, because collaboration results in multifaceted partnerships. “Collaboration helps address shared problems more effectively, has the potential to reduce costs, increases organizational learning, and results in a higher quality service or end product” (Gazley, 2004, p. 58). Therefore, LSNOs that collaborate with other nonprofits, to aid their Latino clients, are more likely to fulfill their mission and thus be more organizationally effective. This variable is operationalized in H16a in Model 1.

H17b: LSNOs that engage in collaboration with private businesses will be better able to fulfill their mission.

Similar to H16b, nonprofit-private sector collaboration is believed to facilitate mission statement fulfillment. This variable is operationalized in H17a in Model 1.

H18b: LSNOs that engage in collaboration with government agencies will be better able to fulfill their mission.

Similar to H16b and H17b, nonprofit-public sector collaboration is believed to facilitate mission statement fulfillment. This variable is operationalized in H18a in Model 1.

H19b: LSNOs that perceive collaboration help them achieve their stated goals are more likely to fulfill their mission.

Variable Name: Effectiveness of Collaboration to Achieve Mission

Inter-sector collaboration is viewed as a positive activity. It was important to measure the effectiveness of LSNO collaborations separately. Executive directors responding to the survey were asked to assess the overall effectiveness of their collaborations in helping to meet their organizations’ mission (GALNO Survey Question 43).

Previous research confirms that “collaboration takes place out of self-interest; organizations perceive a tangible benefit perhaps in the form of capturing financial resources or strengthening the organization through mission accomplishment” (Snively & Tracy, 2002, p. 64). As a result, LSNOs that viewed collaborations as being effective in achieving their mission were more likely to fulfill them.

Hypotheses: Client Impact and Language Proficiency

H20b: LSNOs that believe serving Latino clients negatively impacts their organizational mission will have lower levels of mission fulfillment.

As discussed in the literature review, there are differing societal views about the deserving and undeserving poor. This hypothesis was generated to see if there was a general concern over serving Latinos, especially due to their precarious political situation in the United States and, particularly in Georgia. The uncertainties of the Latino population come as a result of prejudgments about the population, as well as immigration regulations which affect the majority of Latinos. Because of the racial, cultural, and socio-political factors that impact the Latino population, some LSNOs, if given the opportunity, may state that serving Latinos negatively affects their mission. It is hypothesized that executive directors of LSNOs will be less likely to believe that serving Latino clients negatively impacts them because serving Latino clients are part of their organizational strategy. This variable is operationalized in H19a in Model 1.

H21b: LSNOs that have clients with lower levels of English skills will have more difficulty in fulfilling their mission.

It is believed that LSNOs with clients who have lower levels of English proficiency will be less likely to fulfill their organizational mission. The more clients who lack the

ability to read, write, or speak in English, the greater the strain will be placed on organizational resources to provide those clients with direct services. This variable is operationalized in H20a in Model 1.

H22b: LSNOs that have clients with lower levels of Spanish skills will have more difficulty in fulfilling their mission.

LSNOs with clients who have lower levels of Spanish proficiency will be less likely to fulfill their organizational mission. The more clients who lack the ability to read, write, or speak in Spanish, the greater will be the strain placed on organizational resources to provide them direct services. This is especially the case for LSNOs that have the linguistic and cultural competence to aid Latinos from diverse countries of origin, thus posing an additional burden on their ability to fulfill their mission. This variable is operationalized in H21a in Model 1.

H23b: LSNOs' services will be negatively influenced by the English proficiency of clients, thus impacting their mission fulfillment.

Variable Name: Client English Skills Impact NPO Services Index [Alpha = .9535]

This type of assessment is an additive index that measures the extent to which the LSNOs' clients' English skills influence their ability to provide certain services or resources (GALNO Survey Question 50). The index was comprised of the following variables: client advocacy, client referrals, program delivery, program development, service delivery, service promotion, written materials, and volunteer recruitment. The executive director was able to respond to the survey with "Greatly Impairs" (5), "Impairs" (4), "Neither" (3), "Assists" (2), or "Greatly Assists" (1). It is hypothesized that LSNOs that believe their clients' English

skills are limited will have a more difficult time providing services to those clients, which reduces their organizational effectiveness.

Hypotheses: Political Factors

H24b: LSNOs that work to improve the political climate in Georgia are more likely to fulfill their mission.

LSNOs work for and in the communities, in which they are embedded, often taking on functions that are outside the scope of their mission (Milofsky, 1988). Despite the tensions between advocacy and fulfilling their mission, LSNOs, by their mere existence, play a vital role in addressing their client's needs in the socio-political landscape. Consequently, LSNOs that work to improve the political climate may be more likely to fulfill their mission. This variable is operationalized in H22a in Model 1.

H25b: LSNOs that feel excluded from the political process in Georgia will be less likely to fulfill their mission.

In Georgia, "Latinos are marginalized, alienated, or excluded to a greater or lesser extent from political processes" (Cannino-Arroyo, 2003, p. 179). Thus, mission-based and outreach-based organizations, which seek to serve them, are likely to experience the same fate. If so, they will be less likely to fulfill their mission, given that nonprofits often emerge as a result of a felt need that requires some form of political change. This variable is operationalized in H23a in Model 1.

H26b: LSNOs which perceive that Latinos in Georgia are discriminated against will have higher levels of mission fulfillment.

Nonprofit organizations emerge out of a felt need within the community. As such, LSNOs seek to address inequities in society. The fact that such inequities exist is an indication that some form of prejudice and intolerance exists. Therefore, LSNOs by their very nature may perceive Latinos are being discriminated against, and seek to become the instruments democratic society affords to redress such social ills. As a result, LSNOs may achieve higher levels of mission fulfillment. This variable is operationalized in H24a in Model 1.

Hypotheses: Immigrant-based Restrictions

H27b: LSNOs' ability to fulfill their missions will be negatively impacted with the implementation of SB529.

Georgia Senate Bill 529 was implemented on July 1, 2007. Executive directors were asked how they perceived this piece of legislation, prior to its implementation, would impact their organization's ability to carry out their missions. As the legislation impacts persons who are not lawfully present in the United States and are residing in Georgia, it would make intuitive sense that LSNOs would be negatively affected, directly or indirectly, by SB529. As such, SB529 would hamper their ability to be effective in fulfilling the missions. This variable is operationalized in H25a in Model 1.

H28b: LSNOs will have greater difficulty in fulfilling their mission, because of immigrant funding restrictions by the nonprofit sector.

In a resource-scarce environment, procuring funding for nonprofit organizations has become increasingly competitive. As such, nonprofit organizations in their requests for proposals (RFPs) may have to meet eligibility requirements or qualifying factors to receive funds. Similar to requirements placed on applicants, there are also requirements as to who can be the beneficiary of nonprofit funding. One criterion that has become increasingly common is immigrant-based restrictions. Nonprofit funders have cited a range of eligibility restrictions, from no documented immigrants, regardless of their immigration status (i.e., legal permanent residents, refugee, asylee, or visa holder), to no undocumented immigrants. These restrictions pose significant challenges to LSNOs that serve Latino clients across the immigration spectrum. As a result, LSNOs will be less likely to fulfill their missions in light of immigrant-based restrictions resulting from limitations on nonprofit sector funding. This variable is operationalized in H26a in Model 1.

H29b: LSNOs will have greater difficulty in fulfilling their mission, because of immigrant funding restrictions by the private sector.

Private business and corporate donations form a traditional revenue base for nonprofit organizations. However, this source of funding generally has been declining as a percentage of total revenue (Grønbjerg, 1993; Hodgkinson & Weitzman, 1996). As private grants and contracts decrease, the need to successfully match funders with organizations is heightened. One way this is achieved is by establishing guidelines for eligibility. Increasingly, these guidelines are used to specify the target population for such funds. Immigrant-based restriction is one of the stipulations that have arisen in the past decade. These stipulations

forbid nonprofits from using private funds to provide services to undocumented immigrants. For that reason, LSNOs will be less likely to fulfill their missions due to immigrant-based restrictions resulting from limitations on private sector funding. This variable is operationalized in H27a in Model 1.

H30b: LSNOs will have greater difficulty in fulfilling their mission, because of immigrant funding restrictions by the government sector.

Similar to H29b, government support for nonprofits has been documented throughout the nonprofit sector's history (Salamon, 2003). About half of the income generated by human service organizations comes from government sources, primarily through government grants and contracts (Froelich, 1999; Grønbjerg, 1993; Hodgkinson & Weitzman, 1996; Smith & Lipsky, 1993). Using the same logic as above, eligibility requirements of applicants for government support decreases the number of funding sources. With government already not being able to serve large segments of the Latino population because of their immigration status, immigrant-based restrictions on funding further incapacitates LSNOs by cutting off a significant portion of money frequently used to fund their work. This variable is operationalized in H28 in Model 1.

Hypotheses: Reputation

H31b: A positive reputation within the Latino community increases mission statement fulfillment.

An organization with higher levels of fulfillment will be better at strategically leveraging that reputation to propel the organization's mission forward within the community it seeks to serve. Seeing that LSNOs emerge in response to community needs, those

organizations require a positive reputation within the Latino community in order to fulfill their missions. This variable is operationalized in H29a in Model 1.

H32b: A positive reputation in the nonprofit sector increases mission statement fulfillment.

LSNOs that have a positive reputation within the nonprofit sector will be more likely to fulfill their missions. The support and respect garnered by colleagues within the sector play an important role in enhancing an organization's ability to fulfill its mission. This variable is operationalized in H30a in Model 1.

H33b: A positive reputation in the private sector increases mission statement fulfillment.

LSNOs will experience higher levels of mission fulfillment if they have a positive reputation within the business community. A positive reputation within the private sector is believed to generate opportunities for outreach which extend the impact of LSNOs throughout the Latino community, thus making those organizations more effective. This variable is operationalized in H31a in Model 1.

H34b: A positive reputation in the government sector increases mission statement fulfillment.

LSNOs that have a positive reputation with the government sector will be more likely to fulfill their mission. Because LSNOs play a critical role in providing social services, government agencies are likely to value the work of those nonprofits that provide direct services and decrease the government sector's workload. This variable is operationalized in H32a in Model 1.

H35b: A positive reputation in the general public increases mission statement fulfillment.

LSNOs that have a positive reputation with the general public are more likely to be effective at fulfilling their mission. Organizations that have a positive reputation within the public-at-large are better able to promote the services and programs that they offer, enhancing their ability to fulfill their missions. This variable is operationalized in H33a in Model 1.

Model 2: Findings and Data Analysis

The objective of Model 2 is to determine how mission fulfillment is a positive indicator of organizational effectiveness. Having presented and discussed the rationale for each of the hypotheses, the following section reports the findings and presents a discussion for each of them. For consistency, the findings and analyses are presented according to the same themes outlined above: structure and composition, budgetary traits, collaboration, client impact and language proficiency, immigrant-based restrictions, and reputation. Each section will restate the corresponding hypotheses in the order that they were originally proposed. The researcher will report the standardized coefficient (Beta), the t-score, the hypothesized direction of the relationship, as well as the statistical significance. A discussion of the findings for the hypotheses in each section then will be presented. The results are reported in order of size of the standardized regression coefficients, from greatest to least statistical significance, and followed by those relationships which were positive and negative. Greatest attention and implications of the findings are given to those hypotheses that had statistical or substantive significance. The OLS Regression Results for Model 2 are presented at the end of the chapter in Table 5.8. Descriptive statistics for the dependent and independent variables in Model 2, which were not previously described in Model 1, are presented in Table 5.9.

Findings: Structure and Composition

The first relationships tested were the structural characteristics that facilitate mission statement fulfillment between LSNOs. The hypotheses under this theme include mission fulfillment, Spanish speakers in the organizations, and mission adherence as determined by Model 2. These variables indicate whether markers of organizational structure exist within the organization which can facilitate mission fulfillment. Table 5.1 provides a summary of the findings and indicates whether the hypotheses were accepted or rejected.

Table 5.1: Hypotheses, Accepted or Rejected within Structure and Composition

Hypotheses	Accept	Reject
Structure and Composition		
<p>H1b: Latino mission nonprofit organizations (LM-NPOs) will be better able to fulfill their organizational mission than Latino outreach nonprofit organizations (LO-NPOs).</p> <ul style="list-style-type: none"> • ($\beta = .110$, $t = 1.224$, $p \text{ value} = .223$). • The results are in the hypothesized direction and are not statistically significant. 		X
<p>H2b: LSNOs that have greater mission adherence will be better able to fulfill their mission.</p> <ul style="list-style-type: none"> • ($\beta = .559$, $t = 9.032$, $p \text{ value} = .000$). • The results are in the hypothesized direction and are statistically significant at the $<.001$ level. 	X	
<p>H3b: LSNOs with greater numbers of Latino clients are better able to fulfill their organizational mission.</p> <ul style="list-style-type: none"> • ($\beta = -.035$, $t = -.372$, $p \text{ value} = .710$). • The results are in the hypothesized direction and are not statistically significant. 		X
<p>H4b: LSNOs that are older will be more likely to fulfill their organizational mission.</p> <ul style="list-style-type: none"> • ($\beta = -.033$, $t = -.580$, $p \text{ value} = .563$). • The results are in the hypothesized direction and are not statistically significant. 		X
<p>H5b: LSNOs that have a strategic plan will be more likely to fulfill their organizational mission than those that have no such plans.</p> <ul style="list-style-type: none"> • ($\beta = -.020$, $t = -.330$, $p \text{ value} = .742$). • The results are in the hypothesized direction and are not statistically significant. 		X
<p>H6b: LSNOs that have a written annual report will be more likely to fulfill their organizational mission than those that do not have such a report.</p> <ul style="list-style-type: none"> • ($\beta = .018$, $t = .303$, $p \text{ value} = .762$). • The results are in the hypothesized direction and are not statistically significant. 		X

Table 5.1: Hypotheses, Accepted or Rejected within Structure and Composition (continued)

Hypotheses	Accept	Reject
Structure and Composition		
<p>H7b: LSNOs that do not have an organizational audit are negatively impacted in their ability to fulfill their organizational mission.</p> <ul style="list-style-type: none"> • ($\beta = .160$, $t = 2.565$, $p \text{ value} = .011$). • The results are in the hypothesized direction and are statistically significant at the .05 level. 	X	
<p>H8b: LSNOs that have larger numbers of Spanish speakers on staff will be better able to fulfill their mission.</p> <ul style="list-style-type: none"> • ($\beta = -.038$, $t = -.620$, $p \text{ value} = .536$). • The results are in the hypothesized direction and are not statistically significant. 		X

Data Analysis: Structure and Composition

According to the literature, adherence and fulfillment of a mission statement are two different variables with distinct objectives; however, both are measures of organizational effectiveness. In spite of the fact they are organizational effectiveness measures, an organization may abide by its organizational mission without fulfilling that mission. Because mission adherence is an often necessary, but not sufficient, condition to cause mission fulfillment, resources may also play a role in mission fulfillment. As more resources are available, the need for mission adherence to achieve mission fulfillment decreases. If one has an overabundance of resources, some can be used to pursue other targets. The mission may, nevertheless, be fulfilled because there are sufficient resources channeled toward the mission, even if those resources are applied somewhat haphazardly.

An organization is better able to fulfill its mission if it has gone through the thoughtful discipline of having an external entity evaluate its mission, its goals, and how its priorities are aligned to accomplish those goals through services, programs, and activities, and what resources are necessary to fulfill those stated goals. The rise of LSNOs is a sign of healthy communities and a means by which civil society is being fostered. According to Boris (1999), nonprofit organizations play a critical role in civil society by building and maintaining important social relationships. Nonprofit organizations that seek to work with the Latino community aid the sector's goal of being a safety net to marginalized populations which the public and private sectors cannot or do not wish to serve. Because LM-NPOs, also referred to as identity-based nonprofit organizations, are "rooted in and organized for their communities" (Ospina, Diaz, & Sullivan, 2002, p. 11), this finding illustrates the vital role

LM-NPOs, in particular, play in encouraging civic participation and facilitating social cohesion.

LSNOs that put their resources toward writing annual reports will be more likely to fulfill their organizational missions. An annual report aids an organization in understanding where the organization is currently positioned in respect to the past year's events. Such a report guides organizational development and the distribution and implementation of resources. An annual report also allows for organizational members to identify gaps and duplication of services, which helps the organization to perform more efficiently and effectively.

The negative relationships within this section are not statistically significant; however, the fact that a relationship is negative is cause for attention. For example, LSNOs, which serve a larger number of Latinos, may be considered less effective. Latinos are a relatively new population in Georgia, and they comprise the largest segment of documented and undocumented immigrants in the State. Therefore, it may be more difficult to serve their needs because there are limited opportunities for comprehensive case management across the government, private, and nonprofit sectors. Organizations that serve greater numbers of Latinos may be at a disadvantage in fulfilling their missions, because many of the networks nonprofit organizations depend on may not be sufficiently developed and may not be able to serve a client base that has significant barriers to receiving social services.

Similarly, LSNOs that are older are less likely to fulfill their mission despite their age. Although lack of mission fulfillment may seem counter-intuitive, age is often regarded as a marker for organizational maturity and flexibility to withstand changes in the environment. Grady and Morgan offer a reason as to why this relationship goes in the

negative direction: “As an organization ages, it develops stronger ties to the community, and its focus shifts away from primarily direct service and toward community leadership” (Graddy & Morgan, 2006, p. 611). In view of the fact that the organizations in this sample are direct human service providers, this finding may indicate that older organizations are entering a different stage in the organizational life cycle developed by the Wilder Foundation (Barry, 1986). This paradigm shift has implications on the organization’s stated and unstated goals, which ultimately affect organizational effectiveness.

Unexpectedly, strategic planning did not facilitate mission fulfillment. For decades nonprofits have become increasingly aware of the importance of a strategic plan to their ability to attract funding from all sectors (Barry, 1986). Strategic planning is intended to increase organizational effectiveness by enhancing nonprofit performance; advance its mission; help it meet stated goals (Bryson & Alston, 1996). It is surprising, therefore, those LSNOs, which engage in strategic planning, are not more effective in fulfilling their mission. The researcher’s only rationale for this negative relationship is that strategic planning is often used to access funding when an identity group may have difficulties in accessing diverse sources of revenue. Efforts to engage in strategic planning may be better replaced by activities that are more profitable to the organization’s performance (i.e., annual reports and organizational audits).

Finally, larger numbers of Spanish speakers on an LSNO’s staff did not aid in mission fulfillment. Having worked in nonprofit organizations with a large pool of Spanish-speakers, the researcher can offer one practical reason why organizational effectiveness may be hampered by such staff members. Nonprofit organizations that lack Spanish-speakers on staff are more likely to call on the services of those organizations which

do. As a result, they overburden LSNOs with Spanish-speakers by asking to “partner” with them by providing translation and/or interpretation services for their clients. Although partnering for language services may foster goodwill in the nonprofit community, it places a hardship on the LSNOs because they are not able to focus their staff skills and resources towards advancing their *own* mission, thus compromising their effectiveness.

Findings: Budgetary Traits

The second relationship tested in Model 2 focuses on the percentage of and the location of nonprofit revenues for LSNOs. The hypotheses under this theme include differences in budget sizes, as well as the percentage of LSNO revenues that are generated from government grants and contracts, private grants and contracts, in-kind donations, fundraising and monetary donations, and fees-for-services. These sources of revenue and the budget size were believed to impact organizational effectiveness. Table 5.2 provides a summary of the findings and indicates whether the hypotheses were accepted or rejected.

Table 5.2: Hypotheses, Accepted or Rejected within Budgetary Traits

Hypotheses	Accept	Reject
Budgetary Traits		
<p>H9b: LSNOs with larger budgets will have greater levels of mission fulfillment.</p> <ul style="list-style-type: none"> • ($\beta = -.042$, $t = -.767$, $p \text{ value} = .444$). • The results are in the hypothesized direction and are not statistically significant. 		X
<p>H10b: LSNOs with more government grants and contracts will have lower levels of mission fulfillment.</p> <ul style="list-style-type: none"> • ($\beta = -.160$, $t = -2.360$, $p \text{ value} = .019$). • The results are in the hypothesized direction and are statistically significant at the .05 level. 	X	
<p>H11b: LSNOs with more private grants and contracts will have greater levels of mission fulfillment.</p> <ul style="list-style-type: none"> • ($\beta = -.049$, $t = -.807$, $p \text{ value} = .421$). • The results are in the hypothesized direction and are not statistically significant. 		X
<p>H12b: LSNOs with more fundraising and monetary donations will have lower levels of mission fulfillment.</p> <ul style="list-style-type: none"> • ($\beta = -.112$, $t = -1.766$, $p \text{ value} = .079$). • The results are in the hypothesized direction and are statistically significant at the .10 level, even though the standard for statistical significance is the .05 level. 		X
<p>H13b: LSNOs with more in-kind donations will have lower levels of mission fulfillment.</p> <ul style="list-style-type: none"> • ($\beta = -.094$, $t = -1.663$, $p \text{ value} = .098$). • The results are in the hypothesized direction and are statistically significant at the .10 level, even though the standard for statistical significance is the .05 level. 		X
<p>H14b: LSNOs with more fee-for-service income will have greater levels of mission fulfillment.</p> <ul style="list-style-type: none"> • ($\beta = -.030$, $t = -.566$, $p \text{ value} = .572$). • The results are in the hypothesized direction and are not statistically significant. 		X

Data Analysis: Budgetary Traits

Government social service contracts generate approximately half of the income social service organizations receive in the United States (Froelich, 1999; Gazley, 2004; Grønbjerg, 1993; Hodgkinson & Weitzman, 1996; Salamon, 1995; Smith & Lipsky, 1993; Ware, 1989; Weisbrod, 1988). As a result, LSNOs can become dependent on government support, which may lead to their being co-opted. Because government grants and contracts often hamper nonprofit discretion, nonprofits risk losing their unique characteristics and compromise the mission of their organizations. Goal displacement results when LSNOs become increasingly dependent on government contributions to the organization and thus increasingly reflect the goals of their government funders (Froelich, 1999; Grønbjerg, 1993; Hodgkinson & Weitzman, 1996; Salamon, 1995; Smith & Lipsky, 1993). Additionally, because of the enticements offered by stable government support, government mandates may force the organization to change the services and programs it offers, as well as the clients it seeks to assist (Froelich, 1999; Grønbjerg, 1993; Hodgkinson & Weitzman, 1996; Salamon, 1995; Smith & Lipsky, 1993). Thus, these enticements may compromise the ability of LSNOs to fulfill their mission and be effective.

Institutional developments, through fundraising and monetary donations, are common activities for nonprofit organizations. However, engaging in such activities requires not only skill but also staff resources, which pulls people away from direct service. For human service organizations that serve Latinos, the more an LSNO engaged in such activities the lower its level of mission fulfillment. This finding confirmed H12b. Even though the level of statistical significance is $\leq .10$, the findings merit discussion. LSNOs are seeking innovative ways to increase their revenues. Donor relations and fundraisers are vital means

by which to do so. The ability to raise money, nevertheless, is often tied to the client base served. Those populations that are viewed more favorably, children and the elderly for example, are often easier to raise money for, as they are considered to be vulnerable populations. For LSNOs fundraising to aid Latinos, many of whom are immigrants, the pool of interested donors is drastically reduced; this client base requires even greater resources to solicit from those small pools of money. As a result, LSNOs may be better off utilizing their resources in other ventures which facilitate mission fulfillment.

Because in-kind donations are so diverse and can occur at a moment's notice, it is difficult to plan on how to use and distribute these goods to clients and even within an organization itself. In-kind donations can be viewed in two ways. First, organizations may consider them to be excess tangible products and share excess wares with another in the spirit of resource-sharing and community-building. However, the researcher has found in her experience, organizations seek to promote their own services to a target audience, therefore approaching LSNOs, for example, as a way to gain access to new Latino clients. Hence, in-kind donations are meant to promote non-LSNO products and services, with little benefit to the LSNOs clients.

In some instances, directors feel that in-kind donations are a means by which other organizations can give away items and show good favor, while not providing any tangible financial benefit. On the few occasions in which some money accompanies an in-kind donation, the money is more symbolic and not as useful to meeting the needs of clients. In a sense, in-kind donations are the nonprofit sector's way of being the giver or the recipient of another's "re-gift." Because in-kind donations vary, they may be difficult to document and inventory for the organization's use. Even though nonprofit directors will commonly state

that any gift is a welcomed one, these findings indicate such a statement may not always be true, because such gifts do not always improve organizational effectiveness.

The larger an organization's assets, the less likely it will be to fulfill its mission. Effective organizations need to be responsive to the external environment. Accordingly, their locus of dependence forces them to examine from whom, when, and where they can obtain the resources necessary to sustain their organization. Although the assets of the organization often measure organizational size, constituent interests or demands may drive the source from those funds coming into an organization. Revenue streams are generated from multiple constituencies that judge the effectiveness of the organization according to their own agenda. As a result, organizations with larger budgets may be more closely connected to purse-strings than those with leaner budgets. If this is the case, LSNOs with smaller budgets may be better able to focus resources on their given mission, rather becoming involved in unrelated activities which divert resources away from mission fulfillment.

Private contributions are valued by nonprofits, as they provide income, a source of legitimacy, and demonstrate support stakeholder support (Grønbjerg, 1993; Hodgkinson & Weitzman, 1996; Salamon, 1995). Unfortunately, corporations and foundations often initiate their own agendas through the priorities outlined in their grants and contracts (Grønbjerg, 1993; Salamon, 1995; Smith & Lipsky, 1993). This practice subverts the goals of the LSNO and compromises its effectiveness.

Nonprofit organizations are seeking new forms of revenue as financial resources become increasingly scarce. Commercial activities, such as fee-for-service, are one source of revenue. Income generated through commercial activities gives nonprofit organizations

greater flexibility over the use of those funds, including supporting their missions (Froelich, 1999; Grønbjerg, 1993; Hodgkinson & Weitzman, 1996; Salamon, 1995; Smith & Lipsky, 1993).

Although it was hypothesized that LSNOs generation of revenues through commercial activity would lead to increased levels of mission fulfillment, this was not the case. One rationale for this negative relationship is that diversifying a nonprofit's revenue base requires time and energy. Additionally, even a nominal fee or a sliding-scale fee assumes that clients are able to make such an investment. Because LSNOs service Latinos, many of whom are immigrants; their clients may not have the financial means to pay such fees. This could result in clients not receiving the services they need and the organization being prevented from fulfilling its mission.

Findings: Collaboration

The third type of relationship tested in Model 2 was collaborative efforts and their impact on organizational effectiveness, as measured by mission statement fulfillment. The hypotheses under this theme include the nonprofit collaboration index, nonprofit sector collaboration, nonprofit-business collaboration, and nonprofit-government collaboration. These variables indicate different levels of collaboration within the organization. Table 5.3 provides a summary of the findings and indicates whether the hypotheses were accepted or rejected.

Table 5.3: Hypotheses, Accepted or Rejected within Collaboration

Hypotheses	Accept	Reject
Collaboration		
<p>H15b: LSNOs that engage in diverse forms of collaboration will have greater levels of mission fulfillment.</p> <ul style="list-style-type: none"> • ($\beta = -.041$, $t = -.632$, $p \text{ value} = .528$). • The results are in the hypothesized direction and are not statistically significant. 		X
<p>H16b: LSNOs that engage in collaboration with other nonprofits will be better able to fulfill their mission.</p> <ul style="list-style-type: none"> • ($\beta = .010$, $t = .152$, $p \text{ value} = .879$). • The results are in the hypothesized direction and are not statistically significant. 		X
<p>H17b: LSNOs that engage in collaboration with private businesses will be better able to fulfill their mission.</p> <ul style="list-style-type: none"> • ($\beta = .025$, $t = .398$, $p \text{ value} = .691$). • The results are in the hypothesized direction and are not statistically significant. 		X
<p>H18b: LSNOs that engage in collaboration with government agencies will be better able to fulfill their mission.</p> <ul style="list-style-type: none"> • ($\beta = .047$, $t = .732$, $p \text{ value} = .465$). • The results are in the hypothesized direction and are not statistically significant. 		X
<p>H19b: LSNOs that perceive collaboration help them achieve their stated goals are more likely to fulfill their mission.</p> <ul style="list-style-type: none"> • ($\beta = .120$, $t = 1.956$, $p \text{ value} = .052$). • The results are in the hypothesized direction and are statistically significant at the .10 level, even though the standard for statistical significance is the .05 level. 		X

Data Analysis: Collaboration

None of the hypotheses tested were statistically significant and all of the relationships were very weak. However, if one is able to use the outer bounds of statistical significance for the purposes of discussion, one hypothesis was statistically significant at the $\leq .10$ level. LSNOs that viewed collaborations as being effective in achieving their missions were more likely to fulfill those missions (H19b had a standardized coefficient of .120 and a t-score of 1.956). Organizational theorists have argued institutions that develop inclusive networks of diverse groups are better able to tackle difficult social problems (Ginsberg, 1998; Snaveley & Trust, 2002, 2000). Engaging in collaborative relationships is one way in which those social networks are forged. Because collaboration is defined as “the pooling of appreciation and/or tangible resources, e.g., information, money, labor, etc., by two or more stakeholders to solve a set of problems which neither can solve individually,” it is likely that those organizations that engage in such practices will be more effective at achieving their missions (Gray, 1985, p. 912).

Similarly, collaborative relationships from various segments or sectors of society can facilitate mission fulfillment as shown through positive relationships in H16b-H18b. Collaborative networks with other nonprofits, private businesses, and government agencies help LSNOs achieve higher levels of effectiveness in meeting their clients’ needs. Cross-sector collaboration has been viewed as a means to increase the breadth and depth of human-service work. Subsequently, collaboration seeks to enhance the nonprofits’ organizational capacity and that of their partners as well. As a result, the efficiency of social service delivery networks are improved (Clegg & Hardy, 1999; Smith & Lipsky, 1993; Weiner & Alexander, 1998; Wood & Gray, 1991). Because of the communal nature of

Latino culture, nonprofit executive directors have the opportunity to develop organizational values that embrace trust and reciprocity, and to capitalize on the cultural norms of Hispanics, which naturally favor collaborative relationships. If using their assets is the case, then the ability to develop trusting relationships, based on shared goals, is more likely to exist among nonprofits than among those in other sectors (Boris & Steuerle, 1999; Kearns, 1998; Snavely & Tracy, 2002). Organizations' differing views about the Latino population may impact their willingness to engage in collaborative relationships.

The last hypothesis in this section, LSNOs that engage in diverse forms of collaboration will have greater levels of mission fulfillment, was found to have a negative relationship (H15b: standardized coefficient= -.041; t-score= -.632). Researchers have argued that nonprofit sector collaborations may, in fact, "be short-term strategies for social service agencies to cope with changing funder mandates and policy-related shifts, and, consequently, may not result in heightened program coordination in the long term" (Takahashi & Smutny, 2002, p. 166). Because there may be territorial concerns over the resources exchanged through collaboration, LSNOs may be more willing to collaborate in some areas rather than others. Maintaining accountability, managing logistical issues, and differences in organizational culture, are serious challenges associated with collaboration that cannot be overlooked or minimized.

These concerns may be heightened among LSNOs due to apprehension over organizational autonomy, differential power relations, and client confidentiality, especially in relation to immigration status, and may thwart their efforts to engage in collaboration. It would be a worthwhile venture to pursue this line of research and identify which forms of nonprofit collaboration LSNOs are more likely to participate in and why. Because

collaborative work is political in nature, with diverse stakeholders, expectations, and roles, it would be useful to compare their collaborative arrangements of LSNOs with those of the nonprofit sector as a whole (Gazley, 2004).

Findings: Client Impact and Language Proficiency

The fourth relationship tested focused on how clients' skill impacts mission fulfillment. The hypotheses under this theme include whether Latinos negatively impact the organization's mission, and how their English and Spanish language proficiency impacts the organization's ability to fulfill its mission. These variables indicate how directors perceive their clients, and how clients' skills affect organizations' abilities to deliver programs and services. Table 5.4 provides a summary of the findings and indicates whether the hypotheses were accepted or rejected.

Table 5.4: Hypotheses, Accepted or Rejected in Client Impact and Language Proficiency

Hypotheses	Accept	Reject
Client Impact and Language Proficiency		
H20b: LSNOs that believe serving Latino clients negatively impacts their organizational mission will have lower levels of mission fulfillment. <ul style="list-style-type: none"> ($\beta = -.043$, $t = -.778$, $p \text{ value} = .438$). The results are not in the hypothesized direction and are not statistically significant. 		X
H21b: LSNOs that have clients with lower levels of English skills will have more difficulty in fulfilling their mission. <ul style="list-style-type: none"> ($\beta = -.057$, $t = -.898$, $p \text{ value} = .370$). The results are in the hypothesized direction and are not statistically significant. 		X
H22b: LSNOs that have clients with lower levels of Spanish skills will have more difficulty in fulfilling their mission. <ul style="list-style-type: none"> ($\beta = -.052$, $t = -.872$, $p \text{ value} = .384$). The results are in the hypothesized direction and are not statistically significant. 		X
H23b: LSNOs' services will be negatively influenced by the English proficiency of clients, thus impacting their mission fulfillment. <ul style="list-style-type: none"> ($\beta = -.037$, $t = -.650$, $p \text{ value} = .517$). The results are in the hypothesized direction and are not statistically significant. 		X

Data Analysis: Client Impact and Language Proficiency

None of the hypotheses tested in this section were statistically significant and the hypotheses actually had negative relationships. Therefore, the researcher begins her discussion of client impact with H20b, which states that LSNOs that expect serving Latino clients negatively impacts their organizational mission will likely have lower levels of mission fulfillment. Executive directors, who believe that serving Latinos has a negative impact on mission fulfillment, are more likely to realize that belief. Thus, the more they believe Latinos negatively impact their organizations, the more likely that Latinos will.

An alternate and equally compelling explanation is that directors perceive that their organizations are working hard to serve their clients. As a result of that diligence, the missions are moving forward and are being fulfilled. Hard work comes at a cost to the organizations. Such an argument provides a foothold into a greater discussion concerning categorical differences in the types of Latinos LSNOs may find more attractive and are willing to serve. As human service providers, LSNOs are “tangible, significant manifestations of community” (Smith & Lipsky, 1993, p. 22), one can argue that there are various communities within the Latino population that need to be revealed. These communities not only bring to light differences in countries of origin, levels of education, economic status, and political orientation. Additionally, these differences may be heightened by the immigration status of those individuals. Hence, this hypothesis may be better addressed by conducting research that seeks to understand whether hierarchical preferences exist in serving Hispanics among LSNOs, and, if so, what those preferences are.

One of the determinants of hierarchy within Hispanic culture is language proficiency. In this study, negligible difference between the “Client English Proficiency

Index” and “Client Spanish Proficiency Index” prevailed, as their standardized coefficients were $-.057$ and $-.052$, respectively. Both variables reveal how the negative assessments of language proficiency, made by executive directors influenced their negative perception of mission fulfillment. Clients may have greater levels of speaking, reading, and writing ability in one or both languages. However, if LSNOs believe that their clients are language deficient, they may already have prejudgments about how to convey services to their clients. It is a welcomed event when one is able to communicate with a client and meet her or his needs without communication difficulties. The neediest, however, are likely to have a rudimentary knowledge of English, and often lack basic language skills even in their native tongue. When lack of Spanish language proficiency occurs, or when Latino clients speak an indigenous language, other resources for interpretation and translation are needed to serve those clients effectively. If LSNOs are not able to handle those situations, even with their additional language competencies, those nonprofit organizations outside of this network are even less likely to aid such clients.

Similarly, the final hypothesis under the theme “Client Impact and Language Proficiency” has a negative relationship. In H23b, the survey asks “How do your Latino clients’ English skills affect your organization’s ability to provide the following services.” By using an additive index of eight variables, the researcher determined LSNOs that believe their clients’ English skills will negatively affect their organization, will experience that predicament. Again, their belief that the clients’ language skills limit their ability to function, impairs LSNOs from communicating with clients and delivering services.

Findings: Political Factors

The fifth relationship tested focused on how political factors impact mission fulfillment. The hypotheses under this theme include whether LSNOs are viewed as working to improve the political climate; whether LSNOs feel that they are excluded from the political process; and whether LSNOs perceive Latinos as being discriminated against in Georgia. These variables indicate how directors perceive that their organizations and their clients are affected by the political climate in which LSNOs must operate. Table 5.5 provides a summary of the findings and indicates whether the hypotheses were accepted or rejected.

Table 5.5: Hypotheses, Accepted or Rejected in Political Factors

Hypotheses	Accept	Reject
Political Factors		
<p>H24b: LSNOs that work to improve the political climate in Georgia are more likely to fulfill their mission.</p> <ul style="list-style-type: none"> • ($\beta = -.036$, $t = -.658$, $p \text{ value} = .511$). • The results are in the hypothesized direction and are not statistically significant. 		X
<p>H25b: LSNOs that feel excluded from the political process in Georgia will be less likely to fulfill their mission.</p> <ul style="list-style-type: none"> • ($\beta = -.022$, $t = -.392$, $p \text{ value} = .696$). • The results are in the hypothesized direction and are not statistically significant. 		X
<p>H26b: LSNOs which perceive that Latinos in Georgia are discriminated against will have higher levels of mission fulfillment.</p> <ul style="list-style-type: none"> • ($\beta = .053$, $t = .898$, $p \text{ value} = .370$). • The results are in the hypothesized direction and are not statistically significant. 		X

Data Analysis: Political Factors

None of the hypotheses tested in this section were statistically significant; however, there was one positive and two negative relationships. The positive relationship under this theme comes from H26b, which states that LSNOs, which perceive Latinos in Georgia are discriminated against, will have higher levels of mission fulfillment.

By 2015, “approximately 10 percent of Georgia’s population will be Hispanic” (Giacomini & Hadley, 2005, p. 1). This growth heightens the black/white dichotomy as a new segment of society increases its presence and its imprint on the socio-political landscape. Because of the South’s history of oppression and racism, concerns over discrimination are not new. However, when discrimination stems from voluntary immigration through legal and illegal channels, the sympathies normally given to movements that foster social justice are somewhat dampened. The climate in Georgia has become increasingly unwelcome for Latinos (Bouvier & Martin, 1995; Ibrahim, 2006; Powell, 2006; Sears, 2007). LSNO leaders themselves have stated that Georgia no longer lives up to its touted “southern hospitality” (GALEO, 2007; Studstill & Nieto-Studstill, 2001). Although the State purports to embrace documented Latinos and shun undocumented ones, the decisions of policy-makers and their implementation by street-level bureaucrats, perpetuates the wholesale labeling of Latinos as illegal immigrants. Examples of this phenomenon include: police following Latino drivers or parking in Latino-dense neighborhoods to find Latinos in some suspicious activity which can result in their being reported to U.S. Citizenship and Immigration Services³²; and schools being harassed to release records of children who have Spanish surnames for cross listing with identification numbers to determine if they or their parents are not legally present in the

³² Formerly known as U.S. Immigration and Naturalization Service (INS).

U.S. Clearly, discrimination is impacting LSNOs, and organizations that seek to serve Latinos are more likely to believe that Latinos are discriminated against.

The two negative relationships concern H24b and H25b. The former asserts that LSNOs, which work to improve the political climate, will have higher levels of mission fulfillment. The latter claims that LSNOs feel excluded from the political process in Georgia. H24b's standardized coefficient was $-.036$ and its t-score $-.658$. The values for H25b were less, with a coefficient of $-.022$ and t-score of $-.392$.

Despite high participation in the workforce, Latinos' incomes and net worth are much lower than non-Hispanic whites, and thus Latinos are more likely to face poverty. Indeed, 21.8 percent of Latinos live in poverty (Ng'andu & Gianfortino, 2006, p. iv). Therefore, the population's oppression is compounded by being Latino, immigrant, and poor. According to Giacomini and Hadley, "Georgia's Hispanic population is expected to increase 143 percent between 2000 and 2015" (2005, p. 1). Because U.S. projections estimate that "Hispanics will make up approximately one-quarter of the population by 2050", it is clear that the well-being of the largest and "fastest-growing minority in the country will have a significant influence on the well-being of the nation as a whole" (Ng'andu & Gianfortino, 2006, p. 1). Therefore, it is troublesome to learn that LSNOs seeking to improve the political climate in Georgia feel excluded from the political process.

A nonprofit's power to affect legislation comes through its grassroots strength, ranging from letter writing to voting. LSNOs represent individuals who may not be fully aware of the rules of political engagement in the United States and may not be able to participate in political activities. LSNOs and their allies therefore utilize mass demonstrations which provide individuals with the protection of anonymity in a large crowd,

while still making their needs known to the populace. These efforts are the direct result of community organizing and political engagement with numerous stakeholders uniting and forming intermediary organizations. These organizations “explicitly seek to build the power base of the poor so they can effect and change the public policies and private market forces that create and sustain social and economic inequality” (Allen, 1998, p. 31). Because LSNOs can give a voice and legitimacy to the concerns of their clients, they mobilize the community and political opinion toward addressing issues that are of real concern to Latinos. Although community mobilizing and lobbying have been instrumental vehicles whereby the nonprofit sector has communicated the needs of its constituents to policy makers in the past, there is growing concern about how much advocacy nonprofits can be engaged in without compromising their protected tax status (Smucker, 1999).

These factors make LSNOs politically vulnerable to exogenous forces and impact the ability of LSNOs to be included in the political process. The complex issues that their clients face, coupled with Internal Revenue Service regulations curtailing the advocacy role of the nonprofit sector (Smith & Lipsky, 1993) threaten the very existence of some LSNOs that advocate on behalf of Latinos in Georgia. LSNOs “have an obligation to advocate for and represent Hispanic residents of their community,” as well as to “empower Hispanics to advocate for themselves, and on behalf of their communities” (Vivero, 1994, p. 6). As a result, it is logical that LSNOs may be frustrated in their attempts to improve the political climate in Georgia, which thwarts their ability to fulfill their missions.

Findings: Immigrant-based Restrictions

The sixth relationship tested was the impact that immigrant-based restrictions have on LSNOs. The hypotheses under this theme include how Senate Bill 529 affects LSNOs, and how funding limitations from the various sectors influence mission fulfillment. These variables focus on the socio-political environment and how restrictive immigration policies affect LSNOs' ability to be effective. Table 5.6 provides a summary of the findings and indicates whether the hypotheses were accepted or rejected.

Table 5.6: Hypotheses, Accepted or Rejected in Immigrant-based Restrictions

Hypotheses	Accept	Reject
Immigrant-based Restrictions		
<p>H27b: LSNOs' ability to fulfill their missions will be negatively impacted with the implementation of SB529.</p> <ul style="list-style-type: none"> • ($\beta = -.025$, $t = -.449$, $p \text{ value} = .654$). • The results are in the hypothesized direction and are not statistically significant. 		X
<p>H28b: LSNOs will have greater difficulty in fulfilling their mission, because of immigrant funding restrictions by the nonprofit sector.</p> <ul style="list-style-type: none"> • ($\beta = .148$, $t = 1.414$, $p \text{ value} = .159$). • The results are in the hypothesized direction and are not statistically significant. 		X
<p>H29b: LSNOs will have greater difficulty in fulfilling their mission, because of immigrant funding restrictions by the private sector.</p> <ul style="list-style-type: none"> • ($\beta = -.112$, $t = -.988$, $p \text{ value} = .325$). • The results are in the hypothesized direction and are not statistically significant. 		X
<p>H30b: LSNOs will have greater difficulty in fulfilling their mission, because of immigrant funding restrictions by the government sector.</p> <ul style="list-style-type: none"> • ($\beta = -.045$, $t = -.618$, $p \text{ value} = .537$). • The results are in the hypothesized direction and are not statistically significant. 		X

Data Analysis: Immigrant-based Restrictions

None of the hypotheses tested in this section were statistically significant; however, the findings are quite intriguing. The more executive directors perceive that nonprofit funding restrictions will negatively impact their organizations, the more likely it will be that organizations fulfill their missions (standardized coefficient= .148, t-score= 1.414). Equipped with this knowledge, LSNOs may meet their clients' needs by engaging in various forms of collaboration and resource exchanges that are not tied to direct funding sources. Externally oriented strategies attempt to alter the relationship between individual nonprofits and the funding and political systems in which they operate. Organizations will adopt new resource strategies to address uncertainty and to heighten the prospect of organizational survival, stable relations with other groups in the community, and to reduce overdependence on specific funding sources (Boris & Steuerle, 1999; Pfeffer & Salancik, 1978; Provan & Milward, 1995). According to Rodriguez and Brudney (2005), LM-NPOs are more likely to partner with mainstream nonprofit organizations, which are applying for funds within the nonprofit sector, because LM-NPOs are able to serve as a collaborative partner to the host organization. In return, the LM-NPO receives some funding for its role in the project, while improving nonprofit sector relations. Through this arrangement, LM-NPOs are able to gain monetary benefits that otherwise would have been unavailable to them. Over time, these arrangements build trust and a greater sense of understanding for the plight of LSNOs and their clients, and may encourage mainstream nonprofit organizations to engage in activities that benefit Latinos (Jennings, 1992).

As previously discussed, SB529 is one of the most significant anti-immigrant pieces of legislation in Georgia's history. Even though the legislation does not directly address the

nonprofit sector, it impacts both government agencies and private businesses. SB529 provides for the sanctioning of employers, who knowingly hire undocumented immigrants, and denies certain state services, such as non-emergency medical care and unemployment checks to adults who cannot verify that they are in the country legally. The increased devolution of government services to the nonprofit sector, coupled with the criminal component of serving immigrants, poses a serious burden on LSNOs.

Local advocates have argued that SB529 sets the precedent for harsher pieces of legislation, which will negatively impact and penalize nonprofit organizations serving undocumented immigrants (GALEO, 2007; Powell, 2006; Sears, 2007). With the 300 percent increase in the number of Latinos calling Georgia home over the past 15 years (U.S. Census Bureau, 2004), SB529 creates an increasingly hostile environment for LSNOs. Under those circumstances, executive directors, who perceived that SB529 would threaten their nonprofit organizations, were more likely to believe that SB529 would negatively impact mission statement fulfillment.

Regrettably, the argument posed above, regarding nonprofit sector funding restrictions, may not be as plausible for private and government sector grants and contracts. The more executive directors perceive that nonprofit funding restrictions will negatively impact their organizations, the greater the likelihood that their organizations will be deterred from fulfilling their missions. Immigrant-based funding restrictions in the private sector had a standardized coefficient of $-.112$ and a t-score of $-.988$, while those posed by the government sector had a coefficient of $-.045$ and t-score of $-.618$. According to Froelich (1999, p. 254), “government funds are more broadly accessible than major private contributions that favor large non-controversial recipients.” Because Latinos and immigrants

may be considered “controversial recipients,” immigrant-based funding restrictions may be more rampant within the private and public sectors.

As stated previously, there are many reasons for this phenomenon including the desire to avoid affiliation with a population considered undeserving of public goods, in part due to the criminal component and stigma attached to being an immigrant, especially one who is here illegally. This concern over status outweighs the public welfare concerns that arise from casting out a large and growing segment of society which neither the private nor government sectors seek to serve. Thus, the nonprofit sector, and in particular LSNOs become the “safety-nets” to millions of individuals who cannot access traditional channels for social welfare. It comes as no surprise that the more an executive director believes that immigrant-based funding restrictions will impact mission fulfillment, the more likely that belief will become a reality.

Findings: Reputation

The seventh and final relationship tested was whether an organization’s reputation with the Latino community, each of the three sectors, as well as the general public affects mission fulfillment. Of all the relationships tested in Model 2, reputation was found to have the most statistically significant relationships. Table 5.7 provides a summary of the findings and indicates whether the hypotheses were accepted or rejected.

Table 5.7: Hypotheses, Accepted or Rejected in Reputation

Hypotheses	Accept	Reject
Reputation		
<p>H31b: A positive reputation within the Latino community increases mission statement fulfillment.</p> <ul style="list-style-type: none"> • ($\beta = .136$, $t = 2.061$, $p \text{ value} = .041$). • The results are in the hypothesized direction and are statistically significant at the .05 level. 	X	
<p>H32b: A positive reputation in the nonprofit sector increases mission statement fulfillment.</p> <ul style="list-style-type: none"> • ($\beta = -.010$, $t = -.113$, $p \text{ value} = .910$). • The results are in the hypothesized direction and are not statistically significant. 		X
<p>H33b: A positive reputation in the private sector increases mission statement fulfillment.</p> <ul style="list-style-type: none"> • ($\beta = .247$, $t = 2.586$, $p \text{ value} = .011$). • The results are in the hypothesized direction and are statistically significant at the .05 level. 	X	
<p>H34b: A positive reputation in the government sector increases mission statement fulfillment.</p> <ul style="list-style-type: none"> • ($\beta = -.263$, $t = -3.003$, $p \text{ value} = .003$). • The results are in the hypothesized direction and are statistically significant at the .01 level. 	X	
<p>H35b: A positive reputation in the general public increases mission statement fulfillment.</p> <ul style="list-style-type: none"> • ($\beta = .182$, $t = 2.110$, $p \text{ value} = .036$). • The results are in the hypothesized direction and are statistically significant at the .05 level. 	X	

Data Analysis: Reputation

The unprecedented growth of the Latino community in Georgia has left social service and government agencies scrambling to gather information about how to find ways to provide services to new community (Atilas & Bohon, 2002; Bohon, Macpherson, & Atilas, 2005; Neal & Bohon, 2003). LSNOs give voice to a population that feels as if they live in the shadows of society, despite its numerous contributions to economic and civic life (Cannino-Arroyo, 2003; Ospina, Diaz, & O'Sullivan, 2002). Local, state, and federal government agencies have looked to LSNOs to understand the collective and specific needs of the Latino community. Advocating and representing community interests between the sectors fosters innovation as society attempts to meet complex and often contradictory goals (Jaskyte & Dressier, 2005; Jaskyte & Lee, 2006).

This has resulted in the government sector shifting its responsibility to help Latinos, both immigrant and native, to the nonprofit sector, thereby placing an undue burden on LSNOs' already limited resources. For example, the limitation of multi-lingual speakers, within Georgia's agencies, makes the state government less accessible to its diverse Latino constituents. Government agencies have apparently determined that they can reduce their services, and thus costs, by simply referring clients who are eligible and in need of government services to LSNOs. This blatant disregard of human needs explains why there was a statistically significant (.01 level) negative relationship between an LSNO's mission fulfillment and its reputation with government agencies. Thus, the better an LSNO's reputation is with government agencies, the lower its mission fulfillment.

However, LSNOs with a positive reputation within the Latino community, the business community, and the community-at-large are statistically (at the .05 level) more

likely to fulfill their mission. Such a relationship not only sounds reasonable, but also confirms conventional wisdom. An organization can have a vital mission, good leadership, and sufficient resources, but, unless it is known in the community, its impact will be limited (De Vita & Fleming, 2001, p. 21). Outreach efforts are an essential element in strengthening and extending the work of LSNOs throughout the Latino community. For example, gaining the approval and respect of the Latino community, and, thus their clients, is vital to LSNOs' existence and ultimately success. LSNOs gain higher levels of legitimacy as they communicate the needs of their constituents not only to policy-makers, stakeholders, private businesses, but also to the public-at-large. This can occur when, in order to be more philanthropic and charitable, businesses reach out extensively to Latinos – especially those newly arrived – but fail due to increased skepticism toward such efforts. Thus, some outreach efforts may be more effectively carried out by LSNOs acting as liaisons between individuals, agencies, or businesses, creating a conduit of trust (Rodriguez & Brudney, 2005).

Because LSNOs are familiar with their communities, they are able to provide the types of information and assistance that are most useful to the community. This includes assisting with various applications, acting as family advocates and liaisons, and providing a wealth of culturally and linguistically appropriate information and education. Traditional outreach efforts tend to focus less on direct contact or assistance and rely more on flyers or simply provide telephone information numbers under the belief that clients will follow up on their own. However, efforts are less effective in reaching minority and underserved populations. LSNOs clearly have an insider's advantage (Ng'andu, 2007). This reason is

why having a positive reputation in the business community increases mission fulfillment. Similarly, having a positive reputation in the community-at-large is equally important. Not only is the community more informed about the goals of the organization, but through public awareness and support prospective volunteers, employees, and donors can be recruited and maintained.

A positive reputation is one of the most important attributes a nonprofit organization can have. It is protected and treated with great regard. For many nonprofit organizations, their funding and reputation are determined and solidified by their reputation. Consequently, nonprofit organizations not only compete for funds and collaborative partnerships, but also for good reputations. Because effectiveness is a difficult concept to measure, the perceived impact of an organization often is one of the best determiners for organizational success. For many organizations, a positive reputation brings with it the perception that they are legitimate, have organizational capacity, effectively serve their constituents, and thus deserve respect and recognition. As an organization's reputation increases, other nonprofits are likely to align themselves with the LSNO often resulting in monetary and non-monetary support. In the increasingly competitive nonprofit sector, LSNOs that seek to rise above the rest may find themselves at a disadvantage because isolated organizations are more likely to struggle and fail (Galaskiewicz & Bielefeld, 1998). Without supportive networks and effective outreach efforts, organizations may limit their access to needed resources and fail to establish a positive image or reputation within the nonprofit sector, thus limiting their appeal within the nonprofit community.

Summary

Chapter 5 endeavored to determine if mission fulfillment was a useful measure of organizational effectiveness for LSNOs. The rationale for each of the hypotheses in Model 2 and the findings for each hypothesis were discussed. Similar to Model 1, the findings were divided into six clusters, namely, structure and composition, budgetary traits, collaboration, client impact and language proficiency, immigrant-based restrictions, and reputation. Of these, two themes emerged as statistically significant. Similar to Model 1, the hypotheses clustered under the structure and composition theme stand out. Of particular interest was the variable mission adherence. Although mission adherence and fulfillment measure different constructs, the findings reveal that mission adherence plays an integral role in mission fulfillment (statistically significant at the .001 level). Because organizations may suffer from goal displacement or mission drift, it is important this finding demonstrates that organizations which remain faithful to their stated goals are more likely to accomplish them. Because LSNOs, like many other identity-serving nonprofit organizations are growing within the sector, it is important that they guard themselves from pursuing programs and services which may deviate them from their mission. If so, they will become less effective at realizing the goals which propelled them into existence in the first place.

Consistently referring back to the mission is essential for organizational success. Daily reflection and practice of this exercise enables LSNOs to be more effective. A method by which organizations can determine if they are abiding by their mission is to have an organizational audit. An audit requires thoughtful planning and examination of an LSNOs' stated and unstated goals, and how they are reflected in the organizations programs, services, activities, and resources. Nonprofit scholars have argued that independent financial and

organizational audits are important indicators of effectiveness (Herman & Renz, 2004, 1998; Paton & Foot, 1997). An external audit indicates an organization wants to be proactive in understanding the strengths, weaknesses, opportunities, and challenges of the organization. Upon completion, the audit can enhance other organizational planning documents and can facilitate partnerships with others in the nonprofit, business, and government sectors.

The opportunity to develop partnerships is also facilitated by a positive reputation. According to Model 2, the reputation cluster was the other area in which statistically significant relationships were revealed. Because LSNOs serve a real and vital need within the Latino community and society as a whole, they must be favorably regarded. Despite the fact that LSNOs may not receive large numbers of grants and contracts and are impacted by immigrant-based restrictions, a positive reputation is still vital to their existence. LSNOs with a positive reputation in the various sectors and communities, which they serve, were found to be more likely to be effective (.05 level of statistical significance). Obviously, a positive reputation within the community they share with their clients is important, but having a positive reputation with the nonprofit, private, and public sectors, as well as the community-at-large is also important. The reputational benefits garnered have wide-ranging implications on how the organization is perceived and regarded. As an organization's reputation improves, it is believed that opportunities for networking and formal partnerships will develop. As a result, LSNOs recognize that their public actions must align with their private purpose. If dissonance, between public action and private perception, takes place, this may be negatively reflected in their reputation and how they are perceived in the community-at-large. When an LSNO's services are aligned with their mission, they are more likely to fulfill their mission, have a positive reputation, and be more effective. Thus, the

better the LSNOs reputation the more likely they are to be the beneficiaries of tangible and intangible resources, which in turn further enhance the organization's performance.

“Because organizations are only components of a larger social system and depend upon that system's support for their continued existence, organizational goals and activities must be legitimate or of worth to the larger system” (Pfeffer & Salancik, 1978, p. 193). In light of Model 2's findings, organizational effectiveness, as determined by mission statement fulfillment, in many ways stems from organizational legitimacy. According to Maurer (1971) the process of gaining legitimacy justifies an organization's existence. This legitimation is accomplished in part through an organization espousing legitimate goals and through their own value systems (Maurer, 1971, p. 361). Organizational effectiveness, as defined by the Goal and Systems Resource Models, advance these organizational norms and facilitate increased access to monetary and non-monetary resources. The ability to manage a nonprofit's social legitimacy is challenging since it is conferred outside of the organization (Pfeffer & Salancik, 1978, p. 196). However, the organization can take proactive steps to alter stakeholder's perceptions of them. These changes can have a positive impact on mission fulfillment, resource acquisition, and organizational sustainability in a growing and competitive nonprofit sector. Chapter 6 provides an overview of the study, as well as implications for research and practice.

Table 5.8: OLS Regression Results
Dependent Variable, Mission Statement Fulfillment

Variables	Unstandardized Coefficients		Standardized coefficients	t-score
	B	Std. Error	B	
Structure and Composition				
Type of LSNO	.210	.172	.110	1.224
Mission Adherence	.647(***)	.072	.559(***)	9.032
Latino Client Percentage	-.001	.002	-.035	-.372
NPO Age	-.001	.001	-.033	-.580
Strategic Plan	-.019	.056	-.020	-.330
Annual Report	.015	.051	.018	.303
Organizational Audit	.135(*)	.053	.160(*)	2.565
NPO Spanish Speaker Index	-.010	.016	-.038	-.620
Budgetary Traits				
NPO Budget Size	.000	.000	-.042	-.767
Government Grants & Contracts	-.004(*)	.002	-.160(*)	-2.360
Business Grants & Contracts	-.002	.002	-.049	-.807
Fundraising & Monetary Donations	-.003(≤.10)	.001	-.112(≤.10)	-1.766
In-Kind Donations	-.007(≤.10)	.004	-.094(≤.10)	-1.663
Fee-for-Service	-.002	.003	-.030	-.566
Collaboration				
NPO Collaboration Index	-.003	.004	-.041	-.632
NPO Collaboration helps with Latino Clients	.007	.048	.010	.152
Business Collaboration helps with Latino Clients	.017	.042	.025	.398
Government Collaboration helps with Latino Clients	.032	.044	.047	.732
Effectiveness of Collaboration to Achieve Mission	.075(≤.10)	.038	.120(≤.10)	1.956
Client Impact and Language Proficiency				
Latino Clients Negatively Impact NPO Mission	-.031	.039	-.043	-.778
Client English Proficiency Index	-.022	.024	-.057	-.898
Client Spanish Proficiency Index	-.023	.027	-.052	-.872
Client English Skills Impact NPO Services Index	-.006	.009	-.037	-.650

Table 5.8: OLS Regression Results
Dependent Variable, Mission Statement Fulfillment (continued)

Political Factors				
NPO Works to Improve Political Climate in GA	-.033	.050	-.036	-.658
NPO Feels Excluded from Political Process in GA	-.019	.049	-.022	-.392
NPO Perceives Latinos in GA are Discriminated	.038	.042	.053	.898
Immigrant-based Restrictions				
SB529 Index	-.002	.006	-.025	-.449
NPO Immigrant Funding Restrictions	.064	.045	.148	1.414
Business Immigrant Funding Restrictions	-.046	.046	-.112	-.988
Government Immigrant Funding Restrictions	-.016	.025	-.045	-.618
Reputation				
NPO Reputation with Latino Community	.120(*)	.058	.136(*)	2.061
NPO Reputation with Nonprofit Sector	-.010	.089	-.010	-.113
NPO Reputation with Business Sector	.233(*)	.090	.247(*)	2.586
NPO Reputation with Government Sector	-.239(**)	.080	-.263(**)	-3.003
NPO Reputation with General Public	.176(*)	.084	.182(*)	2.110
Adjusted R ² = 0.512 Standard Error= 0.570 N= 201 F= 6.963				
Statistical Significance (one tailed): ***0.001 **0.01 *0.05				

Table 5.9: Summary Statistics for Dependent and Independent Variables in Model 2*

<i>Dependent Variable</i>	<i>N</i>	<i>Min.</i>	<i>Max.</i>	<i>Mean</i>	<i>Median</i>	<i>St Dev.</i>
Mission Fulfillment	201	2	5	4.244	4	.816
<i>Independent/Control Variables</i>	<i>N</i>	<i>Min.</i>	<i>Max.</i>	<i>Mean</i>	<i>Median</i>	<i>St. Dev.</i>
Structure and Composition						
Mission Adherence	201	2	5	4.433	5	.705
Strategic Plan	201	1	3	2.483	3	.867
Annual Report	201	1	3	2.229	3	.958
Organizational Audit	201	1	3	2.174	3	.962
Collaboration						
Effectiveness of Collaboration to Achieve Mission	201	1	4	3.025	3	1.306
Client Impact and Language Proficiency						
Client English Skills Impact NPO Services Index	201	8	40	24.657	24	5.491

* The descriptive statistics of the variables in Model 2 that were not previously reported in Table 4.9 are included.

Source: *Georgia Survey of Latino-serving Nonprofit Organizations, 2007*

CHAPTER 6

CONCLUSIONS

Demographic shifts in American society have made the Hispanic population a group that the nonprofit, private, and government sectors cannot ignore. The field of nonprofit management has made organizational effectiveness one of the cornerstones of the discipline, but more research must occur before we have a systematic definition of organizational effectiveness. This study represents one attempt to initiate a new type of research agenda on identity-serving organizations within the nonprofit sector. The researcher is hopeful that this will serve as a catalyst for others who would like to push beyond what is known about organizational effectiveness within sub-sectors in the nonprofit arena. This concluding chapter emphasizes some of the major findings, the state of the field regarding identity-based nonprofit organizations, and this study's theoretical contributions to organizational effectiveness. The principal focus of this research is on the major themes and findings this study has generated, the study's limitations and strengths, the theoretical and practical implications of the findings, and some recommendations for future research.

Findings and Conclusions

This study endeavored to make a contribution to the literature on nonprofit organizational effectiveness by systematically testing hypotheses comparing organizational types and mission fulfillment. Although Resource Dependency Theory grounds this study,

using the Goal and Systems Resource Models has enabled the researcher to first compare and contrast mission-based and outreach-based organizations in an effort to establish a base-line for comparing management and programmatic objectives.

Herman and Renz (1999) in their “Theses on Nonprofit Organizational Effectiveness” propose several theses which are relevant to this study. They assert organizational effectiveness is always a matter of comparison and is multi-dimensional. This study sought to compare and contrast Latino mission-based (LM-NPO) and Latino outreach-based (LO-NPO) nonprofit organizations. In doing so, one learns that there are important and significant differences between true identity-based nonprofit organizations and those that provide outreach services to a segment of society. Moreover, the fact that organizational effectiveness can not be reduced to a single measure was evident in the seven themes through which effectiveness was examined. Herman and Renz (1999) also stated that effective nonprofit organizations are more likely to use good management practices. Their finding was confirmed in this study. A Latino-serving nonprofit (LSNO) that adhered to their mission and has an organizational audit by an outside party, were more likely to be effective. These three theses advanced by Herman and Renz (1999) have been confirmed and empirically tested with LSNOs and contributed our knowledge of nonprofit organizational effectiveness.

By way of review, the follow section provides an overview of how this was done. The researcher employed two models to test hypotheses that can help us understand organizational effectiveness by comparing identity-based nonprofit organizations with those that serve the same identity group as a sub-group of their client base. Using a purposive

sample of LSNOs in Georgia as the unit of analysis, this study relied on survey and demographic data to produce an empirical analysis of these relationships.

Before proceeding with an understanding of mission fulfillment, another fundamental paradigm needed to be explored. What differences existed between LSNOs? This study distinguished between mission-based and outreach-based LSNOs. As described throughout the study, a LM-NPO is an organization which focuses its mission on serving Latinos, thus making it a true, identity-based nonprofit organization. The comparative organizations are LO-NPOs which do not focus their mission on this population, but have significant outreach and programmatic efforts targeting Latinos within their mission. Using Resource Dependency Theory, as well as the Goal and Systems Resource Models for organizational effectiveness, it was hypothesized that nonprofit organizational effectiveness could lead to differing outcomes depending on the nature of the organization (i.e., Latino mission or Latino outreach nonprofit organizations).

Because human service organizations have a history of bringing the collective citizenry together with representatives from diverse groups to identify and define local needs, an understanding of some of the differences between these two types of organizations is essential (Harris, 1971, 1998; Milofsky, 1988, 2000). This understanding is important because nonprofit organizations are known for mobilizing welfare and social service resources to address the changing needs of their constituents. Identity-based nonprofit organizations, “rooted in and organized for their communities” help integrate their clients into society (Ospina, Diaz, & O’Sullivan, 2002, p. 11). Therefore, an understanding of how they differ will inform how their role affects their organizational effectiveness.

Although there is no conclusive manner in which to define or examine organizational effectiveness, this analysis formulated hypotheses regarding how mission statement fulfillment is a useful measure of effectiveness. Few studies have focused on identity-based nonprofit organizations, and fewer have examined fulfillment as a measure of organizational effectiveness for these organizations. This study attempts to fill this gap.

Utilizing web-based protocols for the Tailored Design Method, a sample of 201 LSNOs was obtained with a response rate of 45 percent. The response rate surpassed confidence bounds for purposive sampling and permitted generalizability of the conclusions to the full sampling population of LSNOs in Georgia.

Model 1 Synopsis

Although there are obvious and expected differences between Latino-mission and Latino-outreach nonprofit organizations, the most salient findings from the study are the differences in structure and composition. The following hypotheses were confirmed: H2a) this study found that LM-NPOs were more likely to have Latinos on their Boards of Directors than LO-NPOs were; H5a) LM-NPOs are more recently created than LO-NPOs; H7a) LM-NPOs serve higher percentages of Latino clients than do LO-NPOs; and H8a) LM-NPOs are more likely than LO-NPOs to have Spanish speakers on their staff.

Initially, some of these results might appear to be obvious. Hypothesis H2a, however, points out a fundamental difference between LM-NPOs and LO-NPOs: Latino mission-based organizations are more likely to have Latinos, a minority, in positions of authority. This is a remarkable development in light of the fact that 84 percent of executive directors within the nonprofit sector are Caucasian. LM-NPOs, much like other

identity-based nonprofit organizations may have changed the dynamics that characterize the nonprofit sector.

As to the recent development of LM-NPOs (H5a), this result may seem logical if not obvious. The recent increase in Latino immigration has brought about changes in existing nonprofits and has spawned the birth of new LSNOs as well. In the context of this study, existing nonprofit organizations became LO-NPOs or emerged as LM-NPOs that did not previously exist. While the result is reasonable, the implications of the finding should not be underestimated. The recent presence of LM-NPOs most likely means that these organizations face multiple challenges: (1) they need to build partnerships with the nonprofit, business, and government sectors; (2) many likely lack the infrastructure necessary to serve the very needy and growing Latino population; (3) many must engage in political activities to prevent anti-immigrant legislation from limiting or even criminalizing their efforts to help undocumented Latinos; moreover, LM-NPOs that serve primarily undocumented Latinos may not survive in the face of such legislation; and (4) the organizations must build funding bases that more established organizations already have.

All of these challenges mean that many LM-NPOs, newly emerging and border lining on survival serve an unwelcome ethnic group in a hostile political environment. LM-NPOs are fragile, and the environment in which they find themselves is likely to be unkind. Because LM-NPOs are recent developments, the fundamental question of whether LM-NPOs will be here tomorrow is still unanswered.

As to the finding of H7a that LM-NPOs serve higher percentages of Latino clients than LO-NPOs, this finding may also seem obvious, but there are a number of reasons why this may not be so. First, LO-NPOs may find themselves in a geographic service area that

has been overtaken by Latinos. This could result in a sharp increase in the percentage of a client base that is comprised of Latinos. Likewise, LM-NPOs might, because of goal displacement or mission drift, experience a reduction in the percentage of their client base comprised of Latinos. The finding that LM-NPOs serve higher percentages of Latinos than LO-NPOs means that they are, to some extent, fulfilling the mission that have set for themselves – serving Latinos.

Finally, the finding of H8a that LM-NPOs will have a higher proportion of Spanish-speakers on their staff also seems obvious. However, it also indicates that LM-NPOs are developing the infrastructure needed to serve the Latino clients that form the major portion of their client bases. As noted previously, LO-NPOs could very well find themselves with a large Latino client base. If this were the case, it is quite possible that these more established organizations would engage a higher proportion of Spanish speakers than their LM-NPO counterparts. Having a higher percentage of Spanish speakers on staff also likely strengthens the ethnic connections that cement the components of an LM-NPO. While it is not entirely clear how many of those Spanish speakers are Latino, it is likely that many of them are, and these Latinos will form cultural bonds with Latino executive directors and Latino clients. Even if these Spanish speakers are not Latino, they will be able to establish an immediate connection with Latinos they serve because Latinos in general have developed a tendency to unite with others through their common language in spite of the fact that they come from many different countries and backgrounds (Garcia, 2000; Ospina, Diaz, & O’Sullivan, 2002; Rodriguez & Brudney, 2005; Stevens, 2001). Therefore, even non-Latinos within the organization, who speak Spanish, will play a powerful role in building social cohesion. Even controlling for a number of other potential explanations, LM-NPOs seem to

have greater levels of collaboration with other nonprofits and receive fewer government grants and contracts than their counterparts. The most likely explanation is that immigrant-based funding restrictions are impacting LSNOs, specifically with regard to their organizational effectiveness as defined by mission statement fulfillment.

On the other hand, collaboration is positively related to organizational effectiveness in all of the models tested. Even though the previous negative findings related to mission and outreach-based organizations might suggest that outreach-based organizations would have greater levels of collaboration, the findings reveal that organizational age and formality can result in gains in organizational effectiveness. This pattern makes sense because more established organizations have found ways to be flexible and resourceful in unpredictable environments. For example, if Latino-mission organizations are serving clients with mixed-immigration status, they may face more difficulties and need to be more organizationally effective, than if their clients were all U.S. citizens or documented immigrants. It makes sense that nonprofits, with missions to serve Latinos regardless of immigration status would have greater levels of mission fulfillment. Of course, this is a practical angle to be considered alongside normative arguments for inclusion of all individuals who can be served by an organization, regardless of their immigration status. One might argue that organizations could avoid some of these complications by having staff members who are Latino as well as speakers of Spanish, and by being culturally and politically competent about the political issues surrounding Latinos. But, because of the criminality attached to undocumented immigrants, other normative considerations, which do not involve effectiveness, as defined in this study, should be taken into account.

Despite being statistically significant, there are substantively significant issues that should also be considered. The transfer of public welfare from federal, state, and local governments to the nonprofit sector (Alexander, Nank, & Stivers, 1999) poses immediate challenges to nonprofit organizations that serve Latinos. Additionally, there are growing concerns whether serving undocumented Latino immigrants is legal or ethical. As immigration, both documented and undocumented, increases throughout the country, and, particularly in the Southeastern United States, organizations that serve Latinos may have to deal with increasingly unstable socio-political environments that can thwart their effectiveness.

Model 2 Synopsis

The second model in this study addresses a separate, but related issue. Because organizational effectiveness is one of the primary areas of discussion in organizational studies, it is important to determine if measures of mission statement fulfillment are useful. Although this question adds to the existing literature on organizational effectiveness, the consideration of whether identity impacts an organization's ability to realize its mission highlights the unique nature of this study.

At the outset, the researcher explained that the current analysis would not encompass the varied measures that can be used to study organizational effectiveness. Instead, the focus was on the stated goals of the organization, otherwise known as its mission statement. By examining mission fulfillment, this study confirmed two important aspects of fulfillment that are worthy of exploration. These are mission adherence and reputational benefits as variables which enhance organizational effectiveness.

Research on Latinos and immigrants in the nonprofit sector is limited, but this study provides evidence that mission adherence and fulfillment can lead to greater levels of organizational effectiveness regardless of ethnic or immigration status. As mentioned above, this study is also innovative in that it is the first to regard adherence and fulfillment as separate concepts. Consequently, mission adherence was found to be a very important variable in determining mission fulfillment (H2b; statistically significant at the .001 level). As stated previously, the ability to abide by the stated goals of an organization minimizes the likelihood that mission drift will occur. In doing so, the organization postures itself in a situation in which it is better able to realize its mission and effectuate the changes sought out in the organization's purpose. Although mission adherence and mission fulfillment are mutually informing, it is important to recognize that although one may have good intentions, unless plans are executed, those plans have little substance to them.

This analysis should illustrate how mission adherence fosters better organizational effectiveness and the importance of having a positive reputation. This cluster of variables overwhelmingly had the most statistically significant relationships in the entire study. All of the hypotheses in this section, with the exception of H32b (reputation within the nonprofit sector) were statistically significant at the .01 or .05 levels. Reputational benefits over time can lead to increased levels of collaboration, funding sources, and organizational outcomes. But just as a positive reputation is the gateway to enhanced performance, management of an organization in unethical or inappropriate ways can tarnish the reputation of LSNOs, which are relatively new to the nonprofit sector and need to "prove themselves" to other organizations (within the sector), so that they are perceived as viable.

An LSNO that aligns itself with established institutions (in all sectors) that have favorable reputations is a useful strategy to improve its own effectiveness. Such an endeavor can promote the organization's marketability and may open up additional opportunities for discourse. Discourse may take place not only at the organizational level but also in the realm of social welfare services and public policy. Although an intangible product, an enhanced reputation can position an LSNO to have great power and influence beyond the scope of the organization. These reputational benefits are vital to LSNOs because they have few opportunities to obtain tangible resources. Hence, their ability to give voice to many of the social challenges that affect the Latino community grants them greater legitimacy and social capital. Such benefits, if used wisely, are likely to not only benefit their particular LSNO and clients but also an entire segment of society that has been woefully underserved.

Finally, this study provides evidence that higher numbers of Latinos may seek services from outreach organizations, through greater percentages will obtain services from identity-based nonprofit organizations. Whereas mission-based organizations serve larger numbers of Latinos, fewer of these organizations have the structure and resources necessary to help Latinos in the long-term, which raises questions about whether, how, and if all Latinos benefit from such organizations. It would be interesting to see if this finding is true for other ethnic or racial groups. If immigrant-based funding restrictions and a hostile political environment threaten the existence of LSNOs, then Latinos would be best served by mainstream organizations with outreach efforts, as those organizations have established resources and legitimacy. A comprehensive reform in federal immigration laws would be required in order to allow for clarity on this issue. Whatever the explanation, if Latinos are responding negatively to outreach-based organizations, then it is important for the nonprofit

sector to understand why and qualitative and quantitative research would be helpful in another study.

Limitations of the Study

Before this study's strengths are discussed, some practical and theoretical aspects should be considered with caution. First, the nonprofit sector is a diverse sector that includes a wide range of institutions such as religious organizations, private colleges and universities, foundations, hospitals, day care centers, youth organizations, advocacy groups, and neighborhood organizations. It is not possible to generalize these findings to all nonprofit organizations, but they are generalizable to LSNOs. However, there is reason to believe that the results can be generalized; as human service organizations represent the largest segment of the nonprofit sector (Hodgkinson, 1989; Hodgkinson, Weitzman, Noga, & Gorski, 1993).

Second, an equally diverse range of professionalism and institutionalization exists among nonprofit organizations. The level of professionalism, for example, can range from individual staff who have degrees in nonprofit management to those who lead and serve with a passion but have limited education and managerial skills. Degrees of institutionalization range from organizations that are "kitchen start-ups" operating on a stringent budget to those registered with the Secretary of State and filing IRS Form 990 because they have annual assets that exceed \$25,000 per year.

Third, because the unit of analysis in this study is the nonprofit organization, not the executive director or the clients served by the organization, some amount of measurement error is expected. Because the responses are based on each executive director's perception of

the organization, they are filtered through the director and her/his organizations and interpretation of information (Arnold & Feldman, 1986, p. 12).

Because the measures of organizational effectiveness are derived solely from one respondent for each organization, it is impossible to determine the extent to which the relationships found are due to that common source or to reality. Fourth, and related to the former limitation, “respondents may engage in a halo effect”³³ (Herman & Renz, 1999, p. 112). Herman and Renz argue, and the researcher concurs, that organizations can be effective in specific aspects while also being ineffective as a unit.

Fifth, the method of selecting the organizations may pose some concerns because the unit of analysis is the organization. Concerns arise because some of the organizations are not fully incorporated nonprofit organizations, and are not registered with the Georgia Secretary of State. However, if only fully incorporated and registered nonprofit organizations were included in the data set, organizations that are emerging in the sector would be excluded and the study would have neglected an important segment of LSNOs.

Sixth, how the variables were coded in the study must be considered. The study utilized closed-ended responses resulting from dichotomous variables and five-point Likert-scales. In each of the questions respondents had the option to respond “Not Applicable” or “Don’t Know”, and those answer choices were used with some frequency in the survey. Those responses were not removed from the data set; rather, those responses were consistently coded as the middle value to the corresponding question. These recoding prevented respondents from falling out of the study and may have influenced the relative impact of some of the variables.

³³ The halo effect is defined as the pattern of judging items consistently on many dimensions because of the human preference for consistency. For example, executive directors may consistently provide a favorable response to the survey questions, even when their responses should be less favorable.

Seventh, organizational effectiveness was a challenging topic to research. There is no best method to define and quantify organizational effectiveness. Hence, this study utilized factors that the literature has consistently cited as being contributors towards effectiveness. For example, if there are organizational effectiveness differences between organizations and their programs, it may be necessary to develop separate protocols to measure and monitor effectiveness. While the distinction can be made in different ways, employing distinctive ways of measuring effectiveness further adds to the conundrum. Consequently, a study that seeks to examine this elusive topic with the added lens of comparing identity mission-based versus identity outreach-focused organizations becomes even more challenging.

Eighth, data and space limitations prevented the researcher from considering other dimensions of LSNOs and how those characteristics impact organizational performance. It is likely that different dimensions of identity beyond immigration status, such as clients' country of origin, socio-economic, level of education, and duration in country, might interact with immigration status to affect outcomes. However, it is not possible for the researcher to include those factors in the present investigation. This is yet another area that requires further research. While it seems unlikely that ignoring these factors would result in a fatally underspecified set of models, it would be reasonable to assume those factors could have some impact. Ninth, and finally, is the ability to replicate this study. Despite the study's internal validity, it may be difficult to generalize these findings because the study focused on a narrow subgroup of the nonprofit sector. This leaves open the need for further research on a larger scale.

Strengths of the Study

This study possesses several strengths including how it will contribute to the literature on nonprofit organizational effectiveness. Practical strengths include the researcher's twenty years of experience in the nonprofit sector. Those experiences encompass every level of organizational engagement: volunteer, part-time employee, full-time employee, assistant director, board member, board chair, and donor. She also has been a recruiter and fundraiser, and has established nonprofits and navigated the incorporation process. She has engaged in those activities at both Latino-mission and Latino-outreach nonprofit organizations. Those organizations range from emerging nonprofits to state affiliates of large national LSNOs. Furthermore, her experiences are in various geographic areas where established and newly arrived populations of Latinos and immigrants have impacted the geo-political climate, namely Florida, Georgia, Massachusetts, and New Jersey. Such working knowledge of the organizational and programmatic structures of LSNOs, and the challenges that affect mission statement fulfillment position, the researcher is well positioned to study the organizational effectiveness of LSNOs.

Five years of field research in Georgia has allowed the researcher to understand the respondents' perspectives and laid the foundation for this empirical study. Volunteering and networking with several key stakeholders within the nonprofit sector in Georgia have allowed the researcher to build rapport with executive directors and their constituents. These relationships, built over time, enabled the researcher to earn trust and build credibility and momentum for the development of a research agenda. This study is a direct result of LSNOs' support and commitment to the findings of this study and subsequent research.

Before embarking on this empirical study, two qualitative studies were conducted to inform the dissertation. One was a case study of a large national nonprofit organization that has been making strategic efforts to expand its client base to include the Latino community. Simultaneous to this initiative, the organization was changing its mission statement to include “advocacy.” After a year of redefining its mission, this nonprofit organization recognized that it was not only advocating for the organization’s stated goals, but also for a new client base, Latinos, who had limitations due to their lack of English language skills, relatively lower levels of education, lower income, poor health, lack of transportation, and limited employment opportunities.

Examining the challenges of a well-branded, well-reputed, and well-funded nonprofit organization allowed the researcher to form a base-line of understanding regarding how the nonprofit sector was trying to serve the growing Latino population. After completing this investigation and presenting its findings, the researcher conducted another qualitative study focusing on the top ten LM-NPOs in Georgia. Similar to the first case study, they were all well-branded, well-reputed, and well-funded nonprofit organizations. The ability to build on the first study and ask specific questions about each organization, its stakeholders, how it networks, the services it provides, as well as the strengths, weaknesses, opportunities, and threats that come with serving the Latino population were instrumental in developing the survey used in this analysis.

These investments, both personal and professional, in the nonprofit community and in the clients that LSNOs serve have allowed this survey and research agenda to evolve. It is without question that the above efforts motivated certain organizations to participate which

otherwise might not have taken part in a University research study, especially one focused on their organizational effectiveness.

A strength of this study is that no other research has systematically compared identity-based and identity-serving nonprofit organizations. More specifically, the researcher is not aware of another study that has examined LSNOs or has analyzed the impact of identity on organizational effectiveness. The majority of nonprofit studies do not investigate the comparative differences between organizations and programs from the perspective of their client focus. Because there are only a handful of identity-based studies that currently exist, this study initiates a research agenda that hopefully will extend beyond the immediate analysis and into other identity contexts.

The final strength of this study is its ability to tap into a new area of research which has current socio-political implications. Social movements in the United States have undoubtedly benefited from the nonprofit sector. Additionally, the formal and informal social networks of the disenfranchised have been a powerful means for mobilization. Similar to “previous generations of immigrant and minority groups, Latinos have created nonprofit organizations to help themselves and make their claims heard in the political process” (Cannino-Arroyo, 2003, p. 180). These identity-based nonprofit organizations play pivotal roles in articulating and defending the interests of their constituencies in federal, state, and local arenas (Cannino-Arroyo, 2003). However, the nonprofit literature lacks a modern-day understanding of the impact that immigration status wields on the sector’s ability to render services to a growing population that can benefit from neither social services devolution nor the private social welfare industry. Because human service nonprofit organizations are safety valves that ease social and political pressures, they contribute substantially to democratic

debate and social stability (Eisenberg, 1997; O'Neil, 1989). Nonprofit scholars and practitioners would be wise to examine the impact of legal and illegal immigration on the nonprofit sector.

Implications for Research

Much more remains to be done with regard to research on organizational effectiveness and identity-based organizations. As referenced throughout this study, these findings cannot be generalized to any other comparison between identity-based organizations and those that serve an identity-group as a subgroup of their clientele. Because Latinos comprise the largest minority group in the United States and simultaneously are the largest immigrant population, their socio-political experience cannot be assumed by other identity groups. Group distinctions vary with every identity-group, as does the environmental context surrounding those groups at the time. Nonprofit research might move to build on this study by examining other dimensions of identity-based nonprofits and how organizational effectiveness is measured, within this sub-group in the nonprofit sector. As a field, we have devoted an increasing amount of time and energy in studying organizational effectiveness as a construct, but more “on which dimensions of nonprofit effectiveness are used and useful needs to be undertaken” (Herman & Renz, 1999, p. 112).

Research has been sparse on identity-based nonprofit organizations (Ospina, Diaz, & O'Sullivan, 2002). It is important that the field attempt to understand what such organizations are doing and how they contribute to the sector. Other questions that need to be addressed include whether the goals of identity-based nonprofits actually increase organizational effectiveness; whether they improve the experiences of the identity-groups

they represent; and how they leverage their cultural and linguistic competence within the nonprofit sector.

While there are strong arguments to be made that organizational effectiveness shares some fundamental premises, nonprofit organizations may value and determine effectiveness in differing ways. The latter can be tested by examining the perspectives of various organizational stakeholders. For this analysis, only the executive director's viewpoint was considered, which admittedly, limits the utility of the findings. Research that incorporates the perspectives of a wide-range of constituents, such as board members, staff, volunteers, clients, funders, and community leaders, would allow for comparison and triangulation of the findings. Due to the "unique criterion problem of defining and measuring nonprofit organizational effectiveness" (Herman & Renz, 1999, p. 121), the growing literature advocating for multiple-constituency models for investigating effectiveness may enable us to parcel out areas of convergence and divergence, as well as areas that merit further exploration.

Implications for Practice

Additional research on LSNOs, as well as other identity-based nonprofit organizations may choose to follow this study. Alternate backgrounds and perspectives, as well as political and policy contexts should be explored further. However, nonprofit executive directors can draw several practical implications. Debates over the worthy and unworthy poor have existed for millennia. The willingness of government, private, and nonprofit sectors to take responsibility for the needs of various constituents is often impacted by the constituents' desirability. This predetermination assumes that the sectors have

acknowledged those constituents and want to associate with them. Identity groups in American history that have experienced this dichotomy include Native Americans, blacks, women, and homosexuals. Prior to the development of the modern welfare state, during the settlement house movement with Jane Adams, responsibility for the needy was often left to churches, local communities, and families (Dobkin-Hall, 1992). Under present U.S. policy, the federal government has taken responsibility for a variety of social protections and economic safety nets. But, typically, policy-makers have distinguished between the “deserving poor” and “the general poor” or between those who are in need “through no fault of their own” and those who can be said to have brought their problems on themselves (Durand, 1998; Hayes, 2001; Jennings, 1992; Quadagno, 1994; Vidal de Hayes, Kilty, & Segal, 2000; Ware, 1989; Waxman, 1977; Weick, 1969). It appears easier to invest public money in the well-being of sympathetic groups, rather than those who are too closely identified with social problems or social ills. Within the United States, there also has been a significant racial component to the moral distinctions (Quadagno, 1994).

These concerns are compounded due to legal and illegal immigration and because “Latinos are marginalized, alienated, or excluded to a greater or lesser extent from political processes” (Cannino-Arroyo, 2003, p. 179) throughout the United States, and particularly, in the state of Georgia. Over the past four decades, LM-NPOs have sought to reinforce ethnic values while serving as vehicles for access to needed services and as change agents in society (Cannino-Arroyo, 2003; Diaz, 1999; Hutcheson & Domínguez, 1986). Historically, nonprofits have generated a variety of public goods and often have been the nexus through which disenfranchised groups have come together to discuss their problems. In many ways, this exchange has engaged individuals and entire groups in the democratic process, and has

connected them in an active form of citizenship. Similarly, “nonprofits have advocated for their client communities, giving voice to their needs in policy dialogues; they have provided community education through outreach programs; and they have served the indigent” (Alexander, Nank, & Stivers, 1999, p. 460).

Because nonprofits are founded in response to community needs, which are not met by government agencies or the market economy, they are generally focused on the needs of a specific group and not the general public (O’Connell, 1996; Smith & Lipsky, 1993). As the Latino population (many of whom are immigrants), grows in the United States, the government, private, and nonprofit sectors, as well as the corresponding policy-makers and funders, will need to take active measures to understand how Latinos are impacting American society. In light of many immigrants’ receiving benefits from the nonprofit sector, organizational survival requires financial support. Even though government grants and contracts have consistently been the largest funders in the nonprofit sector, immigrant-based restrictions on funding severely hamper the viability of organizations that seek to serve those who are both legally and illegally residing in the country. With the immigration debates and public demonstrations that have taken place in recent years, it is increasingly important that the nonprofit sector offer some practical information on how to serve this population in light of public policy dynamics while maintaining organizational effectiveness. Zimmerman’s research shows that “the most important indicator of whether a nonprofit provides services to lower income populations is whether it receives federal funding” (1996, p. 400). This criteria gives cause for concern as to how the lack of monetary and non-monetary resources impacts the organizational effectiveness of those serving legal and illegal immigrants in the U.S.

More importantly, one must consider how this lack of funding, acceptance, and support affects the formation of identity-nonprofits and the people they seek to serve. If public and private enterprises reject or hamper the efforts of nonprofits, how can organizations perform their social missions (Weisbrod, 1998)? Further, what impact will this lack of funding, acceptance, and support have on American civil society? Goal displacement and mission drift have been causes for concern throughout the sector as nonprofits find themselves increasingly torn between mission and money. Because of this tension, “third sector institutions have become entangled in an increasingly dense web of government rules and regulations and have lost a large degree of control over their own policies, procedures, and programs” (Nielsen, 1979, p. 18). Ironically, LSNOs have not been able to solve this conundrum, as they encounter barriers to even being acceptable to possible funders. In spite of these resource constraints, LM-NPOs and LO-NPOs have been able to rise above this challenge in innovative ways: “The general rule about measuring the effectiveness of capacity building would thus appear to be to look for an improvement in the measurement of an aspect of organizational performance judged to be important to the ability of the organization to fulfill its mission” (Wing, 2004, p. 155). Because fiscal health and fund development are considered important factors for mission fulfillment, it is important to learn how these organizations are able to adhere to their missions successfully. The resourcefulness of LSNOs merits nonprofit, public administration, and social work scholars’ attention to analyze and uncover how those organizations are able to adhere to and fulfill their missions while they face growing external pressures.

*Punto y aparte*³⁴

For generations, waves of immigrants have landed upon America's shores. Millions have come for economic and political reasons and in search of the proverbial "American Dream." In this sense, Latino immigrants are no different than those who preceded them. What sets them apart are their numbers and the particular historical era in which they have arrived. Millions of Latinos are changing the face of the United States, and the post-9/11 security-minded environment in which they find themselves is exceedingly unwelcome. Many ethnic groups in the past have been persecuted by nativist tendencies; however, never before have federal, state, and local governments taken such a strong interest in where Latino immigrants are and the impact that so many undocumented persons have on the communities in which they live. Increasingly, local and state legislators and law enforcement officials, who sense a policy vacuum at the federal level, are entering the arena of immigration policy making and enforcement. No longer are Latino immigrants solely concerned about being picked up by "*la migra*".³⁵ Lacking a legal identity and besieged by the government and social pressures to either assimilate or return to their native country, many Latinos turn to nonprofit organizations as their last resort. Rapidly becoming service providers to this needy populace, many small and unassuming LSNOs have become liaisons and power brokers as in a chess game usually reserved for those in high positions. And this trend does not seem likely to diminish, much less reverse, in the foreseeable future. Thousands of undocumented Latinos come to the United States each year and anti-immigrant sentiment continues to increase. Penalties for employers in the private sector, who employ the undocumented, are on the rise as well. As a result, government and private sectors have not only pushed out

³⁴ English translation: Final paragraph [concluding thoughts].

³⁵ English translation: immigration officials

undocumented Latinos, but they are now also openly hostile toward them. Only LSNOs seem concerned with engaging the problems of Latino challenges in a meaningful, humane, and focused manner. As services to Hispanics become more difficult to deliver, it behooves practitioners and academics to examine how LSNOs foster a civil society and how the political environment can facilitate or hinder their ability to be civically minded.

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APPENDIX A: Preliminary Study - Interview Protocol

LATINO NONPROFIT ORGANIZATIONS IN GEORGIA

General Organization Questions:

- Name and history of organization
- Mission Statement
- In one line, what is your organization most known for?
- How do you/your organization work with and/or for the Hispanic/Latino community?
 - Please provide a brief explanation.

Organizational Network Questions:

- How do you label those organizations you commonly work with?
- List at least five organizations you work with on a regular basis.
 - Describe the relationship you have with these entities?
 - With what frequency do you or members of your organization interact with them?
- How do you perceive your relationship with these organizations?
 - Within your specialty area or niche? Or with others in the larger community?
- Why do you work with these organizations over others?
- Who determines which organizations you will affiliate with?
- What does it mean to be engaged in a network with these organizations?
- How do you perceive your organization's relationship with those in the network?
- Are there organizations that should be part of this network, but are not?
 - If so, why aren't they? Were they at one point in time? If so, what happened?
- Choose one of the five organizations you commonly work with:
 - Do you have a philanthropic, transactional or integrative relationship with them?
 - Share a story of how your organization works with this one to serve your clients.
 - How do you believe they perceive your organization?
- What factors, skills, or managerial tools help executive directors manage the network and meet client needs?
 - State the factors, skills, or managerial tool used.
 - Describe a situation when you had to use some of these tools.
 - Which factors, skills, or managerial tools do you most often use?
 - In what setting? With which organization? Why?
 - Which factors, skills, or managerial tools do you least use?
 - In what setting? With which organization? Why?
- What services, programs, and/or other resources do network members exchange with one another?
 - The following are just some of the resources that can be exchanged:
 - Money, power, status, experiences, reputation, membership, publicity
 - Which other resources would you add to the list?
 - Of the five organizations mentioned, what are some of the exchanges commonly made?
 - Please explain when, how and why these resources are exchanged and how this helps you/your organization/your clients-constituents.
- What do you or organizations like yours need to become more influential in the policy-making process in Georgia at the state or local level?
 - How are you/your organization currently involved? If so, or if not, why?
 - What do you believe is needed for the Latino community to effectively network with influential people in the community?

APPENDIX B: Pre-notification Packet



School of Public and International Affairs
Department of Public Administration and Policy

March, 2007

<ED FIRST NAME> <ED LAST NAME>

Executive Director

<ORGANIZATION NAME>

<ADDRESS>

<ADDRESS>

<CITY, STATE ZIP CODE>

Dear <ED FIRST NAME> <ED LAST NAME>:

My name is Darlene Xiomara Rodriguez. I am a doctoral candidate in the Public Administration and Policy program at the University of Georgia. Your nonprofit organization, private business, and/or government agency has been identified as an organization that has made inroads towards working with the Latino and/or Spanish-speaking population in Georgia. Because of your expertise and the services provided by your organization, you are invited to participate in my research study regarding Latinos' impact on Georgia's nonprofit sector.

I am conducting this study as part of my graduation requirements for Spring 2008 and transition into the workforce. To carry out this research, I am conducting a self-funded and self-initiated survey. The survey's purpose is to assess the impact Georgia-based services, programs, activities, and resources have on meeting the needs of the growing Latino population in the state. This survey is called the *Georgia Survey of Latino-serving Nonprofit Organizations*.

In the coming week, I will be emailing the web-based survey to various nonprofit organizations in Georgia. Unfortunately, I do not have a contact email address for your organization at this time. Your organization's input is very important for this study. If you would contact me by telephone or email and let me know to which email address I should send the survey, I will forward the web-link immediately. Having worked in the nonprofit arena I know how busy it can be, but please take a moment to let me know your email address.

Additionally, your help in reaching other organizations that serve Latinos in Georgia would enable me to obtain a true representation of the outreach efforts to the Latino community. If you could provide me with their contact information, I will be sure to include them in the study. Please know neither your organization nor your name will be disclosed.

The data gathered from the survey will supply the nonprofit sector, funders, and policymakers with critical information regarding the extent of existing services and areas for potential growth. Hence, your participation in the survey is vital. A copy of the findings will be made available to all who participate in the study.

For your information, enclosed is a synopsis of who I am and the research I will be conducting in the coming weeks. Should you have any questions about my research, please feel free to contact me at (706) 353-3242 or via email at: galatinostudy@gmail.com. It is only through people like you, that this research will be successful. Thank you for your time and participation. We can make a difference.

¡Juntos Podemos!

Sincerely,

Darlene Xiomara Rodríguez
Ph.D. Candidate



School of Public and International Affairs
Department of Public Administration and Policy

RESEARCHER BIOGRAPHY

Darlene Xiomara Rodriguez is a doctoral candidate specializing in Public and Nonprofit Management at the University of Georgia's School of Public and International Affairs, which is currently ranked third in the nation, according to *U.S. News and World Reports*. She is also pursuing an MSW in the School of Social Work, with a concentration in Community Empowerment and Program Development. Her goal is to earn a position where she can put her research skills and practical passion to use in improving the quality of life of immigrants by conducting applied research within the public and nonprofit sectors upon graduating in Spring 2008.

Currently, she is a Social Work Intern at Community Connection of Northeast Georgia, where she serves as the Coordinator for the Latino Board of Advisors, whose mission is to nurture, develop, and maintain information and systems which empower individuals and communities to access needed resources and services. She has also served as a Social Work Intern with Catholic Charities of the Archdiocese of Atlanta's Athens Community Outreach Center, where she provided a broad spectrum of services to address the needs of low-income families to enable them to achieve economic self-sufficiency and to enhance the overall quality of their lives.

Additionally, she was also one of the founding members of "The Glue Team" who established the Georgia Latino Forum, a state-wide nonprofit organization, which enables people and nonprofit organizations of diverse backgrounds to facilitate collaboration between groups to identify challenges, opportunities, and issues affecting the Latino community in Georgia.

Darlene has worked with a range of audiences while in Georgia, one of which includes her joining the University of Georgia's Fanning Institute as a part-time Leadership Development Specialist. Her primary responsibilities included implementing and expanding efforts with the Latino Youth Leadership Program, where she served as a resource for students, families, educators, and community members regarding services, programs, and activities available for the growing Latino/a population in Georgia. She also was the co-founder of the Latino Intercollegiate Consortium. This organization brings Latino students in Georgia's colleges and universities together for networking and mobilization for positive social change.

Moreover, Darlene was one of the first two Goizueta Foundation Scholars at the University of Georgia. Through her two-year graduate fellowship, she worked with the Center for Latino Achievement and Success in Education (CLASE). The Center is a state-wide educational resource helping to improve the education of Latinos in Georgia. In addition, she has worked in the areas of organizational development, public and nonprofit management, and social policy. She was also the instructor for *Latinas in the United States: Merging Old World Traditions with New World Values* at the University of Georgia's Institute for Women's Studies and was the faculty advisor for UGA's Hispanic Student Association.

Darlene is a graduate of Miami's Florida International University. She completed a Bachelor of Arts in humanities and psychology, as well as a certificate in Women's Studies while participating in the National Student Exchange Program in Amherst, Massachusetts. She holds a Masters of Public Administration with a concentration in international development administration from Rutgers, The State University of New Jersey. This degree was made possible through a U.S. Peace Corps Master's International Program fellowship. She has also earned a Certificate in Enrollment Management and Higher Education from the University of Miami.

For a complete copy of Darlene's resume/vitae, please contact the telephone and/or email provided below.

galatinostudy@gmail.com
(706) 353-3242



School of Public and International Affairs
Department of Public Administration and Policy

SYNOPSIS OF RESEARCH

What I am doing and why:

This research will examine the network of Latino-serving nonprofit organizations that has evolved in the State of Georgia. Even though research in the nonprofit sector has increased in the past 20 years, limited research has focused on organizations that serve the Latino community directly or indirectly. Furthermore, no research that I am aware of has sought to examine the organizational effectiveness and societal impact of Latino-serving nonprofit organizations.

What I will do with the results:

All information collected will be kept confidential and secure. The names of all participants, organizations, and programs will not be released or known to anyone other than the researcher. The data collected will be analyzed and reported as part of my dissertation. A summary of the results of the study will be available to participants.

How the organization and participants are selected:

Community and member-based organizations are selected based on location, involvement, and the nature of services provided to the Latino population. Survey respondents will be executive directors of either Latino mission nonprofit organizations (defined as organizations whose expressed mission is to serve Latinos) or Latino outreach nonprofit organizations (defined as organizations who have a program or outreach component to the Latino community) operating in Georgia.

Possible benefits to participants:

Participants benefit from the knowledge that the information gathered through the survey may help the public, private, and nonprofit sectors to effectively assist Latino individuals who migrate to Georgia, whether directly or indirectly.

Possible risks to participants:

There are no foreseeable risks to participants as a result of this research.

Confidentiality of participants:

At completion of the web-based survey, a random reference number will be assigned to each survey, so that your responses will be completely confidential. This will be the only means to refer to the survey responses and only the researcher will have access to the completed list of survey participants.

What I am requesting from each organization:

I am requesting that the executive director complete the survey in an informed and timely manner. The survey will ask a variety of questions; some of which will focus on the organization, the service delivery process, organizational management, and the perspective of the executive director regarding what clients and constituents need to be efficient in realizing the organization's mission.

Researcher Contact Information:

Darlene Xiomara Rodriguez, MPA
School of Public and International Affairs
Department of Public Administration and Policy
The University of Georgia
204 Baldwin Hall
Athens, Georgia 30602-1615

Email: galatinostudy@gmail.com
Telephone: (706) 353-3242
Facsimile: (706) 583-0610
Major Professor: Dr. Jerome S. Legge
Associate Dean

Additional questions or problems regarding your rights as a research participant should be addressed to:
Human Subjects Office, University of Georgia, 612 Boyd Graduate Studies Research Center, Athens, Georgia 30602-7411;
Telephone (706)542-3199; E-Mail Address: IRB@uga.edu.

APPENDIX C: Web Consent Form

GEORGIA SURVEY OF LATINO-SERVING NONPROFIT ORGANIZATIONS

Dear Research Participant:

During the month of March 2007, you should have received an invitation to participate in doctoral research regarding Latinos' impact on Georgia's nonprofit sector and state-level public policy. In doing so, the student researcher, Darlene Xiomara Rodriguez, was asking you to complete the "Georgia Survey of Latino-serving Nonprofit Organizations."

If you choose to participate in this study, your participation will involve completing an online survey that asks your perceptions. The results of the survey will be analyzed and reported as part of a doctoral dissertation within the School of Public and International Affairs at the University of Georgia. Data will also be synthesized and published so that practitioners, academicians, and policy decision-makers may learn from the information gathered. Ultimately, the results will be used to improve the network of Latino social service delivery in the State of Georgia.

Participation in this survey is voluntary and confidential. The website and its associated server have been secured for privacy. However, Internet communications are insecure and there is a limit to the confidentiality that can be guaranteed due to the Internet technology itself. Once the researcher receives electronic data from the completed surveys, standard confidentiality procedures will be employed. If you are not comfortable with the level of confidentiality provided by the Internet, please let the researcher know so that alternate arrangements can be made.

No risk is expected by participating in this study. The researcher will analyze the data collected from this survey. All survey data will be retained in a locked cabinet, where only the student researcher has access. If you understand and agree to the terms of the study, and are at least 18 years old, please affirm your consent by clicking the hyperlinked web address at the bottom of this page. At this point you will gain access to the survey.

You may choose to stop taking the survey at any time or withdraw your participation in this study without giving any reason and without penalty. To do this, you may close the survey window at any point or not submit your responses at the conclusion of the survey.

To successfully submit a completed survey, one must press the "Submit" button at the conclusion of the survey; otherwise none of your responses will be recorded. Additionally, for security purposes, the survey does not have a "Save" option where you can return to the survey at a later time. Thus the survey should be completed in one sitting. Individuals who participated in the pre-testing phase of the survey took between 20 to 40 minutes to complete the survey. The average time to complete the survey was 27 minutes.

Although the survey may take some time to complete, know that you are participating in ground-breaking research. We have found that no academic research within the nonprofit sector has yet focused on Latino-serving nonprofit organizations in the United States. Your time and response are pivotal to the creation of research that will inform theory and practice in the nonprofit sector. As a form of appreciation for your participation, a summary of the findings will be made available to all who complete the survey.

The researcher is available to answer further questions about the study, now and during the course of the project. Please contact Darlene Xiomara Rodriguez (galatinostudy@gmail.com, (706) 353-3242) with any questions. I understand that by opening the web-link below, I am agreeing to take part in this dissertation research project.

Survey: <http://vpsa4.vpsa.uga.edu/surveys/galno/galno.htm>

NOTE: The survey is best viewed in Internet Explorer.

Additional questions or problems regarding your rights as a research participant should be addressed to:
Human Subjects Office, University of Georgia, 612 Boyd Graduate Studies Research Center, Athens, Georgia 30602-7411. Telephone (706) 542-3199; Email Address: IRB@uga.edu.

APPENDIX D: *Georgia Survey of Latino-serving Nonprofit Organizations*

Georgia Survey of Latino-serving Nonprofit Organizations

Georgia Survey of Latino-serving Nonprofit Organizations

AGENCY/ORGANIZATION INFORMATION

1. State your agency/organization's name.

2. State the first and last name of your agency/organization's director.

First Name

Last Name

3. When did the person named above become the director of your agency/organization?
(ex. If the director started in March 2001: select "March" in the drop down menu,
then enter 2001 in the space provided next to "Year".)

Month

Year

4. State your agency/organization's mission statement.
(For ease, you may copy and paste your mission statement into the space provided below.)

5. According to your agency/organization's mission, is your primary focus on serving Latinos?

- ☐ Yes
☐ No
☐ Don't Know

<http://vpsa4.vpsa.uga.edu/surveys/galno/galno.htm> (1 of 2) 2/12/2008 2:04:45 PM

6. Does your agency/organization currently have an outreach or programmatic component focused on the Latino and/or Spanish-speaking community?

(Check **ONLY ONE** response.)

OutreachOnly

Powered by SurveySolutions [online survey software](#)

7. Indicate if your agency/organization is affiliated with a parent organization.
(Check **ONLY ONE** response.)

IndependentOrgs

**If you are affiliated with a PARENT ORGANIZATION answer Question #8.
Otherwise, proceed to Question #9.**

8. State the name of your parent agency/organization in the space provided.

Parent Agency/Organization

9. Indicate which of the following best describes your agency/organization.
(Check **ONLY ONE** response.)

- ☐ For-profit Organization
- ☐ Government Agency
- ☐ Nonprofit Organization
- ☐ Don't Know

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10. What is your nonprofit organization's current IRS Tax Status?

(Check **ONLY ONE** response.)

IRSTaxStatus

11. Although your organization may have first been established/chartered outside of Georgia, when was your nonprofit organization established in Georgia?

(ex. If your organization was established in Georgia in October 1995:

select "October" in the drop down menu, then enter 1995 in the space provided next to "Year".)

Month

Year

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AGENCY/ORGANIZATION INVENTORY

12. Does your agency/organization have the following?

	Yes	No	Not Applicable	Don't Know
A formal strategic plan?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Written and established bylaws?	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
A formal orientation program for all employees?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Written job descriptions for each employee?	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
An annual report available to the public-at-large?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A programmatic review by an outside party for any of your services/programs?	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
A formal orientation for all volunteers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Does your agency/organization have Latinas/Latinos in the following positions?

	Yes	No	Not Applicable	Don't Know
Executive Director?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board of Directors?	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Full-time employees?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Part-time employees?	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Volunteers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Does your agency/organization have fluent Spanish speakers in the following positions?

	Yes	No	Not Applicable	Don't Know
Executive Director?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board of Directors?	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Full-time employees?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Part-time employees?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. How many individuals currently occupy the following positions in your agency/organization?
(ex. If there are 10 full-time employees, in the space provided you would enter: 10.)

Board of Directors?

Full-time employees?

Part-time employees?

Volunteers?

**If you have a BOARD OF DIRECTORS, answer Question #16.
Otherwise, proceed to Question #17.**

16. The following questions concern your agency/organization's board of directors.

	Yes	No	Not Applicable	Don't Know
Does your organization have formal guidelines for selecting board members?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is there a formal orientation for new board members?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As the executive director, do you serve on the board of directors of your organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you currently serve on any other boards, other than your own?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are current or former clients able to serve on your organization's board of directors?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Provide an approximation of your agency/organization's total revenues for the past fiscal year?
(ex. If your total revenues were "\$75,000" you would then enter 75,000 in the space provided.)

\$

Next

CLIENT DEMOGRAPHICS

In the following questions, provide the most accurate approximation of the types of clients your agency/organization has served in the past six months.

18. What percentage of your total client population are represented by the following ethnic groups?
(ex. If your "Caucasian/White" client population comprised 24% of your total client population within the last six months, then enter 24 in the corresponding space.)

Asian/Pacific Islander?	<input type="text"/>
Black/African American?	<input type="text"/>
Caucasian/White?	<input type="text"/>
Latino/Hispanic?	<input type="text"/>
Native American/First Nation?	<input type="text"/>
Other?	<input type="text"/>

**If you indicated that your agency/organization has served the LATINO/HISPANIC population during the past six months, answer Questions #19-21.
Otherwise proceed to the end of the page and press NEXT.**

19. What percentage of your Latino/Hispanic clients are from the following countries or geographical regions?
(ex. If your "Mexican" client population comprised 50% of your total Latino/Hispanic client population within the last six months, then enter 50 in the corresponding space.)

Caribbean?	<input type="text"/>
Central America?	<input type="text"/>
Cuba?	<input type="text"/>
Mexico?	<input type="text"/>
Puerto Rico?	<input type="text"/>
South America?	<input type="text"/>

USA?

Other?

20. What percentage of your Latino/Hispanic clients are:

(ex. If your "Female" client population comprised 82% of your total Latino/Hispanic client population within the last six months, then enter 82 in the corresponding space.)

Under 5 years?

5-14 years?

15-19 years?

20-39 years?

40-59 years?

60 years and over?

Female?

21. What percentage of your Latino/Hispanic clients are:

(ex. If your "Undocumented" client population comprised 33% of your total Latino/Hispanic client population within the last six months, then enter 33 in the corresponding space.)

Undocumented?

Refugees/Asylees?

Visa Holders?

Legal Permanent Residents?

U.S. Citizens?

Don't Know?

Next

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SERVICE ELIGIBILITY

The purpose of the following section is to further understanding about service delivery and service eligibility.

22. List the top five (5) ways in which your agency/organization promotes its services and programs to the Latino community in Georgia. When stating the organization, media outlet, or venue primarily used, be sure to write the specific name of the entity in the space provided. List them in order of importance, with 1 being the most important.

(ex. Instead of using the generic term "211 Call Center," specifically identify which 211 Call Center your agency/organization utilizes.

A correct response would be "Community Connection of Northeast Georgia 211 Call Center".)

1)	
2)	
3)	
4)	
5)	

23. How does a potential or current client access your services?

(Check **ALL** that apply.)

- ☐ Appointment
- ☐ Walk-in (Anytime)
- ☐ Referral required
- ☐ Other
- ☐ Don't Know

If you indicated that your agency/organization **REQUIRES REFERRALS for a potential or current client**

to access your services, answer Question #24. Otherwise, proceed to Question #25.

24. List the three (3) primary agencies/organizations from which a referral is required for potential or current clients to access your services. List them in order of importance, with 1 being the most important.

- 1)
- 2)
- 3)

If you indicated that your agency/organization has OTHER means by which a potential or current client can access your services, answer Question #25. Otherwise, proceed to the end of the page and press NEXT.

25. Specify which other ways a potential or current client can access your services.

State them in order of importance, with 1 being the most important.

(ex. Pre-screened telephone calls, Come in during a pre-specified range of times, Only provide services on specific days of the week)

- 1)
- 2)
- 3)

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26. Who are eligible to receive your services?

(Check **ALL** that apply.)

- ☐ United States Citizens
- ☐ Legal Permanent Residents
- ☐ Asylees/Refugees
- ☐ Current Visa Holders
- ☐ Undocumented Individuals
- ☐ Others
- ☐ Don't Know

**If you indicated OTHERS in Question #26, answer Question #27.
Otherwise, proceed to Question #28.**

27. Specify which other populations can be served in order of importance, with 1 being the most important.

(ex. Georgia residents only, Migrant workers)

- 1)
- 2)
- 3)

28. For individuals to receive your services what documents are required?

(Check **ALL** that apply.)

- ☐ No documents are required
- ☐ U.S. government-issued photo identification
- ☐ State government-issued photo identification
- ☐ Foreign government-issued photo identification
- ☐ U.S. Social Security Card
- ☐ Birth certificate
- ☐ Proof of Georgia residence
- ☐ Federal/State income tax statement
- ☐ Proof of income
- ☐ Rent/Mortgage statement

- ☐ Utility bill
- ☐ Other
- ☐ Don't Know

**If you indicated OTHER in Question #28, answer Question #29.
Otherwise, proceed to Question #30.**

29. Specify which other documents are required for individuals to receive your services in order of importance, with 1 being the most important.
(ex. Letter from employer, Letter of support from a religious/spiritual leader)

- 1)
- 2)
- 3)

30. Can any of the required documents be waived due to hardship or special circumstance?

Waiver

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31. What is your agency/organization's fee structure?

(Check **ALL** that apply.)

- ☐ Flat fee
- ☐ Sliding-scale fee
- ☐ Hourly fee
- ☐ No fee
- ☐ Other
- ☐ Don't Know

If you indicated OTHER in Question #31, answer Question #32.

Otherwise, proceed to Question #33.

32. Specify which other fee structures exist. List them in order of importance, with 1 being the most important.

(ex. Volunteer labor)

- 1)
- 2)
- 3)

33. Indicate which of the following forms of payment your agency/organization accepts?

(Check **ALL** that apply.)

- ☐ Cash
- ☐ Personal Check
- ☐ Credit Card
- ☐ Medicaid
- ☐ Medicare
- ☐ Private Insurance
- ☐ Other
- ☐ Don't Know

If you indicated OTHER in Question #33, answer Question #34.

Otherwise, proceed to the end of the page and press NEXT.

34. What other forms of payment does your agency/organization accept?

List them in order of importance, with 1 being the most important.
(ex. Money Order, Peach Care)

1)

2)

3)

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COLLABORATION

For the purposes of this study, collaboration is defined as: formal or informal partnership with other agencies/organizations through which your organization shares financial or human resources; jointly refers, recruits or manages staff, clients, or volunteers; or jointly delivers services or plans service delivery.

When answering the questions below, state the specific name of the agencies/organizations with which your agency/organization has collaborated with during the past six (6) months, with the specific goal of serving the Latino or Spanish-speaking population in Georgia.

If you have not collaborated with an agency/organization in one of the following sectors, type "NONE" in the first blank and proceed to the next question.

35. List the five (5) private businesses your agency/organization has collaborated with the most. List them in order of importance, with 1 being the most important.

1)	
2)	
3)	
4)	
5)	

36. List the five (5) government agencies your agency/organization has collaborated with the most. List them in order of importance, with 1 being the most important.

1)	
2)	
3)	
4)	
5)	

37. List the five (5) nonprofit organizations your agency/organization has collaborated with the most.

List them in order of importance, with 1 being the most important.

1)

2)

3)

4)

5)

38. To what extent do the following types of collaboration facilitate your agency/organization's ability to serve your Latino clients?

	Very Great Extent	Great Extent	Moderate Extent	Some Extent	No Extent	Not Applicable	Don't Know
Business collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Government collaboration	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Nonprofit collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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NONPROFIT SECTOR COLLABORATIONS

The following section consists of three parts. As you answer these questions, bear in mind the top five (5) nonprofit organizations with which your agency/organization collaborated most over the past six months, with the specific goal of serving the Latino or Spanish-speaking population in Georgia.

PART 1:

39. To what extent do you agree with the following statement:

"My agency/organization — **CURRENTLY** — collaborates with nonprofit organizations in the following areas..."

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Not Applicable	Don't Know
Consultant sharing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Equipment sharing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formal service contract	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gain more monetary resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gain more non-monetary resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Not Applicable	Don't Know
Gain more professional experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve community access to a service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve community relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve media coverage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve the quality of programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Not Applicable	Don't Know
Improve the quality of services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information exchange	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interpretation/translation skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joint advocacy to government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joint case management/coordination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Not Applicable	Don't Know
Joint fundraising	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joint grant research and writing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Joint policy development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joint program development	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Joint purchasing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Not Applicable	Don't Know
Joint recruitment of staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joint recruitment of volunteers	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Joint service delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meet grant requirements	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Meet legal or regulatory requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Not Applicable	Don't Know
Share staff, workspace, or volunteers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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PART 2:

40. To what extent do you agree with the following statement:

"My agency/organization — **WOULD LIKE TO** — collaborate with nonprofit organizations in each of the following areas..."

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Not Applicable	Don't Know
Consultant sharing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Equipment sharing	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Formal service contract	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gain more monetary resources	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Gain more non-monetary resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Not Applicable	Don't Know
Gain more professional experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve community access to a service	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Improve community relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve media coverage	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Improve the quality of programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Not Applicable	Don't Know
Improve the quality of services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information exchange	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Interpretation/translation skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joint advocacy to government	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Joint case management/coordination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Not Applicable	Don't Know
Joint fundraising	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joint grant research and writing	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Joint policy development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joint program development	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>

Joint purchasing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Not Applicable	Don't Know
Joint recruitment of staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joint recruitment of volunteers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joint service delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meet grant requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meet legal or regulatory requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Not Applicable	Don't Know
Share staff, workspace, or volunteers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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PART 3:

41. Identify which of the following resources your agency/organization provided or received, over the past six (6)

months, as a result of nonprofit collaborations with the specific goal of serving the Latino population in Georgia.

(ex. If you have provided and received a resource as a result of the collaboration, select "Both".)

	Provided	Received	Both	Neither	Not Applicable	Don't Know
Ability to influence policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contracts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cultural competency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Provided	Received	Both	Neither	Not Applicable	Don't Know
Expertise in a service area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good public image	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In-kind gifts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Language skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Legitimacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Provided	Received	Both	Neither	Not Applicable	Don't Know
Longevity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Media access	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Money	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Name recognition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Provided	Received	Both	Neither	Not Applicable	Don't Know
Personal contacts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Political feasibility	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Power	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prestige	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Professional contacts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Provided	Received	Both	Neither	Not Applicable	Don't Know
Programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Publicity	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Referrals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reputation	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Research	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Provided	Received	Both	Neither	Not Applicable	Don't Know
Resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Services	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Support from influential people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Votes	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>

42. Overall, how often does your agency/organization collaborate with nonprofit organizations to achieve your mission?

(Check **ONLY ONE** response.)

OrgCollaborate

43. Overall, how effective have these collaborations been in meeting your agency/organization's mission?

(Check **ONLY ONE** response.)

CollaborateEff

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BUDGET

44. What percentage (%) of your agency/organization's funding in the past fiscal year was derived from the sources below?

(ex. If "Government Grants" comprised 48% of your total budget, enter 48 in the corresponding space.)

Government Contracts?	<input type="text"/>
Private Contracts?	<input type="text"/>
Government Grants?	<input type="text"/>
Private Grants?	<input type="text"/>
Fee-for-Service?	<input type="text"/>
Fundraising Activities?	<input type="text"/>
Monetary Donations?	<input type="text"/>
In-kind Donations?	<input type="text"/>
Membership Fees/Dues?	<input type="text"/>
United Way?	<input type="text"/>
Other?	<input type="text"/>

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AGENCY/ORGANIZATION SELF ASSESSMENT

45. To what extent does your agency/organization...

	Very Great Extent	Great Extent	Moderate Extent	Some Extent	No Extent	Not Applicable	Don't Know
Successfully adhere to its organizational mission statement?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Successfully fulfill its organizational mission statement?	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Feel that serving Latino clients negatively impacts your organization's ability to adhere or fulfill its mission statement?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

46. To what extent have immigration status-based restrictions, posed by the following, negatively affected your agency/organization's ability to serve Latino clients?

	Very Great Extent	Great Extent	Moderate Extent	Some Extent	No Extent	Not Applicable	Don't Know
Government agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Government sector funders	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Private businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Private sector funders	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Nonprofit organizations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nonprofit sector funders	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Faith-based organizations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Faith-based organization funders	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Individual donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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47. Do you believe your agency/organization's reputation enhances your ability to:

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Not Applicable	Don't Know
Solicit funds?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acquire funds?	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Maintain funds?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

48. From your perspective, how positive is your agency/organization's reputation:

	Excellent	Good	Average	Fair	Poor	Not Applicable	Don't Know
With all your clients?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
With your Latino clients?	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
The general public?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Latino community?	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
The public sector?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The private sector?	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
The nonprofit sector?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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CULTURAL KNOWLEDGE

49. Based on your observations, assess your clients' language skills.

	Very Well	Well	Not Well	Not At All	Not Applicable	Don't Know
Speak English	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speak Spanish	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Read English	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Read Spanish	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Write English	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Write Spanish	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>

50. How do your Latino clients' English skills affect your agency/organization's ability to provide the following services?

	Greatly Impairs	Impairs	Neither	Assists	Greatly Assists	Not Applicable	Don't Know
Client advocacy?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Client referrals?	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Program delivery?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Program development?	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Service delivery?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service promotion?	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Written materials?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteer recruitment?	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>

51. Does your agency/organization have language translation software?

LangTrans

[Next](#)

LATINOS IN GEORGIA

52. Over what span of time, does your agency/organization feel like the community has changed demographically in terms of an increased Latino presence in Georgia?

DemoChange [\(Click here to choose\)](#)

53. To what extent does your agency/organization:

	Very Great Extent	Great Extent	Moderate Extent	Some Extent	No Extent	Not Applicable	Don't Know
Feel that Latinos are included in the political process in Georgia?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work to improve the political climate regarding Latinos in Georgia?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Feel that your agency/organization is excluded from the political process in Georgia?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Feel satisfied with current public policy regarding Latinos in Georgia?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Perceive Latinos are, as a group, being discriminated against in Georgia?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

54. Is your agency/organization familiar with Georgia Senate Bill 529 (SB529)?

AwareSB529 [\(Click here to choose\)](#)

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The Georgia Security and Immigration Compliance Act, commonly referred to as SB529, will be implemented on July 1, 2007. This piece of Georgia legislation will impact persons who are not lawfully present in the United States that reside in Georgia. The following questions refer to the impact, if any, this piece of legislation will have on your agency/organization.

55. What impact will the implementation of SB529 have on each of the following?

	Very Great Extent	Great Extent	Moderate Extent	Some Extent	No Extent	Not Applicable	Don't Know
Enhance your agency/organization's ability to accomplish your mission?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Threaten your agency/organization's existence?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enhance your agency/organization's ability to raise funds?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Threaten your agency/organization's ability to create new programs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enhance your agency/organization's ability to develop public-private partnerships?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very Great Extent	Great Extent	Moderate Extent	Some Extent	No Extent	Not Applicable	Don't Know
Threaten your agency/organization's ability to develop public-nonprofit partnerships?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enhance your agency/organization's ability to develop partnerships with nonprofit organizations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Threaten your agency/organization's ability to network?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enhance your agency/organization's ability to serve clients in need?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Threaten your agency/organization's ability to serve undocumented clients?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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SERVICE & PROGRAM PROVISIONS

56. Below is an alphabetized list of various populations, services, programs, activities, and resources. Identify each of the topics that describe the work of your agency/organization.

	Check ALL that apply.
Agriculture	<input type="radio"/>
Arts, Culture, and Humanities	<input checked="" type="radio"/>
Athletics	<input type="radio"/>
Business Development	<input checked="" type="radio"/>
Career Development	<input type="radio"/>

	Check ALL that apply.
Census/Data Collection	<input type="radio"/>
Civic Engagement	<input checked="" type="radio"/>
Child Care/Welfare	<input type="radio"/>
Civil Rights/Social Action	<input checked="" type="radio"/>
Community Development	<input type="radio"/>

	Check ALL that apply.
Crime/Legal Related	<input type="radio"/>
Construction	<input checked="" type="radio"/>
Culture Education	<input type="radio"/>
Disabled	<input checked="" type="radio"/>
Disaster Preparedness/Relief	<input type="radio"/>

	Check ALL that apply.
Diseases/Medical Disciplines	<input type="radio"/>

Economic Development	<input type="radio"/>
Education	<input type="radio"/>
Employment/Job Related	<input type="radio"/>
Environmental Protection	<input type="radio"/>

	Check ALL that apply.
Ex-Offenders	<input type="radio"/>
Family Acculturation	<input type="radio"/>
Family/Domestic Violence	<input type="radio"/>
Food/Nutrition	<input type="radio"/>
Gang Violence	<input type="radio"/>

	Check ALL that apply.
Grantmaking/Foundation	<input type="radio"/>
Health	<input type="radio"/>
Homelessness	<input type="radio"/>
Housing/Shelter	<input type="radio"/>
Immigration	<input type="radio"/>

	Check ALL that apply.
International/Foreign Affairs	<input type="radio"/>
Language Interpretation/Translation	<input type="radio"/>
Leadership Development	<input type="radio"/>
Legal Services	<input type="radio"/>
Media/Journalism	<input type="radio"/>

	Check ALL that apply.
--	------------------------------

Medical Research	<input type="radio"/>
Mental Health	<input checked="" type="radio"/>
Migrant/Seasonal Workers	<input type="radio"/>
Networking	<input checked="" type="radio"/>
Philanthropy	<input type="radio"/>

	Check ALL that apply.
Police Relations/Public Safety	<input type="radio"/>
Policy Making	<input checked="" type="radio"/>
Public Benefits	<input type="radio"/>
Recreation/Sports/Leisure	<input checked="" type="radio"/>
Rehabilitation	<input type="radio"/>

	Check ALL that apply.
Religious/Spiritual	<input type="radio"/>
Senior Services/Aging	<input checked="" type="radio"/>
Science/Technology	<input type="radio"/>
Social Functions	<input checked="" type="radio"/>
Social/Human Services	<input type="radio"/>

	Check ALL that apply.
Substance Abuse	<input type="radio"/>
Teen Pregnancy	<input checked="" type="radio"/>
Terminal Illness	<input type="radio"/>
Transportation	<input checked="" type="radio"/>
Veterans	<input type="radio"/>

	Check ALL that apply.
Volunteerism	<input type="radio"/>
Youth Development	<input checked="" type="radio"/>
Other	<input type="radio"/>

Identify the top three (3) populations, services, programs, activities, and/or resources that best reflect your agency/organization. Rank them in order of importance, with 1 being the most important.

57. Rank 1? (Check ONLY ONE response.)

SPARList

58. Rank 2? (Check ONLY ONE response.)

SPARList

59. Rank 3? (Check ONLY ONE response.)

SPARList

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GEOGRAPHICAL SERVICE AREA

The State of Georgia is divided into twelve (12) geographical regions.
Below is a map with each of the regions and their corresponding counties.

[image]

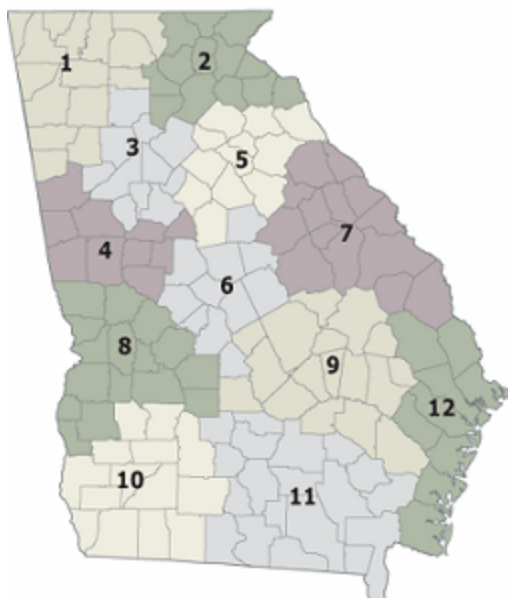
60. Indicate which of the twelve (12) regional areas your agency/organization provides services and programs.

(Check ALL that apply.)

- ☐ ALL Georgia Counties
- ☐ Region 1
- ☐ Region 2
- ☐ Region 3
- ☐ Region 4
- ☐ Region 5
- ☐ Region 6
- ☐ Region 7
- ☐ Region 8
- ☐ Region 9
- ☐ Region 10
- ☐ Region 11
- ☐ Region 12
- ☐ Don't Know

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- 1: Bartow, Catoosa, Chattooga, Dade, Fannin, Floyd, Gilmer, Gordon, Haralson, Murray, Paulding, Pickens, Polk, Walker & Whitfield.
- 2: Banks, Dawson, Forsyth, Franklin, Habersham, Hall, Hart, Lumpkin, Rabun, Stephens, Towns, Union & White.
- 3: Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry & Rockdale.
- 4: Butts, Carroll, Coweta, Heard, Lamar, Meriwether, Pike, Spalding, Troup & Upson.
- 5: Barrow, Clarke, Elbert, Greene, Jackson, Jasper, Madison, Morgan, Newton, Oconee, Oglethorpe & Walton.
- 6: Baldwin, Bibb, Crawford, Houston, Jones, Monroe, Peach, Pulaski, Putnam, Twiggs & Wilkinson.
- 7: Burke, Columbia, Glascock, Hancock, Jefferson, Jenkins, Lincoln, McDuffie, Richmond, Screven, Taliaferro, Warren, Washington & Wilkes.
- 8: Chattahoochee, Clay, Crisp, Dooly, Harris, Macon, Marion, Muscogee, Quitman, Randolph, Schley, Stewart, Sumter, Talbot, Taylor & Webster.
- 9: Appling, Bleckley, Candler, Dodge, Emanuel, Evans, Jeff Davis, Johnson, Laurens, Montgomery, Tattnall, Telfair, Toombs, Treutlen, Wayne, Wheeler & Wilcox.
- 10: Baker, Calhoun, Colquitt, Decatur, Dougherty, Early, Grady, Lee, Miller, Mitchell, Seminole, Terrell, Thomas & Worth.
- 11: Atkinson, Bacon, Ben Hill, Berrien, Brantley, Brooks, Charlton, Clinch, Coffee, Cook, Echols, Invin, Lanier, Lowndes, Pierce, Tift, Turner & Ware.
- 12: Bryan, Bulloch, Camden, Chatham, Effingham, Glynn, Liberty, Long & McIntosh.

**If you indicated that your agency/organization provides services and programs in a particular "Region",
answer the appropriate question(s) that reflects your regional service area(s).
Then proceed to the end of the page.**

**If you indicated that "ALL Georgia Counties" are served by your agency/organization,
proceed to the end of the page and press the SUBMIT button at the end of the survey.**

61. Region 1 consists of several counties, indicate which of the counties your agency/organization specifically provides services/programs.

(Check ALL that apply.)

- ☐ ALL Region 1 Counties
- ☐ Bartow
- ☐ Catoosa
- ☐ Chattooga
- ☐ Dade
- ☐ Fannin
- ☐ Floyd
- ☐ Gilmer
- ☐ Gordon
- ☐ Haralson
- ☐ Murray
- ☐ Paulding
- ☐ Pickens
- ☐ Polk
- ☐ Walker
- ☐ Whitfield
- ☐ Don't Know

62. Region 2 consists of several counties, indicate which of the counties your agency/organization specifically provides services/programs.

(Check ALL that apply.)

- ☐ ALL Region 2 Counties
- ☐ Banks
- ☐ Dawson

- ☐ Forsyth
- ☐ Franklin
- ☐ Habersham
- ☐ Hall
- ☐ Hart
- ☐ Lumpkin
- ☐ Rabun
- ☐ Stephens
- ☐ Towns
- ☐ Union
- ☐ White
- ☐ Don't Know

63. Region 3 consists of several counties, indicate which of the counties your agency/organization specifically provides services/programs.

(Check **ALL** that apply.)

- ☐ ALL Region 3 Counties
- ☐ Cherokee
- ☐ Clayton
- ☐ Cobb
- ☐ DeKalb
- ☐ Douglas
- ☐ Fayette
- ☐ Fulton
- ☐ Gwinnett
- ☐ Henry
- ☐ Rockdale
- ☐ Don't Know

64. Region 4 consists of several counties, indicate which of the counties your agency/organization specifically provides services/programs.

(Check **ALL** that apply.)

- ☐ ALL Region 4 Counties
- ☐ Butts
- ☐ Carroll

- ☐ Coweta
- ☐ Heard
- ☐ Lamar
- ☐ Meriwether
- ☐ Pike
- ☐ Spalding
- ☐ Troup
- ☐ Upson
- ☐ Don't Know

65. Region 5 consists of several counties, indicate which of the counties your agency/organization specifically provides services/programs.

(Check **ALL** that apply.)

- ☐ ALL Region 5 Counties
- ☐ Barrow
- ☐ Clarke
- ☐ Elbert
- ☐ Greene
- ☐ Jackson
- ☐ Jasper
- ☐ Madison
- ☐ Morgan
- ☐ Newton
- ☐ Oconee
- ☐ Oglethorpe
- ☐ Walton
- ☐ Don't Know

66. Region 6 consists of several counties, indicate which of the counties your agency/organization specifically provides services/programs.

(Check **ALL** that apply.)

- ☐ ALL Region 6 Counties
- ☐ Baldwin
- ☐ Bibb
- ☐ Crawford

- ☐ Houston
- ☐ Jones
- ☐ Monroe
- ☐ Peach
- ☐ Pulaski
- ☐ Putnam
- ☐ Twiggs
- ☐ Wilkinson
- ☐ Don't Know

67. Region 7 consists of several counties, indicate which of the counties your agency/organization specifically provides services/programs.

(Check **ALL** that apply.)

- ☐ All Region 7 Counties
- ☐ Burke
- ☐ Columbia
- ☐ Glascock
- ☐ Hancock
- ☐ Jefferson
- ☐ Jenkins
- ☐ Lincoln
- ☐ McDuffie
- ☐ Richmond
- ☐ Screven
- ☐ Taliaferro
- ☐ Warren
- ☐ Washington
- ☐ Wilkes
- ☐ Don't Know

68. Region 8 consists of several counties, indicate which of the counties your agency/organization specifically provides services/programs.

(Check **ALL** that apply.)

- ☐ ALL Region 8 Counties
- ☐ Chattahoochee

- ☐ Clay
- ☐ Crisp
- ☐ Dooly
- ☐ Harris
- ☐ Macon
- ☐ Marion
- ☐ Muscogee
- ☐ Quitman
- ☐ Randolph
- ☐ Schley
- ☐ Stewart
- ☐ Sumter
- ☐ Talbot
- ☐ Taylor
- ☐ Webster
- ☐ Don't Know

69. Region 9 consists of several counties, indicate which of the counties your agency/organization specifically provides services/programs.

(Check **ALL** that apply.)

- ☐ ALL Region 9 Counties
- ☐ Appling
- ☐ Bleckley
- ☐ Candler
- ☐ Dodge
- ☐ Emanuel
- ☐ Evans
- ☐ Jeff Davis
- ☐ Johnson
- ☐ Laurens
- ☐ Montgomery
- ☐ Tattnall
- ☐ Telfair
- ☐ Toombs
- ☐ Treutlen

- ☐ Wayne
- ☐ Wheeler
- ☐ Wilcox
- ☐ Don't Know

70. Region 10 consists of several counties, indicate which of the counties your agency/organization specifically provides services/programs.

(Check ALL that apply.)

- ☐ ALL Region 10 Counties
- ☐ Baker
- ☐ Calhoun
- ☐ Colquitt
- ☐ Decatur
- ☐ Dougherty
- ☐ Early
- ☐ Grady
- ☐ Lee
- ☐ Miller
- ☐ Mitchell
- ☐ Seminole
- ☐ Terrell
- ☐ Thomas
- ☐ Worth
- ☐ Don't Know

71. Region 11 consists of several counties, indicate which of the counties your agency/organization specifically provides services/programs.

(Check ALL that apply.)

- ☐ ALL Region 11 Counties
- ☐ Atkinson
- ☐ Bacon
- ☐ Ben Hill
- ☐ Berrien
- ☐ Brantley
- ☐ Brooks

- ☐ Charlton
- ☐ Clinch
- ☐ Coffee
- ☐ Cook
- ☐ Echols
- ☐ Irwin
- ☐ Lanier
- ☐ Lowndes
- ☐ Pierce
- ☐ Tift
- ☐ Turner
- ☐ Ware
- ☐ Don't Know

72. Region 12 consists of several counties, indicate which of the counties your agency/organization specifically provides services/programs.

(Check **ALL** that apply.)

- ☐ ALL Region 12 Counties
- ☐ Bryan
- ☐ Bulloch
- ☐ Camden
- ☐ Chatham
- ☐ Effingham
- ☐ Glynn
- ☐ Liberty
- ☐ Long
- ☐ McIntosh
- ☐ Don't Know

This concludes the Georgia Survey of Latino-serving Nonprofit Organizations.

**To save and submit your responses to the secured server for analysis, click the SUBMIT button.
Once you have done this, the survey will be closed.**

Submit Survey

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APPENDIX E: Follow-up Email

GEORGIA SURVEY OF LATINO-SERVING NONPROFIT ORGANIZATIONS

Dear Research Participant:

Recently your nonprofit organization, government agency, or private business was invited to participate in doctoral research on Latinos' impact on Georgia's nonprofit sector and state-level public policy. The primary focus of this study is on nonprofit organizations that currently provide services to Latino clients. The secondary premise of this study is to learn from organizations, within all sectors, about how to develop and/or improve outreach efforts to reach this growing community in Georgia.

To obtain this information, the student researcher, Darlene Xiomara Rodriguez, asked you to complete the "Georgia Survey of Latino-serving Nonprofit Organizations."

**If you have already completed and submitted the survey,
please disregard this reminder and thank you for your participation.**

**However, if you have NOT completed the survey, and submitted it to the server,
and would like to do so, please continue reading this message and the Web Consent Form below.**

As a result, you are being sent a second copy of the Web Consent Form and web-link to access the survey. Your perspective and that of your agency/organization is very important to this study as it will serve to illuminate the larger picture of social service delivery among Latino-serving nonprofit organizations throughout Georgia.

Your responses are confidential and all study participants will be able to receive a summary of the findings.

Know that you are participating in ground-breaking research, especially since no academic research within the nonprofit sector has focused on Latino-serving nonprofit organizations in the United States. Your time and response are pivotal to the creation of research that will inform theory and practice in the nonprofit sector.

Additionally, should you know of an agency/organization that could potentially serve as a participant, please feel free to share their contact information with the student researcher so that she may follow up with them accordingly. Know that neither your name nor your organization will be shared with the potential participant.

Should you have any questions about this study, please feel free to contact, Darlene Xiomara Rodriguez at (706)353-3242 or via email at galatinostudy@gmail.com.

Thank you in advance for taking time out of your busy schedule to participate in this research.

Sincerely,
Darlene Xiomara Rodriguez
Ph.D. Candidate

APPENDIX F: Follow-up Telephone Script

GEORGIA SURVEY OF LATINO-SERVING NONPROFIT ORGANIZATIONS TELEPHONE SCRIPT

**** Live Telephone Contact ****

Good morning/afternoon, may I please speak with EXECUTIVE DIRECTOR'S NAME and/or her/his Assistant:

Hello my name is Darlene Rodriguez and I am a doctoral student at the University of Georgia.

During the first week of March, our research team sent your organization an invitation to participate in a study we are doing regarding the nonprofit sector. Regrettably, the mailing address that we had was incorrect and returned to us as undeliverable. The letter was addressed to:

_____, at the mailing address of _____.

We are following up with this phone call, in the hope that we can obtain the correct contact person and information so that we can invite you to participate in our study.

If the person _____ (to whom the letter was addressed) should no longer be affiliated with your agency, would you be so kind as to let me know who your organization's executive director is and their contact information; including their email address and correct mailing address, telephone/fax numbers, and web address? That way, we can address our invitation to the correct person.

The research we are doing at the University of Georgia, with the endorsement of Community Connection of Northeast Georgia, the Georgia Association of Latino Elected Officials, and the Georgia Latino Forum, is in regard to organizations that currently serve the Latino population or are seeking to do outreach in the future to the Latino community.

Your organization's participation in this effort is greatly valued, as we are inviting nonprofits, businesses, and government agencies to participate in an effort to learn what currently exists, and areas where collaboration can take place as a result of the changing demographics in Georgia.

If you would be so kind as to provide me with your contact information, I will be happy to forward to you as an email attachment the documents that were originally sent via post mail for your review. And should you choose to participate, simply reply to the message so we can send you the web-link to the online survey.

Additionally, should you know of any other organizations that may be interested in participating in this research, kindly share with them the information I am sending you.

Thank you again for your time and willingness to aid us in this effort, know that in exchange for your participation in the study, you will be given a summary of the findings at the conclusion of the research.

Should you have any questions about the study, you are encouraged to contact me at: Darlene Rodriguez at (706)353-3242 or via email at galatinostudy@gmail.com.

GEORGIA SURVEY OF LATINO-SERVING NONPROFIT ORGANIZATIONS
TELEPHONE SCRIPT
** Recorded Message **

Hello my name is Darlene Rodriguez and I am a doctoral student at the University of Georgia.

Between March and May 2007, our research team has sent your organization several invitations to participate in a study we are doing regarding organizations that currently serve Latinos or seek to do outreach in the future with Latinos in Georgia.

Regrettably, we have not received your nonprofit organization's response to the survey. Since our June 1st deadline is quickly approaching, we wanted to let you know that there is still time to participate. Additionally, we are fortunate to have received the endorsement of Community Connection of Northeast Georgia, the Georgia Association of Latino Elected Officials, and the Georgia Latino Forum, for this research.

If someone on your staff would be so kind as to return our call, so we can send you the invitation via email or post mail, we would greatly appreciate it. Please call the primary investigator, Darlene Rodriguez at (706)353-3242 or send us an email at galatinostudy@gmail.com.

Thank you for your time and we look forward to hearing from you soon.

This message is being left at _____ [time (am/pm)] on _____ [day of the week and date].