Candidate: Emma A. Powell  
For the degree of: Doctor of Philosophy  
Department: School of Public Affairs and Administration  

Title: A Corporate Model: Aligning National Nonprofit Expectations with Regional/Local Efforts to Serve the Mission  

Committee:  
Dr. Matthew S. Mingus, Chair  
Dr. Janice Maatman  
Dr. Heather Carpenter  

Time/Place:  
Wednesday, February 22, 2017  
10 a.m. to noon  
2088 College of Health and Human Services  

This study seeks to provide a body of knowledge and application of research to the national nonprofit audience. Its focus is to study conditions that could lead to better alignment between regional staff understanding and implementation of the national expectations, by identifying alignment behaviors in five indicator areas: fundraising, mission delivery, volunteer engagement, HR/operations, and PR/external communications. The context of this research is a comprehensive case study of the National Wild Turkey Federation, and thus the focus is on corporate model nonprofit organizations. Aligning local and regional behaviors to the national expectations should also take into account topics such as community needs, market-based research distinctions, demographics, strategic plans, or big-picture movements that can create a hiccup in momentum at either end of
the organizational hierarchy. In this study, a three phase data collection process was used: 1) to understand national expectations of the senior leadership team, 2) to illustrate the perceptions of alignment from the direct-report management, 3) to survey all staff to seek to understand perceptions within the entire organization about alignment and the causes/effects using the five alignment indicators. This study reveals that alignment is caused by a shared understanding of the indicator expectations and clear information dissemination, allowing each level of the organization to demonstrate behaviors that are aligned.