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Mission Possible– Engaging Partners, Participants, and Patrons

Jewel Harrington

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Consultancy Project Executive Summary

Organization:	Gardner-Webb University School of Education
Project Title:	MISSION POSSIBLE– ENGAGING PARTNERS, PARTICIPANTS, AND PATRONS
Candidate:	Jewel Harrington
Consultancy Coach:	Dr. Jeffrey Hamilton
Defense Date:	July 7, 2021
Authorized by:	Dr. Mildred Summerville, Executive Director Tall One Outreach Ministries

Approval

This consultancy project was submitted by Jewel Harrington under the direction of the persons listed below. It was submitted to Gardner-Webb University School of Education and approved in partial fulfillment of the requirements for the degree of Doctor of Education at Gardner-Webb University.

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Gardner-Webb University

Date

Dr. Mildred Summerville, Site Advisor
Executive Director, Tall One Outreach Ministries

Date

Acknowledgements

"Efficiency means doing things right; Effectiveness is doing the right things."

~ Peter Drucker

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I appreciate past and present DEOL colleagues, my peers from North Carolina State University, and my Fayetteville State University extended family. Our dedication to lifelong learning has inspired me personally and professionally. I pray this degree will grant me the opportunity to cultivate leadership habits in others whom I serve. I vow to uphold *Res Non Verba*—Deeds Not Words—as I humbly lead empathetically to fulfill God's plan for my life.

Abstract

MISSION POSSIBLE– ENGAGING PARTNERS, PARTICIPANTS, AND PATRONS.

Harrington, Jewel, 2021: Consultancy Project, Gardner-Webb University.

The purpose of this project was to lead the Tall One Outreach Ministries through a strategic revision of its mission statement. The revision yielded the organization to *Mission Possible–Engaging Partners, Participants, and Patrons*. Our goal was to serve and expand the purpose of Tall One Outreach Ministries. In addition, our goal was to seek to align the mission with result-driven outcomes of the three-fold outreach pursuits categorized as arts and entertainment, educational outreach, and business services. The focus of the consultancy project devoted time to the Arts and Entertainment sector as initiatives were established for Wilson Idol, Spare the Rod Spoil the Child, and Summerville Promotion and Production Company. It is vital that an organization's mission statement engages partners, participants, and patrons to ensure the sustainability of nonprofits. The consultancy experience catalyzed momentum for the organization to (a) launch a database and initiative program for partners, (b) provide opportunities and resources to participants, and (c) deliver quality services to patrons. Overall, this project offered strategic marketing tools aimed at achieving the purpose of Tall One Outreach Ministries through a transparent plan of action that would ensure that the nonprofit's mission was possible to achieve.

Keywords: nonprofits, mission statements, partners, participants, patrons

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1 Introduction

1.1 Project Purpose

Tall One Outreach Ministries (TOM) was identified as a faith-based nonprofit organization where its services and activities were not clearly aligned, nor did the services and activities focus on the original verbiage of the organization's mission statement. The Executive Director of TOM originally created the mission statement. With several innovative visions for her nonprofit, the organization required an outside consultant to provide organizational strategies that could yield purposeful services and activities, thus a revised mission assisted in fulfilling the visions of the Executive Director.

In 2020, TOM and the Executive Director worked carefully to adjust all activities, programming, trainings, goals, objectives, and leadership behaviors to support the revised mission. Performances, fundraising, tutoring, and business services were the initial areas of focus as the consultancy project developed a plan of action aimed at addressing the provisions of these services. Revisions to the mission encompassed an amended mission statement that will engage partners, participants, and patrons (3 Ps) and ensure the sustainability of the nonprofit. The consultancy experience catalyzed momentum for the organization to (a) establish a database and initiate programs for partners, (b) provide opportunities and resources to participants, and (c) deliver quality services to patrons. Revising the mission statement was the basis of this consultancy project.

Key Words and Definitions

Nonprofit: a charitable organization that provides service(s) to the educational resources, religious affiliations, and/or private foundations

Mission statement: unambiguous purpose statement that encourages stockholders

Partner: frequent involvement and often a long-term commitment to the success of the nonprofit organization's vision, mission, and goals

Participant: frequent receiver of any service provided by the nonprofit organization

Patron: frequent support often by financial or volunteer services to the nonprofit organization

1.2. Associated Documents

Professional Literature Review (Appendix A)

Gantt Chart (Appendix B)

TOM's Original & Revised Mission Statement (Appendix C)

Sample Metrics/Data (Appendix D)

TOM's Marketing Plan (Appendix E)

Defense Presentation (Appendix F)

1.3 Project Plan Maintenance

A mission statement is a strategic management tool that should relay passion and add value to the organization (Drucker, 1974, Pandey, et al. 2017); thus, a mission statement creates a clear focus for the sustained survival of organizations. In the absence of a strong mission, the organization will flounder, and its demise is inevitable. The revised mission statement helps assures the long-term prosperity of TOM.

The Executive Director and the student consultant examined best practices for revising a mission statement. The revised mission statement was subsequently assessed by an outside reviewer, a global education consultant with experience in facilitating mission revisions, as well as selected members of the Board of Directors. Based on the input from the named specialists, revisions were made and implemented throughout the nonprofit organization. Primary areas where the revised mission statement was communicated into the nonprofit organization included social media platforms, TOM's marketing plan, and news releases/publications. Areas of the nonprofit where the revised mission statement is anticipated to be implemented include but are not limited to: TOM's website, production and business services dissemination, and forthcoming printed materials.

Plan Monitoring:

- Executive Director reviewed bi-weekly tasks and updates.
- Marketing and program development monthly tasks and updates.
- Board of Directors review annual progress with tasks and updates.
- Marketing plan was developed to identify specific services and activities.
- When the project purpose is complete, the following tasks will address the needs of the 3 Ps:
 - 1) a database and initiative program for partners,
 - 2) opportunities and resources to participants, and
 - 3) quality services to patrons.

2 Project Scope

2.1. Outline of Partnering Organization's Objectives

2.1.1 Objectives

The organization saw an opportunity for growth to clarify and revise its mission statement that would create an infrastructure whereby all subsequent activities would underpin the purpose of the nonprofit. The purpose of TOM focused on the following services: to expose school-age students and community members to cultural, oral, and performing arts; to supplement and enhance the educational needs of the community by providing holistic (social and emotional) skills for participants offered by TOM; to introduce the community to economic skills, development, education, and transactional services; and to raise funds that would support the mission of TOM as well as increase human relations within the community and beyond.

Although there are a variety of business concerns one must consider if a faith-based nonprofit organization is to thrive and flourish, TOM is a 501c3 organization where performing arts and minority business services are the key components of its vision. Consequently, the vision of the nonprofit led me to inquire about the mission. Questions prompted included but were not limited to (a) How will this organization survive and sustain its longevity of performing arts; (b) How might stockholders respond to the changes in service(s) as TOM may have to alter its programming; (c) What may be viewed as essential to retain patrons; (d) What important steps must be taken to acquire new partners; and (e) How may the futuristic impact of participants influence the services provided by TOM? With these questions in mind, the focus for this consultancy project was established to analyze the purpose of TOM and to design a mission statement with which the 3 Ps would engage to fulfill the vision of the Executive Director.

TOM's original mission was written as,

To serve as a non-profit community-based organization, promoting educational and cultural awareness. Its purpose is threefold: 2) to increase human relations within the community by providing performing arts and events that promote diversity, multicultural diversity, multicultural awareness, and involvement; and 3) to promote awareness and provide programs and plays to address community issues. Using spirit-filled music and memorable characters is a creative approach to touch on issues within the community such as family dysfunction, peer pressure, substance abuse, adolescent pregnancy, HIV/AIDS, high school drop-out rate, delinquent behavior, suspension rates, health disparity, crime, child neglect, poverty, and other pertinent matters that are too often inadequately addressed or considered altogether taboo. [NOTE: This statement is a fragment sentence and ambiguous.]

To carry out the mission, this project derives from research and detailed synopses of best practices to revise a mission statement that engages stockholders (Appendix C)

2.1.2 Success Criteria

The success of TOM's services was measured by the completion of the following: virtual Wilson Idol, social media promotions, selection application of Wilson Idol participants, community production (Facebook analysis), and an effective marketing plan. The revised mission in conjunction with innovative processes for the organization's 3 Ps is necessary to enhance moving forward for the sustainability of TOM.

2.1.3 Risks

A SWOT analysis identified not only strengths and opportunities but weaknesses and threats of the organization. The major risks experienced during this project included the concerns of technological challenges. This project commenced during COVID-19, inviting virtual opportunities. The mission of TOM was revised to mitigate the threats to the organization and ensure a quality assurance plan would yield sustainable routine processes and a strategic start to effective marketing strategies.

SWOT Analysis	
<p><i>Strengths</i></p> <ul style="list-style-type: none"> - Strong relationship with community - Strong cultural background 	<p><i>Weakness</i></p> <ul style="list-style-type: none"> - Need for structured programs aligned with mission statement. - Need for more focused financial support and budgetary oversight. - Board of Directors trained on the organization's mission and vision.
<p><i>Opportunity</i></p> <ul style="list-style-type: none"> - Need for expanded multicultural support for community services. - Social media - Grant funding 	<p><i>Threats</i></p> <ul style="list-style-type: none"> - Lack of clear and focused mission - Competition

2.2 Outline of Student's Objectives

2.2.1 Objectives

The overall objective of this project was to help the founder and Executive Director of TOM organize her vision into a purposeful mission. Although there was a mission statement in place, its structure and verbiage were ambiguous, incorporated too many words, and did not engage stakeholders in articulating the exact objectives of the nonprofit. During my explanation of the purpose, the need for me to gain the confidence of the founder was vital. The consulting engrossed strategies and communication on how to see the big picture/scope and potential success of opportunities this project would offer. Consulting was also

engrossed in ensuring that the nonprofit could develop a stronger foundation by engaging the 3 Ps in accomplishing sustainability.

Outline of Student's Objectives

- Build stamina as a professional in organizational leadership
- Learn how an organization's culture impacts the passion/engagement of stakeholders
- Provide feedback to an organization via consultancy
- Encourage engagement of the 3 Ps
- Utilize literature from scholars to implement an effective mission statement
- Analyze qualitative and quantitative data to establish benchmarks and generate SMART goals
- Create forms that gather data to highlight organizational opportunities for growth
-

2.2.2 Success Criteria

The success of the project will be measured by first, tracking engagement of Facebook likes and views via post engagement reports; second, measuring the effectiveness of the mission statement by drafting and revising the mission to align with the services provided by TOM; and third, implementing Wilson Idol Talent Search forms to attract participants for the 2021 showcase. Measurement data may be found in sample metrics/data (Appendix D).

Overall, the objective and success of this project focused on the sustainability and continuous improvement of the organization's engagement/buy-in from the 3 Ps.

2.2.3 Risks

The Executive Director realized that if no action was taken to implement engaging paths for the 3 Ps, there would be a high probability that the organization may not be sustainable. One such risk was engaging the 3 Ps long term. A second risk was scope creep and the request of tasks beyond the arts and entertainment sector of TOM. The initial challenge to be solved was how to create a virtual Wilson Idol Talent Search, thus the risk of adequate technology became the central issue. Forecasting technological training, technological storage, technological funding, and technological software were key risks. Further risks revolved around three specific factors that indirectly swayed the engagement of the 3 Ps: (a) funding, (b) reliable partners and their recognition/benefits of becoming a sponsor, and (c) how to retain patrons for additional services and activities.

2.3 Definitive Scope Statement

As a consultant to the TOM nonprofit, the scope of this project was to invite TOM's Executive Director to conceptualize the future success of the organization and to articulate the purpose of TOM in the form of a revised mission statement. The scope of this project emphasized the accentuality of daily decision-making grounded in an effective mission statement. The initial challenge was presented as the need to

broadcast a virtual Wilson Idol Talent Search; however, the tasks that aligned with the talent search were unclear. Note: TOM is composed of three sectors—arts and entertainment, educational outreach, and business services. The focus of the consultancy project devoted time to the arts and entertainment sector as initiatives were developed to enhance Wilson Idol, Spare the Rod Spoil the Child, and Summerville Promotion and Production Company.

3 Deliverables

3.1 To Partnering Organization

The consultant's timeline for the deliverables completed is shown below. The phases forecast the final project deliverables that were ongoing and monitored by TOM's Executive Director.

Success Criteria	Task	Deliverable	Forecast Date
Phase I			
<i>Tracking engagement via Facebook Post Engagement reports</i>	1.	Organizational Chart created for marketing plan	January 2020
	2.	SMART GOALs provided in Microsoft Word document via email	March 2020
	3.	Wilson Idol History collected & stored in GoogleDocs	April 2020
	4.	Marketing Promos for Wilson Idol 2020	October 2020
	5.	Wilson Idol Talent Search 2020 Rebroadcasted on Facebook Live	November 2020
	6.	Social media platforms updated and data analysis (Facebook, Google Email, YouTube, etc.)	December 2020
Phase II			
<i>Effectiveness of the Mission Statement</i>	7.	Communication Plan provided via email	November 2020
	8.	Drafted Mission Statement provided in marketing and social media	January 2021
	9.	Marketing Plan: Establishing initiatives for the 3 Ps with each sector of TOM's nonprofit organization	June 2021
Phase III			
<i>Wilson Idol Talent Search 2021 Initiatives</i>	10.	Create Google Form for Wilson Idol Talent Search	March 2021
	11.	Launch application and recruitment promos on social media	April 2021
	12.	Training workshop to analyze data collected for 2021 participants	May 2021
	13.	Promotion for Virtual Wilson Idol 2021	June 2021
	14.	Sponsorship Letter for Virtual Wilson Idol 2021	July 2021
	15.	Recordings for Virtual Wilson Idol 2021	August 2021
	16.	Virtual Wilson Idol Talent Search 2021 Broadcast Production	September 2021

4 Project Approach

4.1 Project Lifecycle Processes

Over the course of the project, the following annual and monthly activities occurred. The Executive Director and student consultant met to establish needs and goals for TOM. Three categories were developed to emphasize the needs and goals, hence the creation of the 3 Ps. The consultancy experience catalyzed momentum for the organization to (a) establish a database and initiative program for partners in the marketing plan, (b) provide opportunities and resources to participants through forms and social media promos, and (c) deliver quality services to patrons via Wilson Idol 2020 and 2021 broadcasting. Revising the mission statement was the basis of this consultancy project.

4.2 Project Management Processes

Project management processes for the consultancy project involved the Executive Director and the student consultant. To address the needs and goals of Wilson Idol Talent Search Broadcasting, the director of TOM subsequently had internal conversations with her partners/sponsors, her leadership team, her musical production and technology specialist, and participants to ensure all logistics were arranged for the recording. Throughout the consultancy project, the student helped lead the Executive Director in making informed decisions based on the revised mission statement in order to redirect the services provided to align with the purpose of TOM.

- Organized and facilitated meetings with the Executive Director on average twice a month
- Provided consultancy to the organization on a variety of other needs in an ex officio capacity.
- Collected feedback from stockholders, 3 Ps (Facebook comments, interviews, and observation).
- Facilitated evaluations and forms that collected data to engage 3 Ps (Wilson Idol & Ambassador Google Form).
- Marketing promotional videos
- Marketing plan

4.3 Project Support Processes

The three phases of the project were monitored and assessed to provide updates to the Executive Director on goal attainment. All goals were endorsed and under the direction of the Executive Director who set the tone and pace for obtaining each goal. The needs and goals for TOM advanced at a faster pace than anticipated due to an influx in patrons who engaged in the Virtual Wilson Idol 2020 Broadcast. Based on the data obtained from post engagement reports, 569 to 856 viewers were documented within 10 days on Facebook (Appendix D), the need for additional marketing became an urgent priority. The student consultant worked closely with a variety of TOM's partners throughout this process. Partners are highlighted in the marketing plan (Appendix E); however, communicating directly with the Executive Director to achieve the success criteria and effectively plan allowed risks to be mitigated. When risks were identified

(specifically technological challenges discussed in 2.2.3), we innovatively implemented strategies to ensure the goals were being met.

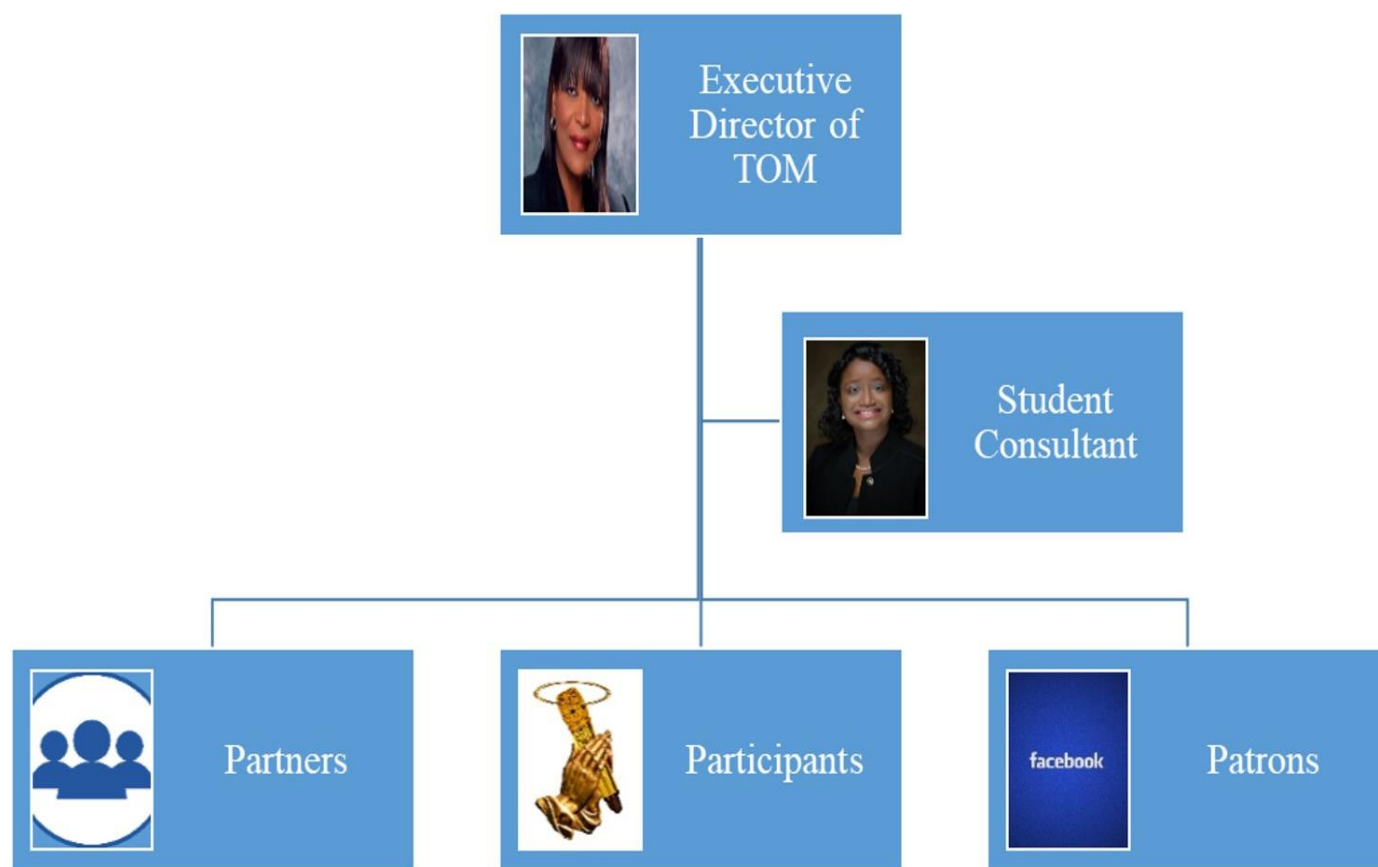
4.4 Organization

4.4.1 Project Team

The project team consisted of the student consultant, the site supervisor, an advisory council (including specific TOM partners), the Gardner-Webb University supervisor/advisor, and the 3 Ps of TOM. Hierarchically, TOM's Executive Director served as the site supervisor and approved work completed to achieve the goals within the project scope. The site supervisor and faculty supervisor provided ongoing support to ensure that the project was completed with measurable and strategic milestones. A Gantt Chart was used to formally structure the timeline and resources of the project. The Gantt Chart was divided into three project phases reflecting Lewin's Change Theory Model—unfreeze, change, and refreeze (Appendix B).

4.4.2 Mapping Between TOM and Student

The student consultant worked alongside the Executive Director of TOM. The student consultant's relationship with the organization is attributed to the site supervisor's trust, professional guidance, and personal leadership/educational expertise. Individuals who supported the project to effectively achieve innovative initiatives throughout the three phases included the Executive Director of TOM, myself, partners (administrative assistant, television broadcasting company, publicity coordinator, and educational consultant), participants (Wilson Idol Talent Search applicants, Wilson Idol judges, and Wilson Idol band), as well as patrons (feedback from Facebook).



5 Communications Plan

Communication Plan			
Who are the stakeholders?	What information do they need?	How will they get the information?	When will they receive information?
Executive Director	<ul style="list-style-type: none"> -Progress of needs and goals -Data review of engagement of 3 Ps 	<ul style="list-style-type: none"> -Meetings and frequent telephone conversations -Meetings and project report updates 	<ul style="list-style-type: none"> -Bi-weekly -By-monthly
Consultant	<ul style="list-style-type: none"> -High level of functionality -Review of prior experiences with TOM 	<ul style="list-style-type: none"> -Frequent updates and tasks completed to fulfill project -Face-to-face meetings as well as shadowing services TOM provides 	<ul style="list-style-type: none"> -Weekly or more frequently -Bi-annually in April & September
Partners	<ul style="list-style-type: none"> -Ambassador Campaign -Roles & Responsibilities “TOM’s Campaign Challenge” 	<ul style="list-style-type: none"> -Google Form via social media platforms -Email and meetings (virtual Zoom sessions) 	<ul style="list-style-type: none"> -Bi-annually in April & September -Bi-annually June & November
Participants	<ul style="list-style-type: none"> -Application & Development Opportunities -Reward Package & Recognition 	<ul style="list-style-type: none"> -Google Form via social media platforms -Email and meetings (face-to-face and/or virtual Zoom sessions) 	<ul style="list-style-type: none"> -Annually in April -As needed per participant
Patrons	<ul style="list-style-type: none"> -Necessary Promotional Marketing -Engagement Survey 	<ul style="list-style-type: none"> -Marketing via social media platforms, newspapers, television, etc. - Google Form via social media platforms 	<ul style="list-style-type: none"> -Monthly -Annually in October

6 Work Plan

6.1 Work Breakdown Structure

The Executive Director and student consultant's goal was to serve and expand the purpose of TOM with a focus on arts and entertainment, educational outreach, and business services. Deadlines for completing tasks were set by the site advisor, consultancy advisor, and myself to ensure the project would be completed in a timely manner. The work plan for the student consultant during the duration of the consultancy project devoted time to the arts and entertainment sector as initiatives were developed to enhance Wilson Idol, Spare the Rod Spoil the Child, and Summerville Promotion and Production Company. The organization's mission statement needed to engage the 3 Ps to ensure the sustainability of TOM.

6.2 Resources

A Gantt Chart was used to formally structure the timeline and resources of the project. The Gantt Chart was divided into three project phases reflecting Lewin's Change Theory Model—unfreeze, change, and refreeze (Appendix B).

Project resources included the following:

Partners / Human Capital	Technology	Financial	Participants & Patrons
<ul style="list-style-type: none"> - Executive Director - Student Consultant - Admin. Assistant - Television Broadcasting - Publicity Coordinator - Educational Consultant - Wilson Idol Participants (Judges, performers, host, guest, etc.) - Data Analysis 	<ul style="list-style-type: none"> - Email - Zoom - External Hard Drive - Recording of Performances - Musical Equipment - G-Suite (GoogleSheet, GoogleDocs, GoogleForms, GoogleMail, etc.) 	<ul style="list-style-type: none"> - Promotional Software - Publicity - Celebrity Host - Wilson Idol Band - Travel Expenses - Printed Materials - Miscellaneous Needs 	<ul style="list-style-type: none"> - Application - Practice Time - Performance Time - Facebook Live - YouTube - Social Media Post - Feedback - Wilson Idol - Summerville P&P

7 Milestones

Milestone Number	Deliverable	Forecast date
1	Wilson Idol Reflection	September 2019
2	Consultancy Project and Scope established with TOM	January 2020
3	SMART GOALs established	March 2020
4	Wilson Idol History	April 2020
5	Production and Marketing for Wilson Idol 2020	June 2020
6	Wilson Idol 2020	September 2020
7	Marketing Plan Reviewed & Needs Assessment	October 2020
8	Social Media platforms updated and data analysis <small>{Facebook, Google Email, YouTube, Twitter}</small>	November 2020
9	Mission Revised	December 2020
10	3 Ps Plan: Establish a database and initiative program for partners	January 2021
11	3 Ps Plan: Provide opportunities and resources to participants.	February 2021
12	3 Ps Plan: Deliver quality services to patrons.	March 2021
13	Launch application and recruitment initiatives	April 2021
14	Marketing Plan & Sponsorship Letter	June 2021
15	Communicate and begin training with applicants to join the lineage of WI	July 2021
16	Promotion for Virtual Wilson Idol 2021	August 2021

8 Metrics and Results

Three types of analysis tools were developed to assess the effectiveness of the revised mission statement. Revising the mission provided an opportunity to increase engagement of the 3 Ps. Metrics were collected to support the completion of the revised mission statement. In addition, the metrics allowed TOM and the consultant to analyze the 3 Ps and provide quarterly updates that align with the marketing plan. The results will assure the next phases for Wilson Idol and Summerville Promotion and Production Company specifically within the mission of TOM. Quantitative and qualitative data were collected for this consultancy project. Results of the systematic process aimed at measuring the results were collected by the following (Appendix D):

- 1) tracking engagement of Facebook likes and views via post engagement reports.
- 2) measuring the effectiveness of the mission statement by drafting and revising the mission to align with the services provided by TOM.
- 3) implementing a virtual Wilson Idol Talent Search form to attract participants for the 2021 showcase.

As part of the project scope, distinguished goals were monitored throughout this project. This project's goal was to enhance the mission statement for TOM with the objective of revising the mission statement to further engage stakeholders. Examination of an effective mission statement indicates that the objective of revising the mission statements is to further engage stakeholders and ensure the longevity of the organization (Cochran et al., 2008). With the framework conceptualized by this consultancy project, leaders may implement the 3 Ps as a framework to serve as a constant reminder of the importance of the 3 Ps with nonprofit longevity. Inclusively, the results validate how reliable a mission statement is to an organization's sustainability as well as validates the value of aligning services with a mission statement that will engage stakeholders. Overall, the project led to the following outcomes:

- 1) Trust gained between the Executive Director and the student consultant for future consultation with organizational leadership.
- 2) Revised mission statement to align with services provided to the 3 Ps
- 3) The organization's increased participation to produce the 2021 Virtual Wilson Idol Talent Search.

9 Risks, Constraints, Assumptions

9.1 Risks

Three categories of restrictions and constraints are referenced in the sections below. First, the ability of a nonprofit to respond to its 3 Ps must be established. What factors might impact the organization's operational strategies for fulfilling its mission of (a) arts and entertainment, (b) educational outreach, and (c) business services? This study supports the claim that it is prudent to revise an organization's mission to ensure longevity to successfully uphold the purpose of the nonprofit. Implementing a new idea takes time to consider barriers and challenges. The PESTLE Risk Analysis allowed me to clearly identify on a scale of low, medium, or high how impactful political, economic, socio-cultural, technological, environmental, and legal risks would be as a potential weakness or threat to TOM. The following risks were noted.

PESTEL	Risk Description	Mitigation Plan (what to do to avoid the risk occurring)	Contingency Plan (what to do if the risk occurs)	Impact (what the impact will be to the project if the risk occurs)	Likelihood of occurrence (e.g., %, or high/medium/low)
Socio-cultural	Lack of clarity with mission statement	Revise an effective purpose that aligns with services provided by the nonprofit that is ambiguous.	Scaled the vision and mission and seek input from stakeholders that will sustain the purpose of services provided.	High	Medium
Socio-cultural	Competition within the community	Be intentional and strategically plan how to innovate the service(s) that engage 3 Ps.	Remain consistent and continue annual services that align with the mission statement of TOM.	Medium	Low
Technological	Preservation of Materials	Organize materials and preserve documentation for future referencing and performances.	Persist to organize documents that are current, up to date, and communicate relevant information. Ensure several copies are in designated locations/files.	Medium	Medium
Economics	Funding	Budgetary Plan and in-kind donations from partners vary and be aware of inflations and service costs.	Seek grants, city and county educational support, or ensure a contingency fund is available to cover costs for 90 days / 3 months.	Medium	High
Legal	Promotion Regulations (Copyright Laws)	Gauge needs for copyright laws, rights, or production protection to ensure the services are protected legally.	Consult insurance and legal services. Remain transparent with participants that benefit from the services of their contractual rights.	Medium	High
Legal	Marketing / Branding Duplicate(s)	Identify and communicate to regions the methods to support/partner the organization's insignias to the targeted market.	Revise the Marketing Plan to reflect modifications and the original vision of the Executive Director.	Large	Medium
Technological	Social Media Malfunction / Error	Assess diverse demographics and bridge gaps in communication by publicizing services appropriately for each sector.	Offer information publicizing services via alternative platforms such newspapers, flyers, radio, word-of-mouth; specifically, churches & businesses in the community.	Large	Medium

9.2 Constraints

Numerous questions may be asked about TOM; how, what, where, why symbolize questions that can be viewed as restrictions. Overall, it is vital to clearly list and explain the services that are associated with (a) arts and entertainment, (b) educational

outreach, and (c) business services. An additional constraint derives from the cultural challenges that TOM must face; specifically, the dated tradition of maintaining a sustainable budget for financial security. To increase the dedication of a targeted population of patrons and beneficiaries and to ensure the organization's longevity for future generations, it would be valuable for this nonprofit to develop effective and efficient organizational practices that adequately represent its ingenious services.

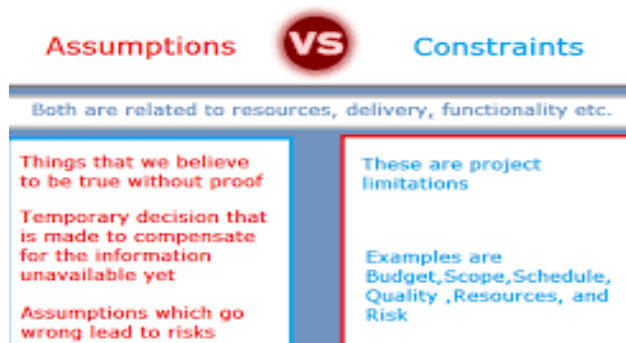
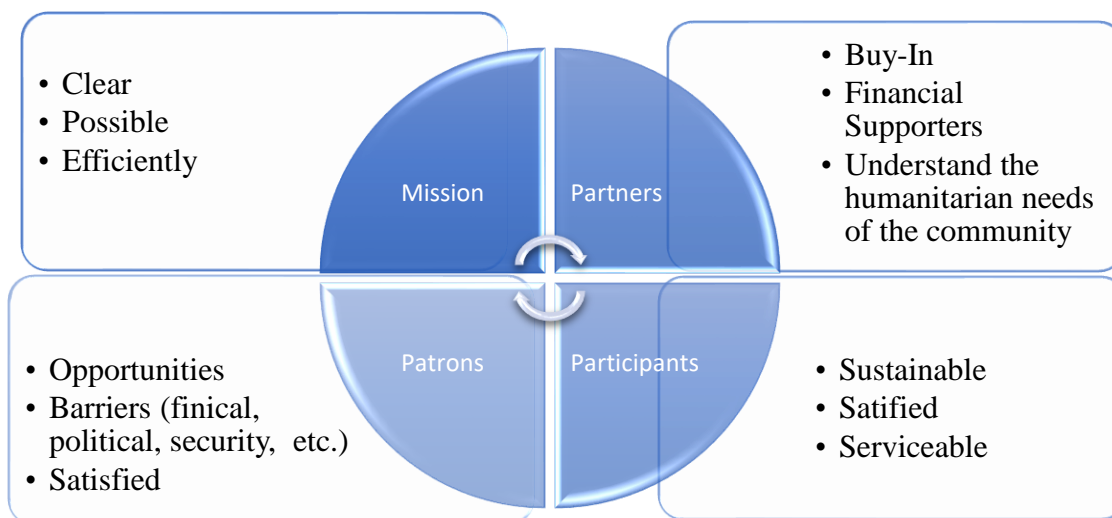


Figure was provided by Dr. Lamb during DEOL 738 lecture



9.3 Assumptions

The assumptions are categorized into four codes. The assumption that the mission must be clearly stated and understandable for all individuals who are associated with TOM is the overall goal of this project. The original mission statement declared, “The mission of this organization is to serve as a nonprofit community-based organization, promoting educational and cultural awareness” (Tall One Outreach Ministries, 2011, para. 3). With reference to religion, the assumption that this 501c3 is a faith-based nonprofit organization is a valid statement. The services this organization provides are interwoven into ministry, a somewhat religious undergirding; thus, TOM yields an assumption that its services are targeted at specific patrons, participants, and partners.

The second category of TOM's outreach focuses on assumptions mutually shared by the agencies and partners that support the humanitarian needs of the community. As

Maxwell (2007) expressed, leaders who have buy-in from their stockholders allow the organization to become more successful. Maxwell also stated that the leaders find the dream of the organization and then the people. The people find the leader and then the dream. This theory seems quite adequate in promoting the founder's mission (Maxwell, 2007).

The third category affecting nonprofits includes presumptions about participants. As mentioned above, participants should be sustainable, satisfied, and serviceable if an organization is to survive; therefore, it is important to acknowledge that a crucial goal of this consultancy project is to document the satisfaction and serviceable opportunities offered to the participants.

The fourth category devotes attention to the patrons. In the organization's description, the mission statement explains that the goal of a faith-based nonprofit is to serve as a nonprofit community-based organization and promote educational and cultural awareness. The clarification of how TOM delivers these initiatives and its mission statement is blurred; therefore, the opportunities to engage the 3 Ps are the emphasis of the consultancy project.

10 Financial Plan

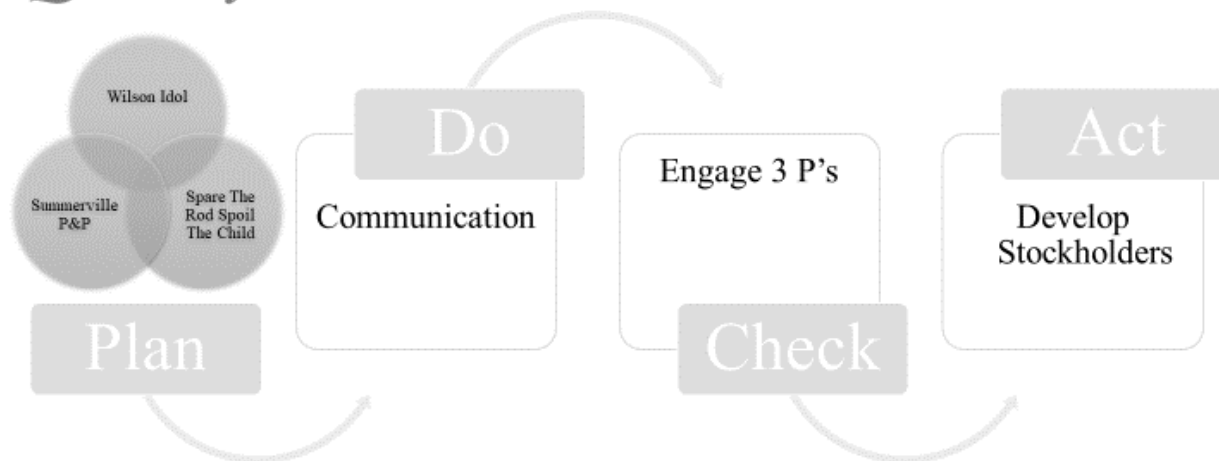
A comprehensive financial budget was not required for the consultancy project. TOM's Executive Director and the student consultant paid or volunteered hours of service to complete tasks. The student consultant's major responsibility was to orchestrate the revision of the mission statement. Minimal resources with a financial obligation were necessary. Funds for a business Zoom account and Google business account were provided by the student consultant. All other resources were free or provided by partners of the nonprofit organization (Appendix D, Financials–Estimated Cost of Operation found in Marketing Plan). TOM has received a grant from North Carolina's Art Council. The Executive Director has worked hard and persevered because she believes in the organization's purpose and services.

Related resources to Virtual Wilson Idol Talent Search were free or provided by partners of the nonprofit organization.

- Funds for a business Zoom account = \$14.99 monthly
- Google business account = \$12.00 monthly
- North Carolina's Art Council Grant = \$1,500.00 annual
- Community and faith-based organizations = services estimated at \$20,000.00
 - o Church provided the space, HVAC, lighting, electricity for recording
 - Estimated cost for 2 days = \$2,000.00
 - o BGNTV provided the recording materials and production
 - Estimated cost = \$10,000.00
 - o Spare the Rod Spoil the Child provided the guest celebrity host and entertainment
 - Gospel Comedienne, Sister Cantaloupe estimated cost = \$6,000.00
 - o BX provided promotional support with flyers, publicity, etc.
 - \$1,500.00

11 Quality Assurance Plan

Quality Assurance Plan



Plan: Recognize an opportunity and implement revision to align with services.

Do: Identify the targeted population–3 Ps—to develop and sustain TOM with an effective mission statement and valued services.

Check: Review, analyze the results, and identify next steps.

Act: Develop innovative services that are mission-driven and purposeful to the nonprofit.

An innovative framework, the 3 Ps is left as a pathway to engage stakeholders. 3 Ps is a framework that serves as a constant reminder of the importance of partners, participants, and patrons. In summation, the above Quality Assurance Plan was used to ensure the purpose of TOM is sustainable. The nonprofit organization was initiated by a North Carolina public school principal. Subsequently, she became the owner of a private charter school that catered to potentially graduating high-school dropouts. This veteran educator saw the need for more comprehensive assistance in the areas of art and entertainment, educational outreach, and business services for a community that seemed to go ignored. This rural community lacked performing arts opportunities, had limited co-curricular training, and had deficiency in exposure to multicultural business services. The director of this nonprofit immediately recognized the population's need for the engagement of the community through the 3 Ps. The quality assurance plan reflects adaptability and growth during the refreeze phase of this consultancy project while upholding the vision and foundation of TOM.

The above Quality Action Plan symbolizes futuristic strategies that will aid in sustaining the process of the survival of TOM. As highlighted, (a) Plan, (b) Do, (c) Check, and (d) Act illustrate a positive transition that a revised new mission statement will allow TOM to align

services to a clear purpose. A deliverable was a toolbox including the redesigned mission statement, data obtained from social media, and promotional content. These published documents support the mission and assist in future business decision-making. Within the Check section, forms and survey data are archived in Google Forms. The Forms may be duplicated and shared for years to come to track the engagement of partners with the Ambassador Form and participants with the Wilson Talent Search Form. Within the Act section, I have provided a marketing plan suggesting phases to develop and continue working with the 3 Ps. The documents are a point of reference that can be adjusted, altered, and/or restructured as time evolves for TOM and the Wilson, N.C. community.

Appendix A

Professional Literature Review

Introduction

The term mission statement is often utilized as the foundation of an organization's strategic plan and may be utilized as a tool that focuses on the assumptions held by its stakeholders. It is important to ensure that an organization's mission statement yields a clear directional plan. The term mission must first be analyzed and purposefully drafted by the organization's leadership. Drucker (1974) underscored the central role of a mission statement is to drive the strategic performance of an organization. For decades, scholars have examined the components of organizational culture establishing processes of an effective mission statement.

When analyzing literature, an influential factor of a successful mission statement is considering the needs of its constituents. In keeping with the related literature, this project focused on the needs and expectations of its stockholders: the patrons, partners, and participants (3 Ps). To sustain success within nonprofit organizations, stakeholders play an intricate role in representing the organization's mission. A mission statement is a strategic management tool that should relay passion and add value to the organization (Pandey et al., 2017). A mission for performing arts should produce beneficial services by providing programs that engage artists, audiences, program participants, professional employees, donors, grantees, foundations, and volunteers (Pandey et al., 2017). Overall, the services provided by a performing arts nonprofit organization should correlate with the needs of its 3 Ps.

The goal for this project was to enhance the mission statement for the Tall One Outreach Ministries (TOM). The objective of revising the mission statement was to further engage stakeholders and ensure the longevity of the organization (Cochran et al., 2008). This nonprofit

organization built on the philosophy of increasing human relations within the community and providing performing arts and events that promote diversity, multicultural awareness, and involvement. Additionally, TOM hopes to promote an appreciation for arts through communal awareness with programs and plays that address contemporary issues.

McDonald's (2007) cultural perspective defines the mission as a statement that encompasses an organization's philosophy, identity, and values. This is done via goals, norms, decisions, actions, and everyday behaviors. The cultural perspective of a mission is known as a statement that incorporates beliefs as well as the exploration of why and how an organization is committed to fulfilling its purpose. This study is necessary to address the challenges of implementing mission statements and to illuminate how unclear mission statements may directly impact the longevity of nonprofit organizations.

Graham and Havlick (1994) analyzed over 600 mission statements. The study discovered no exact format for writing mission statements. In contrast, Powers (2012) disclosed from studies by Radtke (1998), Robbins and Coulter (2007), and Hitt et al. (2012), distinct guidelines on how to develop an efficient mission statement, thus the exploratory question becomes how effective a nonprofit organization is when delivering services that align and support its mission statement. What actions might a nonprofit organization take to sustain the engagement of its stakeholders: patrons, partners, and participants? To what extent do nonprofit services align with a mission? Does an effective mission statement directly impact the engagement of stakeholders: patrons, partners, and participants?

An Effective Mission

Bart (2001) explained that an inspired organization is one that has highly visible resources aligning with the familiarity of services offered by a nonprofit organization. Missions

should not contradict the services provided. Missions must focus on the genuine services of the organization to equate to an effective mission statement. Alegre et al. (2018) suggested that an effective mission statement diversifies organizations. “Four Key Elements” (2020) reported four elements to an effective mission statement. These elements include a non-ambiguous statement, a statement conducive to goal setting, inspirational verbiage, and infrequent revisions. Similarly, Stone (1996) identified an organization’s mission statement as relevant, contemporary, encouraging, and unique. Additionally, the effectiveness of mission statements may be subject to an organization’s willingness to develop, implement, and create content, and establish individual attributes (Braun et al., 2012).

Wickham (1997) ranked mission statements as high content versus low content based on specific jargon and buzzwords. Wickham found that phrases referencing the concern for public image, commitment to growth, and customer identification are essential components of an effective mission statement. Wickham found that only approximately 26% of all organizations accurately provided these elements in mission statements. Furthermore, Wickham believed that the exclusion of the components would extract ineffective missions.

A mission statement should divulge the philosophy, values, and goals that define an organization. McDonald (2007) documented that objectives specified within the mission should reflect the need for performance, growth, and sustainability of the nonprofit’s suggested service(s). Identifying objectives or competencies that align with the product or service will yield a defined mission statement. Suh et al. (2011) stated, “Although a mission statement is an ideal goal, it should reflect reality, because a firm’s failure to fulfill its mission statement can inhibit its ideological and image-transmitting functions” (p. 78). Suh et al. identified behaviors that organizations consistently fulfill. Suh et al.’s model of an effective mission statement was

entitled Organization Mission Fulfillment. Organization Mission Fulfillment supports fidelity for mission statements.

Another model is Management by Objectives (MBO). Drucker (1976) explained this framework as a best practice for decision-making within public service institutions. The key questions that arise when implementing MBOs should be, “Given our mission, what do you think the goals should be? Priorities should be? Strategies should be?” MBO is commonly defined as a tool for problem-solving; however, the most suitable application of MBO is to identify a problem and further recognize the outcomes or objectives of the problem (Drucker, 1976). An effective mission statement supports the organization’s concentration on decision-making with clear objectives. An effective mission will support growth by stating a purposeful strategy.

Engaging Stakeholders

Drucker (1974) suggested that an effective mission statement included strategies for implementation and a means of evaluating effectiveness. A management plan for ensuring the effectiveness of a mission statement includes ways to monitor internal and external threats to the success of the organization. Drucker (1976) asserted that a mission statement is an integral part of strategic management planning and stakeholders may consider the statement as a requirement for engagement of stakeholders.

For this professional literature review, Drucker’s (1976) theoretical framework provides implications for innovative change and strategic management of stakeholders. Drucker’s (1976) framework is known to have four components. First, his theory addresses empowering all stakeholders but especially employment engagement with a decentralized organizational structure. Second, his theory inspires collaboration. Third, his theory focuses on increased efficiency in a five-step process. The five-step process yields goal setting, clear objectives,

tracking/target benchmarks, evaluations, and rewards (Caramela, 2018). Drucker's theory aligns with this consultancy project as SMART goals were created to address the challenge of revising an unclear mission statement. Fourth, his proposed steps emphasize innovation (Caramela, 2018).

The intention of a mission statement is to offer an evidence-based and adequately informed decision-making declaration. Nevertheless, it is not only the leader's decision but a decision for internal and external stakeholders to develop and accept a mission that defines the organization's identity and purpose (Williams, 2008). Mullane (2002) identified the following four concepts critical to the mission statement process: identify and communicate key concepts, involve all management levels, involve all functional areas, and set specific targets related to the mission. He further proposed that if management is committed to the mission statement, these four activities build engagement. The mission statement is an accountability instrument that must strike the stakeholders' interests.

Bart (2001) expressed the need to utilize the Internet when a mission statement has been created. Bart investigated the role the Internet plays in a mission statement's communication and dissemination. The research utilized the Google search engine to rank and categorize best-suited matches of the phrase mission statements. The results presented six categories of feedback for best-suited phrases within a mission statement. Constituents of various organizations contributed six categories of phrases: for-profit corporations, educational institutions, religious institutions, government agencies and departments, not-for-profit associations, and other listings. The rationale of this study granted evidence that customers and the general public desire to be well informed of an organization's philosophy and service category when reading a mission. Stakeholders agreed that a mission statement is the backbone of an organization.

Internal and external partners communicate and disseminate an organization's resource(s) when they have formal written documentation and evidence of the service(s) rendered. Bart (2001) captured an organization's unique *raison d'être*. Bart described stakeholders as customers, employees, suppliers, communities, and shareholders. As Bart developed his philosophy of stakeholder engagement, he extended his study through findings that only 8% of managers thought their organization's mission statement was clear to internal stakeholders, thus providing the proposition that mission statements ought to be communicated with front-line employees as well as middle management. By communicating a clear mission statement with all levels within an organization, individuals are less distracted by the necessary task at hand.

Rarick and Vitton (1995) found that a strong mission statement significantly increases shareholder equity. In fact, the average return on stockholder equity for firms with mission statements is 16.1%, whereas the return for firms without mission statements is 9.7%. An effective mission facilitates an improved understanding of fairness, direction, and the innovative future of organizations; thus, the mission statement can help guarantee the longevity of an enterprise. Manetti and Toccafondi (2014) suggested the engagement of stakeholders is established with information that opportunistically and strategically promotes the image of an organization's resources. Feedback produces a comprehensive reflection of performance that does or does not align with the mission of the organization.

How to Create a Mission Statement

Literature has provided a wealth of resources on conceptual frameworks, theoretical models, and lists of qualifying elements to a mission statement. On the other hand, research has offered minimal step-by-step guidance to develop or implement mission statements. Bart (2001) described leaders of an organization as being in a state of confusion when constructing a

company's mission. This may be due to sparse step-by-step guidance for devising a mission statement or lack of follow-through and commitment in the process.

Nevertheless, Wickham (1997) provided five stages for the creation of a mission statement: operation, elucidation, generation, articulation, and communication. Wickham expressed the aim to organize an organization's business scope by communicating and defending their niche; thus, most of the following section yields a review of foundational elements when creating a mission versus the fundamental steps of developing an effective mission.

Wickham (1997) said generating a mission statement is significant. When developing a mission, it must convey relevant strategic context ensuring an effective and deliberate focus. VanDyne and Folsom (2011) recommended strategic planning when creating a mission that is followed by environmental scanning to prioritize goals and objectives. VanDyne and Folsom defined a mission statement as having the following criteria: 30-60 words that declare the purpose and direction of the organization. Individuals too often interchange the terms mission and vision statements. Alegre et al. (2018) believed that action verbs within a mission statement of a nonprofit organization should correspond with its vision. The differentiating elements of mission and vision statements as stated previously are vital to consider when creating a purposeful mission statement.

Alegre et al. (2018) articulated the importance of a clearly stated mission statement that involves all stakeholders in formulating the statement. Collecting feedback is a necessary step in the process because stakeholders rely on the mission statement as the most important tool to summarize the purpose and to help focus the goals of an organization. Furthermore, when creating a mission statement, leaders should be able to employ feedback from action groups, the core value of the organization, and relative verbs to align with the philosophy or the business

concept (Cimino, 2004).

Pandey et al. (2017) analyzed more than 100 mission statements and reported that specific nouns, adjectives, verbs, and verb forms construct effective missions. By utilizing the structured list of identifiable language, semantics, and syntax of words, mission statements become clearer (Pandey et al., 2017). In another study, Pandey et al. (2017) analyzed the content of mission statements from a group of more than 250 employees. Top managers were interviewed to identify frequent jargon appearing in a variety of statements. The study found that the most frequent words were company, quality, customer, people, products, environment, services, and development. The overarching importance of these frequently utilized words represents five characteristics recommended when creating a mission statement: labeling the expected quality service(s), highlighting the stability of the organizational culture, incorporating the corporation's innovation(s), identifying strategy or growth opportunities, and focusing on customer satisfaction (Williams et al., 2014).

Efficiently Implementing / Revising an Organization's Mission

Drucker (1974) emphasized phases to revise an organization's mission. The three phases should reflect opportunity, competence, and commitment. The model proposes that leaders pledge to the mission's impact through communication, company-wide involvement, setting targets, and timely revision. Further, according to McDonald (2007), innovative ideas must be given a fair and equitable chance to succeed within nonprofits. "Mission-driven, nonprofit organizations are more innovative and are more likely to develop and adopt innovations" (McDonald, 2007, p. 257).

The lack of innovative and new approaches to mission statements has reduced research in this area as researchers have prioritized other types of studies (Alegre et al., 2018); however,

additional studies have contributed to innovatively revising mission statements. Weltman (2021) explained how to efficiently revise a mission by addressing five criteria: First, the organization and stakeholders should review the current mission statement; second, prioritize the organization's objectives and any innovative goals; third, renew or reinstate the purpose; fourth, strategically plan and reflect how to engage stakeholders; and fifth, create the revised mission.

Similarly, Stone (1996) provided five phases to revisit mission statements: first, envision the future; second, develop a task force; third, draft versions of the new mission statement; fourth, share the revised mission with all stakeholders; and fifth, implement the mission statement. Baetz and Bart (1996) found that 55% of mission statement users considered the process of implementing the mission statement equally important to the mission statement message.

Williams et al. (2014) added the following advice. Top management should commit to four actions. First, identify and communicate key concepts of the organization's vision. Second, involve all management levels to input the needs and goals of the entire organization. Third, the manager should strategically set goals that align with the mission. Fourth, the mission statement should be reviewed and revised. The process of writing or revising a mission statement offers the chance for management to redefine and recreate their organizations.

Efficiently implementing innovative change by revising an organization's mission should include a specific audience, opportunities, principles or beliefs, a reason for being, encouragement to stakeholders, allocation of resources, and highlighting accomplishments (Williams et al., 2014). In conclusion, organizations must constantly modify and refine the mechanism by which it achieves its purposes. By rearranging, reviewing, and revising mission statements, scholars suggest that organizations launch a more proactive business environment.

Summary

Alegre et al. (2018) elucidated that organizational leaders were unaware of the benefits of developing an explicit mission statement until the 1980s. While the literature has provided a wealth of resources on conceptual frameworks, theoretical models, and lists of qualifying elements of mission statements, the literature fails to provide an adequate guarantee on creating a mission statement that attracts the perspective of the 3 Ps. Rarick and Vitton (1995) suggested that an effective mission statement is the creed, purpose, and statement of corporate philosophy/values and significantly increases shareholder equity. An organization's long-term success at achieving its mission depends partly on satisfying all stockholders (Powers, 2012). Also, Powers (2012) alluded that the mission statement influences the organizations through microelements such as exposing the content of mission statements as well as macro elements such as aligning performance with the structure of the mission.

Hence, my consultancy project considers the needs of all constituents within three categories identified as the 3 Ps. The 3 Ps (a) impact patrons, (b) strategically forecast the potential support of partners, and (c) provide services that affect participants. In retrospect, this topic of organizational culture serves as a strong indicator of how adequate mission statements fulfill the purpose of a nonprofit.

A mission statement should indicate the fundamental reason for existence. The longevity of an organization depends heavily on a mission that undergoes infrequently revisions. When a mission is developed efficiently, it should symbolize sustainability for a nonprofit; therefore, revising the mission provides an opportunity to increase engagement of the 3 Ps.

Bart (2001) explained that mission statements have become an important first step for developing and implementing strategic planning. Wickham (1997) mentioned that mission

statements give life to the organization's character and define its personality. The scholar further explained that developing a formal mission statement provides an effective way of following through with the philosophy of an organization (Wickham, 1997). Inclusive, a mission statement can be a source of inspiration and motivation.

The literature review served as guidance for this project. When crafted appropriately, missions highlight objectives and the needs of the 3 Ps. Leuthesser and Kohli (1997) noted that mission statements were widely seen as necessary in helping form identity, purpose, and direction for the organization. This study ultimately recognizes a mission statement must exhibit strategic planning, stakeholder encouragement, and promotion of the organization. The literature review in this study helped to justify the relevance of scholarship, expertise, and the analysis of mission statements.

Appendix B

Gantt Chart

Task / Deliverables per month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Complete SWOT Analysis in Reflection for TOM	TOM															
Conduct a "Good Fit" Analysis for Project Scope		GW														
SMART Goals Established			TOM													
History				TOM	DOC											
Production for Wilson Idol 2020				TOM	P	SM										
Wilson Idol 2020						SM										
Marketing & Promotion						TOM	P	P	P	P	P	P	P	P	P	P
Collect Quantitative Data							GW	TOM 3 P's	D	D						
Mission Revised									D	TOM						
3 P's										TOM	3 P's	3 P's	3 P's	3 P's	3 P's	3 P's
Collect Qualitative Data										GW	TOM 3 P's	D	D	D		
Applications & Production for Wilson Idol														DOC	SM	SM
Strategic Plan Revised to include Board of Directors to Determine Next Steps from Baseline Data Collected															DOC	3 P's
Task Force to begin training for the lineage of Wilson Idol																3 P's
Unfreeze			Change								Refreeze					

Key for Resources:

TOM – The Executive Director provide human capital

GW – Gardner-Webb instruction

DOC – Documents associated with TOM

P – Production was necessary

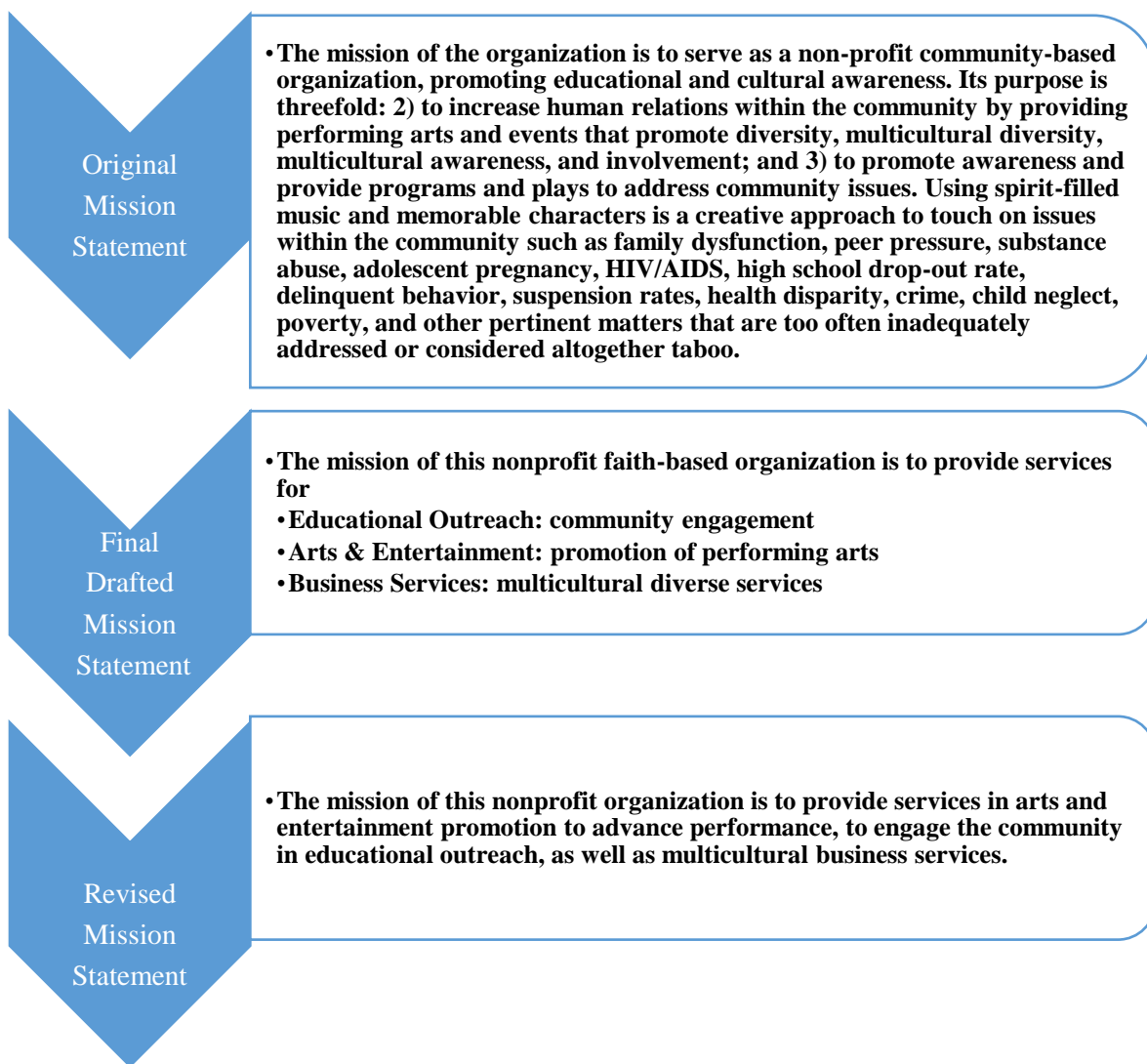
SM – Social Media

D – Data was necessary

3 P's – Partners, participants, and patrons provided resources

Appendix C

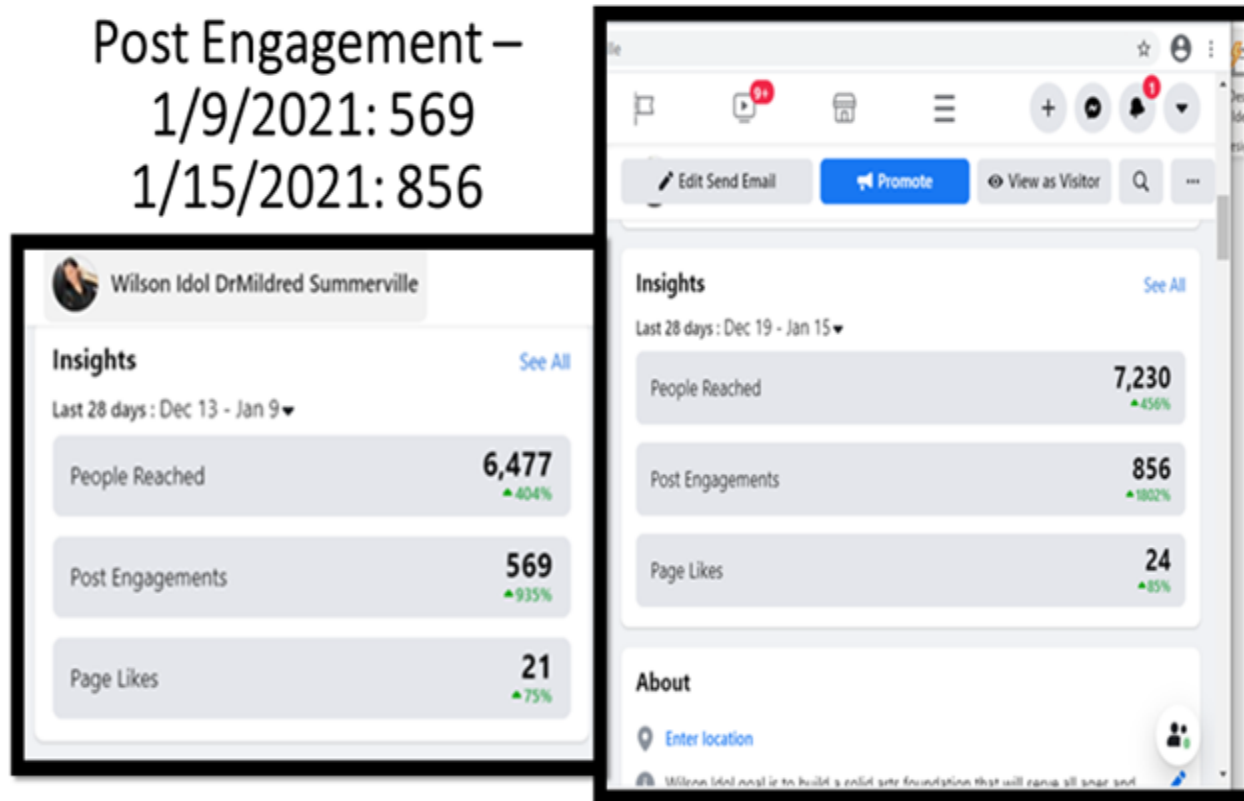
TOM's Original & Revised Mission Statement



Appendix D

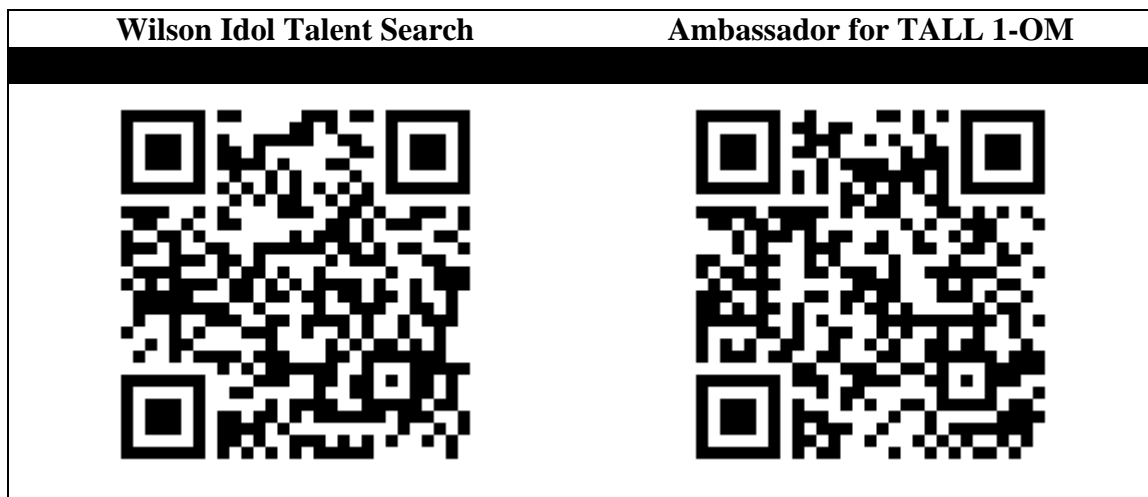
Sample Metrics/Data

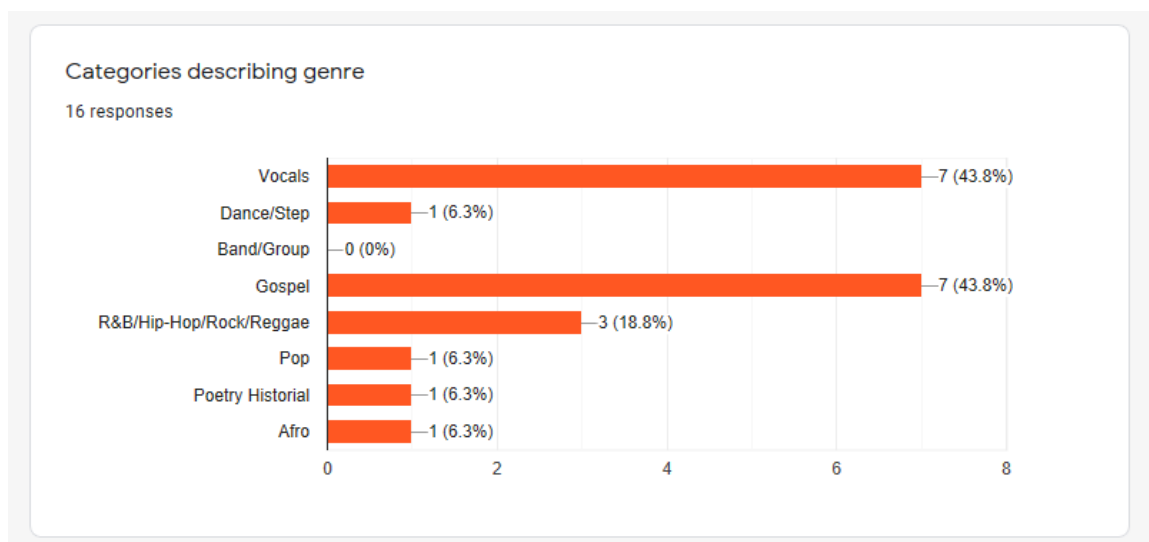
1) Facebook Post Engagement reports



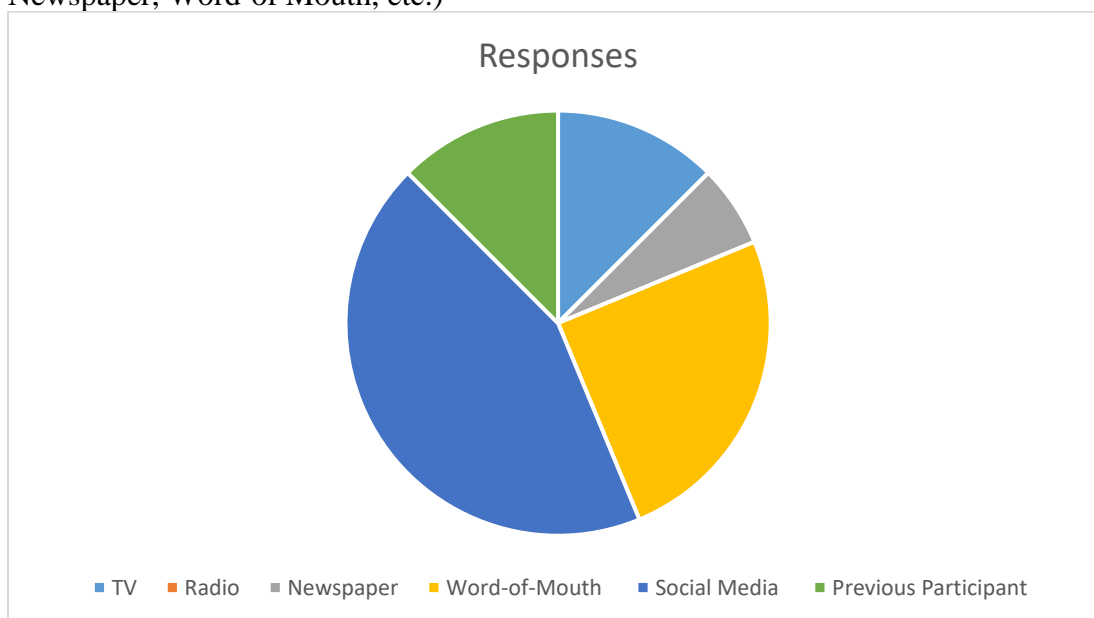
2) Forms

Two Google forms were created and publicized for applicants to sign-up for Wilson Idol Talent Search as well as to serve as an Ambassador for TALL 1-OM.





How did you hear about Wilson Idol? Please be as specific as possible (TV, Radio, Newspaper, Word-of Mouth, etc.)



3) Future Interview Questions

The dialogic style of communication chosen for collecting the data I anticipate to support my hypothesis for this project will provide “3 Ps” a comfortable forum to discuss one’s true opinions about this nonprofit and the service(s) it provides. As stated above; the research for this project focuses on: How does an effective mission statement (x) impact the sustainability of the organization (y). Do the service(s) provided (x) have a positive impact on the engagement of partners, participants, and patrons (y)? Receiving information from the 3 Ps may lend a comprehensive understanding of the purpose for Tall One Outreach Ministries, Inc. Each interview will begin with an open discussion about the services provided by the nonprofit and the satisfaction of its partners, participants, and patrons. The anticipated time allocation for an interview should range from 40 to 90 minutes and all interviews will be recorded with the permission of the interviewee. Afterwards, verbatim transcriptions shall be recorded for future data analysis.

Patton (2015) suggest six types of questions to ask during an interview. The following list of questions are sample questions that will be asked for the 3 Ps in no specific order of importance. While the verbiage of the questions may differ according to the partners, participants, and patrons; the overall objective of the questions will be streamlined to seek five targeted themes which will be validated once the interviews are complete. 1) Effectiveness of the mission statement, 2) Nonprofits purpose, 3) Engagement of 3 Ps, and 4) Commitment to services provided.

Sample Interview Questions

Experience and Behavior Questions

- Have you shared your experience with others? {3 Ps}
- Do you mind describing your experience with Tall 1-OM? {3 Ps}
- Were you satisfied with how your contribution was processed? {Partner}
- Was completing your application and receiving notification timely? {Participant}
- Describe your experience? {Patron}

Opinion and Values Questions

- What are your thoughts on performing arts? {3 Ps}
- What are your thoughts on needs for the community? {3 Ps}
- In your opinion, how has Tall 1-OM impact your life? {3 Ps}
- How do you believe you have grown with _____? {Participants}

Feeling Questions

- How did you feel supporting / contributing to this organization? {Patron}
- How do you feel knowing you are providing outreach through humanitarian services? {Patron}
- How did you feel about service developed by Tall 1-OM? {3 Ps}

Knowledge Questions

- Are you aware of how your support / contribution impacted the community? {Patron}
- Could you identify services you feel are necessary for _____? {3 Ps}

Sensory Questions

- Could you describe how our community may look if major educational disparities were eliminated? {3 Ps}
- Would you see an increase in participants if each applicant received \$-----? {Partners & Participants}
- How may we increase the promotional items that are seen and heard for Tall 1-OM? {Patrons}

Background / Demographic Questions

- General Demographic Identifiers {3 Ps}
- How did you hear about Tall 1-OM? {3 Ps}
- Tell me about yourself? {3 Ps}

Appendix E

TOM's Marketing Plan

Marketing Plan

Tall One Outreach Ministries (TALL 1-OM)

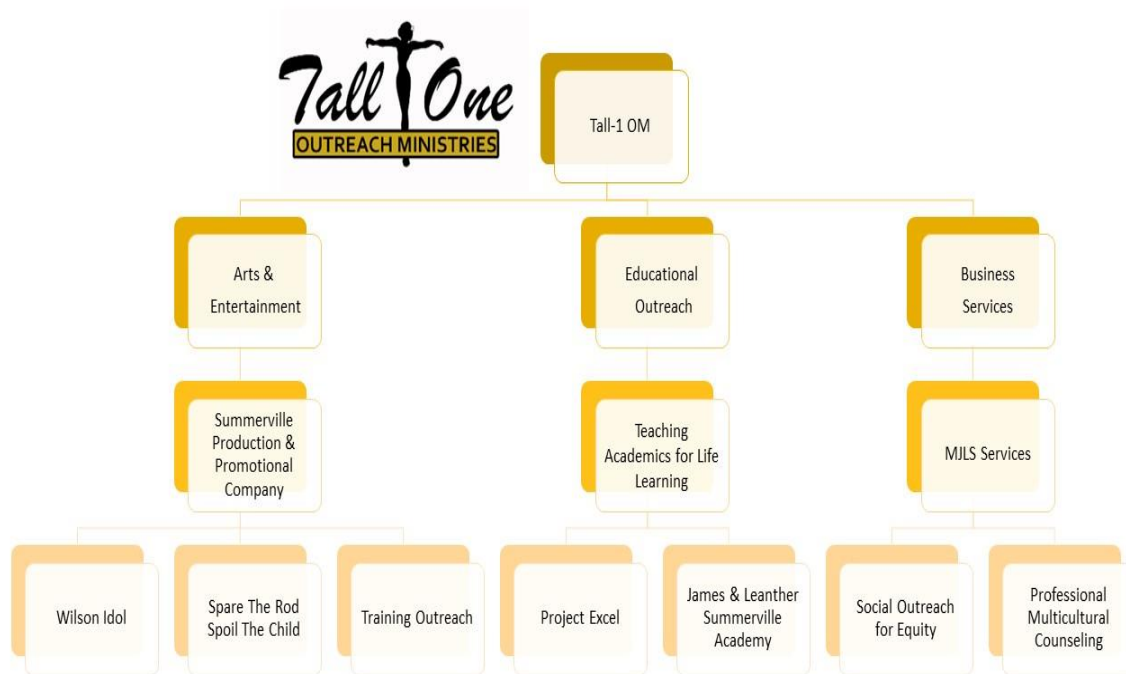


MISSION STATEMENT

Our goal is to sustain Tall One Outreach Ministries with three sectors: Arts & Entertainment, Educational Outreach, and Business Services. **The mission of this nonprofit organization is to provide services in**

arts and entertainment promotion to advance performance, to engage the community in educational outreach, as well as multicultural business services.

TALL 1-OM approved branded logo:



Summerville Production and Promotional Company

- **Wilson Idol**
- **Spore The Rod Spoil The Child**
- **Training Outreach**

Teaching Academics for Life Learning

- **Project Excel**
- **James & Leander Summerville Academy**

MJLS Services

- **Social Outreach for Equity**
- **Professional Multicultural Counseling**

Summerville Production and Promotional Company

- Wilson Idol

Phase one marketing via social media and personal communication in anticipation of 10 individuals to showcase their talent. These 10 individuals shall complete an electronic application form to serve as a participant. The objective of obtaining participants is to advance individuals' performance in arts & entertainment.

Phase two reward package and incentives for participants. Wilson Idol participants shall be offered items included but not limited to: a trophy, \$100 to \$500 cash prizes, plus a package valued at \$2,500 to comprise a photoshoot with a professional photographer, studio time at 50% off the cost, 3 YouTube Clips showcasing participant's talent, a Facebook Primer Promo Clip as well as free publicity in Wilson N.C. and the surrounding areas.

Phase three provide quality services to patrons. The annual Wilson Idol Talent Search shall occur each September. Marketing shall include but not limited to: The Arts Council, Local Churches, Local Media Outlets, Community Businesses, Social Media, etc. Data analysis will be managed and tracked, which will help to ensure patrons were engaged with the service provided.

- Spare The Rod Spoil The Child

Phase one establish a supply chain / inventory management process to release Spare The Rod Spoil The Child paraphernalia.

Items desired include but not limited to: t-shirts, sweatshirts, mugs, DVD recording of the play, souvenir booklet, etc. The objective of selling paraphernalia will be to ensure a financial foundation is secure to publicize and continue the national tour of the Award Winning Play – Spare The Rod Spoil The Child.

Phase two as paraphernalia is distributed via a supply chain. An inventory management process will track specific items in the warehouse that are available for sale.

Phase three provide quality services to patrons. Data analysis will manage and track if patrons are engaged / satisfied with the services provided as well as analyze the amount of sells in U.S Dollars.

- Training Outreach

Phase one in anticipation to compose a group of 25 individuals. These 25 individuals shall complete an electronic application form to serve as an Ambassador. The objective of an Ambassador would be to lure 3-5 individuals to become volunteers, sponsors, or financial contributors. They will serve as a voice for the organization and work to increase participants and/or patrons for upcoming services provided by Tall 1-Outreach Ministries, Inc.

Phase two update the Ambassador's list and create incentives for service. Specifically, Ambassador Service Awards. Recipients shall receive recognition during the annual Wilson Idol Showcase and a Facebook Primer Promo Clip as well as advertisement in Wilson N.C. and the surrounding areas.

Phase three Ambassadors shall share their voice and provide feedback on the services provided by Tall 1-Outreach Ministries, Inc. Data analysis will be managed and tracked to help ensure patrons and participants are engaged with the services provided.

Teaching Academics for Life Learning

- Project Excel

Phase one in anticipation to compose a group of school age individuals. These school age students shall complete an electronic application form to participate in Project Excel! Project Excel, which is a new collaborative designed to serve 40-50 youth per day who are short-term suspended from school and are at risk of school failure. The objective of Project Excel is to expose students to educational opportunities with afterschool tutorial, behavior mentoring, and music performance camp.

Phase two update the Project Excel list and create incentives for participation. Participants shall receive recognition and meet a celebrity guest. School age individuals will be provided with educational resources and targeted behavior improvement plans that will expose them to multicultural services. Achieving this kind of success requires vision, adaptability, and sensitivity to school district and student needs, innovative thinking and market responsiveness.

Phase three participants shall complete a pre and post assessment to provide feedback on the services provided by Tall 1-Outreach Ministries, Inc. Data analysis will be managed and tracked to help ensure participants are engaged with the services provided.

- James & Leanter Summerville Academy

Phase one in anticipation to compose a group of school age individuals. These school age students shall continue to serve as the community-based alternative school organization serving communities throughout Wilson County North Carolina, which have at risk kids who are suspended from school. The objective of J & L Summerville Academy is to expose students to educational opportunities with hands-on learning and guidance that meet the needs and disparities among the youth. There is a need for community solidarity, cultural awareness and education.

Phase two update the J & L Summerville Academy collaboration with Wilson County schools. Participation shall receive recognition and meet a celebrity guest. School age individuals will be provided with resources and targeted behavior improvement plans that will expose them to multicultural services.

Phase three participants shall complete a pre and post assessment to provide feedback on the services provided by Tall 1-Outreach Ministries, Inc. Data analysis will be managed and tracked to help ensure participants are engaged with the services provided. Partnerships and collaboration with community organizations and nonprofit agencies to enhancement the academic success.

Additional Information J & L Summerville Academy

- Opened March 2002, students and educators like it because: it gives suspended students an opportunity to continue their education and receive credits and reinstated into their schools.
- The school location is in Wilson, North Carolina. It is anchored with two classrooms and one computer lab.
- Has served over 175 of students.
- Hours of operation are from 8:15 AM to 2:15 PM Monday –Friday, focusing on the educational, social and cultural needs of minority youngsters. Staff plans for the arrival for students

MJLS Services

- Social Outreach for Equity

Phase one in anticipation to expose the community to services throughout Wilson County North Carolina. The objective of **MJLS Services** is to expose the community to opportunities with hands-on learning and guidance that meet the needs and disparities. Needs and disparities among the community include but are not limited to: youth delinquent behavior, career development, youth parental needs, literacy rate / educational opportunities, high school dropout rate/ obtain a GED, drug abuse, HIV/AIDS/STD prevention and awareness, crime and poverty prevention.

Phase two collaborate with Wilson County North Carolina. Participation shall receive recognition and advertisement in Wilson N.C. and the surrounding areas.

Phase three participants shall provide feedback on the services provided by Tall 1-Outreach Ministries, Inc. Data analysis will be managed and tracked to help ensure participants are engaged with the services provided. Partnerships and collaboration with community organizations and nonprofit agencies.

- Professional Multicultural Counseling

Phase one in anticipation to expose the community to services throughout Wilson County North Carolina. The objective of Professional Multicultural Counseling is to expose the community to opportunities with hands-on learning and guidance that meet financial and career needs. The objective of **MJLS Services** is to expose the community to opportunities with hands-on learning and guidance that meet the needs and disparities. There is a need for community solidarity, cultural awareness and education.

Phase two collaborate with Wilson County North Carolina. Participants will be exposed to multicultural services to advance their financial and career needs (resumes, taxes, interview preparation, professional training, etc.)

Phase three participants shall complete a pre and post assessment to provide feedback on the services provided by Tall 1-Outreach Ministries, Inc. Data analysis will be managed and tracked to help ensure participants are engaged with the services provided. Partnerships and collaboration with community organizations and nonprofit agencies.

Public Relations and Publicity Program

TALL 1-OM should manage and coordinate a public relations and publicity campaign.

TALL 1-OM should attempt to conduct the public relations and publicity campaign with industry media forums. The media forums include, by way of example, business, trade and lifestyle publications; broadcast media; and news services whereby TALL 1-OM may attempt to develop special interest stories for local and national media with such stories relating to by way of example, including but not limited to, lifestyle, fashion, technology and business. Media should range from daily newspapers like the News & Observer to large circulation national media like U.S. News & World Report. The program includes a press kit, which should include:

- A press release on the dramatic growth of _____.
- A press release on the _____ campaign, and on _____ generally, featuring _____.
- Local data on growth of _____ for large regional media.

Direct Business and Cross Marketing Promotional Events

Sponsors will be allowed to be included in TALL 1-OM marketing promotions to the extent possible including, but not limited to such promotions as, by way of example, local and regional promotional programs, and consumes sweepstakes, cooperative advertising, joint off-site event programs, TALL 1-OM mailings, direct mailings, in-store displays, joint publicity and public relations programs, and other promotional services TALL 1-OM deems appropriate to promote the TALL 1-OM brand and TALL 1-OM activities.

Consumer Referral Services

TALL 1-OM should be on its way to acquiring sponsors throughout North America. Within this opportunity comes a new opportunity using the Internet. The Internet has created an opening involving the relationship between manufacturers and consumers. The website should include community and content components including TALL 1-OM site locator and Web pages, special event updates community boards and e-commerce store.

Consumer Internet Site

The e-commerce store on the TALL 1-OM Website, a consumer site, should be set up for individuals to order any product TALL 1-OM makes available to be purchased by the consumer. Via zip code search consumers throughout the U.S. and/or the world will be able to order products online and receive a “service” incentive for purchases. TALL 1-OM will attempt to establish strategic alliances, which will deliver value to all parties involved. The objectives of this strategic alliance will be to encourage program usage and build brand awareness. This business partnership will enable the TALL 1-OM Web site to convey an appropriate marketing message about the TALL 1-OM brand. The web is one of the most personal ways to interact with our supporter/student prospect; it must be TALL 1-OM most intimate and personal brand interaction. Because of this, TALL 1-OM is sensitive to every message the site may communicate to the target audience. We are confident that the combined skills of TALL 1-OM and its web partner will integrate off-line and online communication which will give interactive life to the creativity shown in the TALL 1-OM newsletter and business cards, while putting important information online. This website which will be majority owned by TALL 1-OM. TALL 1-OM believes that the web, unlike any other medium, can be a DRIVING force of our new branding and communications. The site must be packaged in a way that conveys TALL 1-OM focus, message, and objectives. In addition, the site must lead prospective sponsors and consumers to a fulfilled result, whether looking for new information or trying to contact us. The role of our web site must be elevated to a level of importance, which effectively communicates TALL 1-OM value. TALL 1-OM and _____ have teamed up to create and maintain a web site that meets our mutual marketing objectives, and more importantly, the needs of the TALL 1-OM consumer, participating students and corporate partners.

Marketing of Consumer Internet Site

There are seven components to promote:

- **TALL 1-OM Events** - All TALL 1-OM sanctioned events should have signage opportunities promoting the Web site along with special kiosks to order on-site.
- **TALL 1-OM Membership** - Direct mail piece and email announcements promoting special items, etc.
- **TALL 1-OM National Partners** – By way of example: Home Depot, Coca-Cola, NTelos, Disney may work with TALL 1-OM to create online pack offers and specific advertising to drive the brand.
- **TALL 1-OM Manufacturer Partners** - As part of the partnership agreement manufacturing partners should be required to participate in at least one (1) promotional activity each agreement year pushing the Web site on pack and/or through advertising.
- **TALL 1-OM.org** - A business partnership with _____, in order to take a position on the Internet space, and other online merchandising space to promote the Web site.
- **TALL 1-OM News** - The Web site will become the official site of TALL 1-OM News. The newsletter publication will promote the Website and do several cross-promotions to drive traffic. TALL 1-OM News will also access its database of consumers and events. TALL 1-OM News should pride itself on the effectiveness of reaching student consumers in the fastest way possible with the most current educational information, special promotions and news.

If a company has got to get their important information out fast to the supporters within the community, TALL 1-OM News offers the fastest mode of communication between them and potential customers by publishing every four months / 3 times a year. US Postal Service can deliver TALL 1-OM News to members throughout the United States and to corporate partners, some of who may include copies in the consumer orders. This direct market penetration maximizes circulation and TALL 1-OM News directly into the hands of the student consumer, making it potentially the most valuable source of information a business will need.

Display Advertising Rates

<u>Pre Paid Rate</u> <u>Times</u>	<u>1 Time</u>	<u>2 Times</u>	<u>3 Times</u>	<u>4+</u>
FULL PAGE \$848.00	\$1342.64	\$1161.12	\$979.76	
1/2 Page \$524.00	\$ 771.32	\$680.60	\$589.88	
1/4 Page \$362.00	\$ 489.20	\$440.84	\$395.48	

Corporate Member Rates

To qualify for the Corporate Member Rates, the advertisement must only mention the sponsor company. When you become a Corporate Member and then advertise in TALL 1-OM News, you receive many useful services. You can take advantage of these services by placing a minimum of one (1) **Business Card (3 1/4" x 2") Actual Size** ad appearing at least once per month for an affordable \$165 each. An easy and effective way to attract repeat and future customers. As a member advertiser, you are eligible for these services:

25-75 copies of TALL 1-OM News to distribute at your location FREE!

Use of our Calendar of Events Pages to list your special activities FREE!

E-news Press Releases and/or stories submitted on your business printed FREE!

E-news with the latest news from outside and inside the industry which may affect your business FREE!

15% discount on display advertising

Benefits

- High visibility and a direct link with local operations
- Incents operations on a local and national level
- High valued offer
- Perceived value differentiates brand increases sales

TALL 1-OM targeted DMA's:

The TALL 1-OM West-Los Angeles; Bakersfield; Santa Barbara; Palm Springs; San Francisco; Fresno; San Diego; Yuma; Phoenix; Las Vegas; Seattle; Boise; Honolulu

The TALL 1-OM Mid-Atlantic-New York; Philadelphia; Baltimore; Washington, DC; Norfolk/Virginia Beach

The TALL 1-OM East-Hartford/New Haven; Boston

The TALL 1-OM Texas-Dallas/Ft. Worth; Waco/Temple; Tyler; Oklahoma City; Wichita Falls; Abilene

The TALL 1-OM Mid-America-St. Louis; Kansas City; Topeka/Overland Park; Tulsa; Minneapolis/St. Paul

The TALL 1-OM Chicago-Milwaukee; Madison; Indianapolis; South Bend; Grand Rapids; Detroit; Ft. Wayne

The TALL 1-OM South-Atlanta; Montgomery; Knoxville; Charleston; Chattanooga; Memphis; Huntsville

The TALL 1-OM Florida-Tampa; Orlando; Miami; Jacksonville

FINANCIALS- Estimated Cost of Operation

Item	Amount
Attorney Fees (All Legal Issues & IRS Filings)	\$35,000
Agency Fees	129,250
Office Space (5,500 sq. ft.)	\$90,000
10 workstations (build-out/construction/installation with 6 ofcs, reception area; employee breakroom/conference room)	\$100,000
Office equipment/Furniture/supplies	\$36,000
16 Phone lines	\$42,000
Phone System/Maintenance	\$40,000
Telecommunications Installation Fee	\$15,000
Long-distance charges	\$92,000
Accounting/Tax Services	\$13,000
City Business Licenses	\$500
Brand ID Package (Logo trademark/copyrights/letterhead/business card design print ad creative concepts/production)	\$60,000
Promotional Material (lay-out design/production/. distribution for all material related to program)	\$625,000
Computers-Database Program Management	\$80,000
Internet Web Design Service-Delivery of website with e-commerce capacity/maintenance	\$20,000
Postage Meter/Postage/Overnight & UPS deliveries	\$20,500
Mailing Services	\$35,000
Educational Materials/Travel/Guest Entertainment/Miscellaneous Expenses	\$50,000
Promotional Event Sponsorship/Advertising	\$100,000
Payroll (Taxes: Social Security 6.2% + Medicare 1.45% + State Unemployment 2.5%)	\$770,000
Electric Usage	\$20,000
Medical/Dental/Vision - Employee/Family Health Benefit	\$125,000
Workers Compensation Insurance	\$16,000
Landscaping/Lawn Maintenance	\$7,200
Credit Card/check draft Service Set-up	\$15,000
Janitorial Services/Office Maintenance	\$50,000
Property Insurance	10,000
TOTAL	2,596,450

Appendix F

Defense Presentation

Mission Possible – Engaging Partners, Participants and Patrons

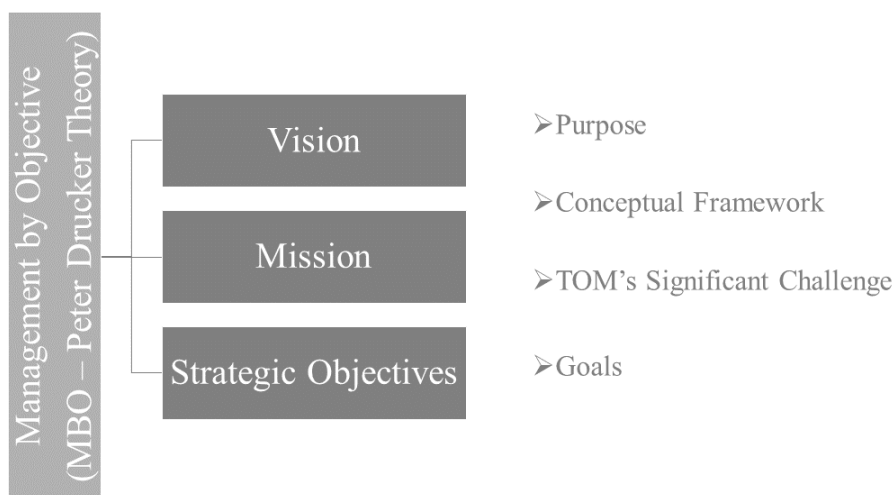


Jewel Harrington,
DEOL Candidate
July 7, 2021

Dr. Jeffrey Hamilton,
DEOL Program Coordinator
Consultancy Coach

Dr. Mildred Summerville,
Executive Director
Tall One Outreach Ministries

Purpose & Conceptual Framework



Literature Review



Purpose

- Articulates Purpose
- Drucker's Theory
- Baseline for Direction & Decisions



3 P's

- Stakeholders Commitment
- Engaging Partners, Participants and Patrons



Mission Possible

- Creating
- Efficiently Implementing
- Revising

Scope & Approach

TALL ONE OUTREACH MINISTRIES

Award-Winning Arts & Entertainment, Educational Outreach, Business Services

HOME ABOUT US WILSON IDOL 2020 PLAY TAX SERVICE **FOUNDER'S BIO** CONTACT HONORS & AWARDS GALLERY



Arts &
Entertainment



Educational
Outreach



Business
Services



Mission Statement

The mission of the organization is to serve as a non-profit community-based organization, promoting educational and cultural awareness. Its purpose is threefold: 2) to increase human relations within the community by providing performing arts and events that promote diversity, multicultural diversity, multicultural awareness, and involvement; and 3) to promote awareness and provide programs and plays to address community issues. Using spirit-filled music and memorable characters is a creative approach to touch on issues within the community such as family dysfunction, peer pressure, substance abuse, adolescent pregnancy, HIV/AIDS, high school drop-out rate, delinquent behavior, suspension rates, health disparity, crime, child neglect, poverty, and other pertinent matters that are too often inadequately addressed or considered altogether taboo.

The mission of this nonprofit organization is to provide services for

- Educational Outreach: community engagement
- Arts & Entertainment: promotion of performing arts
- Business Services: multicultural diverse services

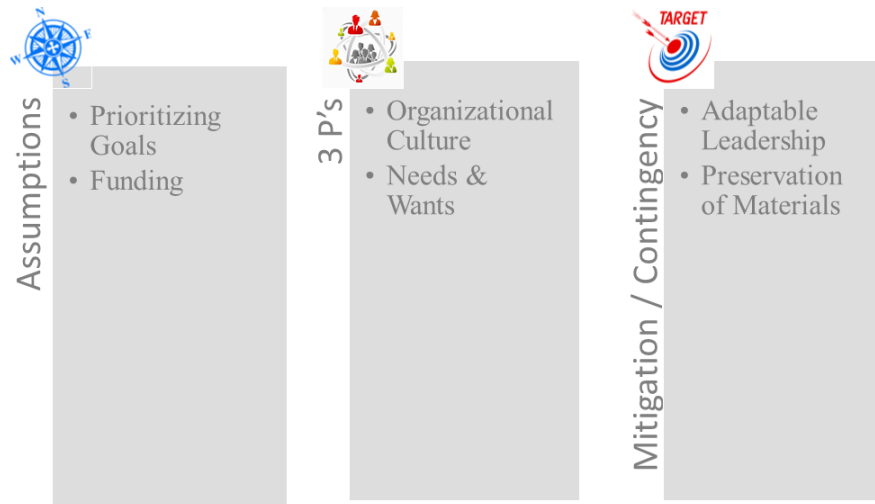
The mission of this nonprofit organization is to provide services in arts and entertainment promotion to advance performance, to engage the community in educational outreach, as well as multicultural business services.

Activities & Action Plan

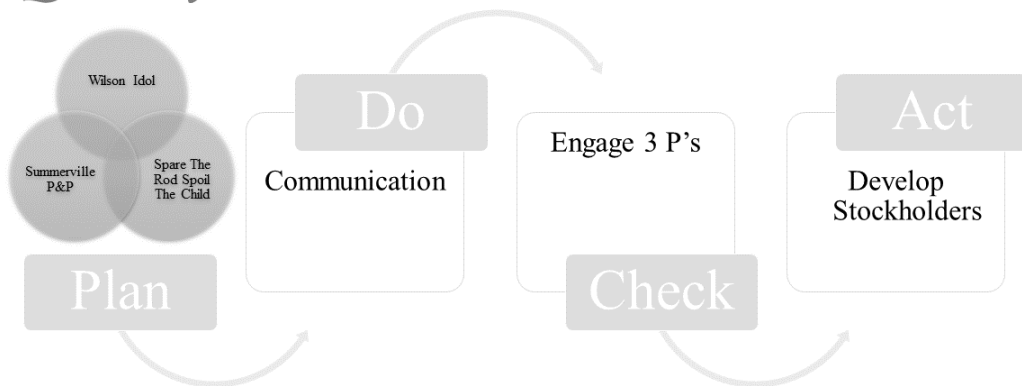
Tasks / Deliverables per month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Complete SWOT Analysis in Reflection for TOM	TOM															
Conduct a "Good Fit" Analysis for Project Scope		GW														
SMART Goals Established			TOM													
History				TOM	DOC											
Production for Wilson Idol 2020				TOM	P	SM										
Wilson Idol 2020						SM										
Marketing & Promotion						TOM	P	P	P	P	P	P	P	P	P	P
Collect Quantitative Data							GW	TOM	D	D						
Mission Revised								3 P's	D	TOM						
3 P's										TOM	3 P's	3 P's	3 P's	3 P's	3 P's	3 P's
Collect Qualitative Data										GW	TOM	D	D	D		
Applications & Production for Wilson Idol														DOC	SM	SM
Strategic Plan Revised to include Board of Directors to Determine Next Steps from Baseline Data Collected															DOC	3 P's
Task Force to begin training for the linage of Wilson Idol																3 P's
	Unfreeze			Change						Refreeze						

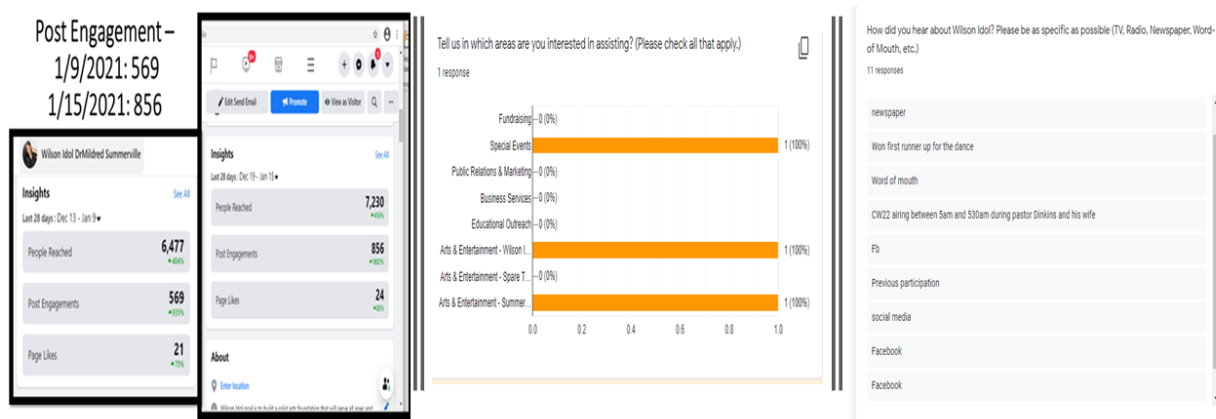
Key for Resources:
TOM – The Executive Director provide human capital
GW – Gardner-Webb instruction
DOC – Documents associated with TOM
P – Production was necessary
SM – Social Media
D – Data was necessary
3 P's – Partners, participants, and patrons provided resources

Risks/Constraints



Quality Assurance Plan





Outcome Data

Reflection

"EFFICIENCY MEANS DOING THINGS RIGHT; EFFECTIVENESS IS DOING THE RIGHT THINGS."

~ PETER DRUCKER

Pluses
What I learned?

Application
Deliverables
Transfer knowledge

Deltas
What I would do differently?

Diversity / Input
Further qualitative data
Time constraints

Areas for Future Study



Areas

- Communication of Mission Statement Effectiveness



3 P's

- Engaging Partners, Participants and Patrons



Future Study

- Faith-based nonprofit organizations

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