

Nonprofit Organizational Communication Strategy: How effective communication techniques impact internal Nonprofit Success.

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Introduction

Nonprofit organizations have many stakeholders ranging from volunteers to employees, to interns, to an audience and community members. Large or small, nonprofit holds a special place in the system of organizations because they influence both external and internal stakeholders. For example, Chautauqua Women's Club is a small nonprofit organization with a charged history. This history impacts the surrounding community and the members that aid in the overall success. The combination of a nonprofit's ability to influence a community and strategically manage its members provides for an expected positive progression for the future of the organization.

This summer, I interned for Chautauqua Women's Club (CWC). As an intern, I was considered one of the stakeholders of this nonprofit. This review will discuss the ideal role stakeholders play in nonprofit organizations. Some examples of additional internal stakeholders at CWC include interns, hired staff, and employees. Internal stakeholders for this review include active employees hired by nonprofit organizations for the facilitation of events toward mission success through behind-the-scenes actions. The role of these stakeholders is involved with any performance for the nonprofit such as fundraising events to contribute value (monetary or otherwise) to support the mission. Events are driven by the staff of the organization which makes them directly correlated with overall mission sustainability.

My tasks included social media marketing, data analysis, and the creation of internal communication procedural reports. The bulk of the internship required me to create and advertise events held by CWC to increase membership and attendance. How successful this advertising was at reaching potential audience members for each event was unknown because of the inaccessibility of resources to quantify who was attending, why they were attending, and how

they found out about the event. Working alongside the operational employees (those who aid in the facilitation of events), we were responsible for the set-up and breakdown of events. Staff plays a large role in internal stakeholder influence and organizational structure, regardless of how many exist within the structure itself. Chautauqua Women's Club is small, having only a maximum of four staff at a time for operational elements. The events of Chautauqua Women's Club are also considered small, with the highest-attended event this summer being 120 people. Although on the surface level this does not seem taxing on the company's volunteers and staff, the events were occasionally unwieldy to manage, and resulted in frustrated employees. The importance of employee satisfaction is where I will turn my attention in this literature review and analysis as it is one of the most significant take-aways from the internship. The satisfaction of all stakeholders, but especially employees and interns, should be a priority to ensure the success of future events.

This paper will analyze the importance of employee engagement and satisfaction to the mission success of the organization. The domino effect that results from poor employee satisfaction stood out as a crucial detail that stunts growth for further mission success at CWC. Therefore, this report will address two issues, the first to showcase the role of interns as a whole (i.e. a stakeholder) in nonprofits, and the other to showcase some of the marketing strategies and elements that were created as a marketing intern at the CWC.

Internship Description

During the summer months of June through August 2022, the CWC participated in Chautauqua Institution's nine-week season. The CWC held programs and events that hosted speakers such as nonprofit leadership expert Joan Garry, historian Candace Fleming, President of the Naval Postgraduate School and retired Vice Admiral of the U.S. Navy Ann E. Rondeau, and

many others. Events such as wine tastings, chocolate tastings, a French tea party, a floral design class, and many others were also held at the Clubhouse to support scholarships, programming, and the overall facility.

CWC rents out five bedrooms/bathrooms within the house which generates revenue for scholarship and other in-house needs. These five bedrooms each have been named after significant donors to the clubhouse during a renovation in 2012. This renovation ensured the clubhouse would stand for many years to come, and still support the Chautauqua community just as it did almost one hundred years ago. The reconstruction brings in many visitors from Chautauqua as well because of the landscaping portion, which is valued by the Bird Tree and Garden Club (another group based on the Chautauqua Institution grounds).

I obtained this internship with professional connections and personal history with the Chautauqua Institution. The CWC sought an intern during the nine-week summer season at Chautauqua Institution to aid in their efforts toward a social media strategy. This strategy's main goal was to increase attendance for in-season events. When hired, the tasks included marketing committee support for data analytics and brand enhancement as well as participation with the Development Committee for the planning and execution of fundraising events. Later in the season, I was tasked with more internal communication responsibilities that included assisting the President and Executive Associate in developing management processes and working with committee chairs to document best practices for their position to benefit succession planning. Unfortunately, the task associated with developing committee chair position descriptions was not met because of overscheduling and board member communication discrepancies. However, I was able to develop other documentation that shows best practices for employees of the organization, shown in Appendix C and D.

Appendix A of this review is the CWC Welcome Packet. I created this packet for guests staying in the Clubhouse during the season for information on the CWC and Chautauqua Institution. I also authored a welcome email draft to supplement this packet when being sent out to the guests (Appendix B). Both of these documents were sent out at the beginning of each guest's stay by the Executive Associate and House Manager via email. I built these two documents with reflection on the academic study of planning marketing strategies for internal communications.

Appendix C and D of this document hold information for the administrative and resource tasks I was assigned. Titled "Facilities and Guest Operations Manual" (Appendix C) and "Saturday Flip Day" (Appendix D), these documents have reference to in-house information for employee roles and responsibilities. Appendix C was constructed "for daily activities at the house" and "does not include information about other events planned by the Programming/Hospitality Committee" (p. 1). Appendix D is used specifically each week on Saturdays, or the designated cleaning day for the tenant rooms. With the help of the House Manager, Executive Associate, and President, these documents supply concrete communication to the internal stakeholders of the CWC, especially in the event of employee and volunteer turnover.

Lastly, Appendix E includes examples of social media marketing posts and content. Each week, scheduled posts during specific times on Facebook, Instagram, and a Google Group called "Grapevine". These posts were created with the overarching goal of creating a higher traffic rate on the website and better attendance at events. The President and Executive Associate assigned the social media post goals, which went through a structural process by the President. This process included changes in color schemes, verbiage, and layout. Once approved, I edited the

posts and scheduled them on the social media platforms listed above. At the midpoint and endpoint of the nine-week season, I conducted data analysis to measure the effectiveness of the posts on both social media platforms (Facebook and Instagram) as well as for their email program (Constant Contact) and website. The Google Group analytics were not gathered because of administrative and privacy rights.

History of CWC

Chautauqua Women's Club is a nonprofit organization based in Western, NY within the gated summer community, Chautauqua (CHQ) Institution. Located on Chautauqua Lake, this community becomes home to individuals from across the country for nine weeks during the summer. The 2022 season was from June 27th to August 28th. The CWC has a membership base of roughly eight hundred individuals, mostly in the 50+ age range. There are roughly 50 regular volunteers during the season and less than 10 staff. The main mission of the CWC is to provide "innovative programming, dynamic events, leadership opportunities for women, and life-changing scholarships for students" in CHQ Institution's School for Visual and Performing Arts (Chautauqua Women's Club, 2021). CWC's overall vision is "to enrich the lives of the communities" they touch ("History" 2021).

Chautauqua Women's Club's history begins in 1890 with professor and Northwestern University Administrator Emily Huntington Miller. Miller resided as president for over two hundred women during this developmental era for the CWC. This era was also a time in history when movements for women's liberation were prominent. Bishop John H. Vincent, a co-founder of Chautauqua Institution, at the time expressed the importance of the role of wife and mother for women, while also endorsing the CWC's purpose, stating a "women's responsibilities in the

home” can be labeled under “five C’s – cleanliness, cooking, chemistry, contentment and courtesy” (“History”, 2021). This opinion of women inspired Miller’s philosophy to give women a new identity in Chautauqua. With Miller’s help, the CWC program grew by becoming recognizable to the Chautauqua community through giving talks and other programs on the importance of “personal improvement, social ethics, temperance, suffrage and philanthropy” (“History”, 2021).

CWC presidents continued the education of women and eventually built a Clubhouse for gathering in 1917 under the leadership of Anna J. H. Pennybacker (“History”, 2021). During her time serving as president of the Club, more modern developments emerged, such as the efforts to facilitate discussion on women’s rights, which directly reflects a part of the CWC’s mission statement to support the Chautauqua community overall. The newly built clubhouse would come to be a symbol of women’s rights in that era. Archival photographs showing renowned guests in history such as Eleanor Roosevelt, Mina Edison, Justice Sandra Day O’Connor, New York Governor Kathy Hochul, and others are stored here to show the influence the CWC has had on society for decades (“History”, 2021).

Literature Review

Introduction

This literature review will represent the importance of a strategic internal communication strategy in the public charity nonprofit sector for members of the 501(c)3 organization Chautauqua Women's Club (CWC). Nonprofit organizations (NPOs) have many unique challenges facing organizational environment factors, making the case of the CWC special

because of its small size. There is no agreed-upon way of defining a small NPO (Hu et al., 2014), however, the National Center for Charitable Statistics (NCCS) (2020) measures a nonprofit's size on their reported revenue and membership base, with small NPOs being categorized at a profit threshold of \$50,000. Small NPOs face different challenges than their larger counterparts, including the high risks to mission success because of employee turnover (Slatten et al., 2021). The financial threshold of small nonprofits combined with the stress for mission success explains why strategic internal communication strategies for employee benefit are not on the top of the 'to-do' list.

At the local level, NPO missions are strongly associated with community-building and empowerment strategies (Anheier, 2005). Mission statements serve as the foundation for NPO staff, volunteer, and member motivation and aid in understanding the NPO's purpose, needs, values, and aspirations (Anheier, 2005). However, these missions are directly affected by factors including employee retainment, sustainable funding, and volunteer outreach (Hu et al., 2014). To improve strategy success, an internal communication strategy is imperative because of the relationship between employee motivation and mission success (Ikiseh, 2020).

The motivation behind this review is for two reasons: a) to strengthen the CWC by bringing awareness to the significance of an internal communication strategy, and b) to supply further analysis in the research of employee satisfaction in small nonprofit organizations (SNPOs). Employee engagement and satisfaction are arguably one of the most principal factors in nonprofit organizations, especially SNPOs. The conversation in the literature review will guide the report toward policy strategies and information transparency for employees through an internal communication plan at the Chautauqua Women's Club.

Organizational Theory

The clarity in communication for organizations is vital for mission success. Because NPOs are so diverse in their organizational environment, creating a communication plan that clearly states the expectations of employees in smaller NPOs will avoid confusion and misunderstanding in potential multiple tasks assigned. Job satisfaction is directly paired with task understanding, which then reflects on turnover intention (Knapp et al., 2017; Evans et al., 2018; Slatten et al., 2021). This communication clarity can be better understood through organizational theory, which encompasses the structure, design and change, and culture of an organization. The importance of organizational theory in this review reinforces the significance of internal communication in all organizations. It will also set the groundwork for later analysis of leadership in SNPOs.

Organizational theory (OT) studies how organizations function and are affected by the environment they operate (Jones, 2013). This theory is broken down into three sections that relate to three main components of an organization: environment, design, and change. Organizational knowledge by people and executives associated with a company helps them understand how to better control and react to change in organizations (Jones, 2013). While the entirety of OT breaks down organizational system setup (structure, design and change, and culture), analyzing Jones' (2013) approaches to measuring organizational effectiveness supports the argument of the need for strategic internal communication plans in small nonprofit organizations.

To measure organizational effectiveness through OT, external resources, internal systems, and technical approaches play a role. All three of these approaches are methods managers in organizations can use to evaluate and control the external environment, resources,

and goods and services (Jones, 2013). An external resource approach is a way in which skills and resources can be secured, managed, and controlled (Jones, 2013). An internal systems approach is how an organization can innovate and function quickly and responsively, and a technical approach is a way in which it can manipulate skills and resources it already has into goods and services (Jones, 2013). These three approaches all work towards effective managerial functioning as a means of meeting set goals, however, SNPOs can attribute the internal systems approach as a way to support their employees. This approach directly affects employees in the ways it increases productivity and reduces conflict in the workplace (Jones, 2013). This approach also supports employees by strategically coordinating and motivating them to utilize their unique skills for faster production (Jones, 2013). As Jones (2013) states, “improvements to internal systems that influence employee coordination or motivation have a direct impact on an organization’s ability to respond to its environment” (p. 39). NPOs need to strategically link these approaches to their plans for success, but SNPOs must particularly utilize the internal systems approach to effectively enhance employee experience.

How companies can evaluate the goals set by clarifying the guiding principles to all members of the organization. There are two types of goals organizations operate on official and operative goals (Jones, 2013). An official goal normally set the groundwork for the missions of the organization and explains the purpose of its existence (Jones, 2013). In NPOs, how a mission operationalizes missions as a core construct to their existence directly relates to the importance of concrete and clear communication to this mission. Operative goals, however, have long- and short-term aims that aid in leadership development for managers and performance clarification for employees (Jones, 2013). How success is measured for operative goals ties an NPO’s environment back to strategic management success and communication effectiveness.

Organizational culture relates to employee expectations, organizational expectations of employees, and environmental factors that imply different behavioral outcomes. To further define, there are two different types of values in an organization: terminal and instrumental. A terminal value is a way in which an organization wishes an outcome to be achieved (i.e., high quality, responsibility, profitability, economy, morality, etc.) (Jones, 2013). Instrumental values, the desired behaviors by an organization (i.e., hard work, respect for tradition and authority, being conservative and cautious, frugality, honesty, maintaining high standards, etc.), are better applied to NPOs when determining expectations for employees. These style values are respected among employees of NPOs because of how they provide insight into their purpose, task significance, and responsibility (Jones, 2013; Knapp et al., 2017). Numerous researchers have built on the work of organizational theory for all organizations, much of which is linked to the ways it benefits employee engagement toward organizational success. OT provides many opportunities for SNPOs in the ways management and leadership can nurture job characteristics for employee commitment and gratification, yet, it should be developed further for SNPOs specifically.

Resource Dependency Theory

Resource dependency theory (RDT) plays an important role in NPOs due to the way it acts as a governing factor in decision-making. RDT posits that an organization relies on resources to survive, and these resources can be obtained from its environment or other organizations, with reflection on if there are ulterior resources for use (Malatesta & Smith, 2014; Akingbola, 2013). However, this dependency on these factors, paired with power, plays a large role in inter-organizational relationships (Malatesta & Smith, 2014). This means that power in organizations balances on factors of necessity. This power falls back on managers and other

higher-level employees, which must employ different managerial strategies to utilize the resources available to them. RDT can provide background information for managers to reflect on, however, in SNPOs, these resources are few and far between. The characteristics of RDT paired with OT allow for an in-depth perspective on how SNPOs need to utilize resources to their advantage, while also strategically placing their current resources (i.e., employees and volunteers) in areas where they can grow. The relationship between these theories provides an ornamental balance of power consequences for the future survival of an NPO.

RDT is best applied to those in power within NPOs. For SNPOs, RDT directly affects how NPOs think about managerial practices and leadership. In for-profit organizations, managers maximize their profit by leveraging social and physical resources in the environment, while nonprofit organizations leverage their mission, values, competition, social needs, and stakeholders to facilitate success strategies (Akingbola, 2013). Both organizational sectors depend on their resources to fulfill these strategic objectives to reach their profit margin and organizational goals. More specifically, RDT can explain the relationship between these organizations in a way where human resource practices evolve from an interaction between the organization and its environment to how employee skills, behaviors, and human resource systems can be managed (Akingbola, 2013). Through the use of human resource tactics, leadership management tactics, and RDT, researchers can develop a sense of analysis to differentiate an SNPO from its competitors and aid in allowing for a successful implementation of internal communication strategies.

Strategic Human Resource Planning

There is little literature based on nonprofit human resources because of NPOs' inability to fund a human resource management team. Kim and Torneo's (2021) research human resource

management with person-environment fit in NPOs with inspiration from the lack of study on public service motivation in NPOs. NPOs can manipulate how their employee's skills benefit the organization, while also providing the ambitious initiative for the individual to feel purposeful in mission accomplishment. Strategic human resource management in NPOs administers ways in which employee motivation and performance can be revitalized (Kim and Torneo, 2021).

The motivation behind employees in NPOs is inspired by the intrinsic desire for the mission of the NPO to succeed. These desires are suggested to be built on the three types of psychological needs from self-determination theory: competence, motivation, and psychological well-being (Kim & Torneo, 2021). The main idea behind self-determination theory surrounds the cardinal tendency humans have towards growth, self-concept, and inner coherence (Kim & Torneo, 2021). In other words, self-determination theory represents the human tendency to take action on an event that one believes will have an impactful outcome. All these tendencies play a large role in employee satisfaction and engagement, which will aid in mission success.

Kim and Torneo's (2021) studies focus on the implementation and importance of strategic human resource management in nonprofits. Strategic human resources (SHR) play a significant role when grouped with employee behavior and organizational performance (Kim & Torneo, 2021). SHR management in SNPOs may not be feasible, but SHR techniques have the potential to better many areas of NPOs. Many NPOs recognize the importance of strategic communication management for the financial success of their mission (Wiggill, 2011), yet many do not weigh the use of implementing strategic human resource techniques because of their unfamiliarity with the relationship between employee engagement and mission success.

Person-environment fit grouped with nonprofit public service motivation is argued to have a positive impact on "norm-based and affective nonprofit public service motivation" (Kim

& Torneo, 2021). This means that through NPO strategies that account for organizing employees, there will be higher motivation for organizational success all around. This aligns with the tendency for NPOs to overlook the needs of employees because the mission is assumed to be the universally accepted motivation for these groups. However, for an NPOs mission to be both inspiring and inclusive for all stakeholders, the implementation of a strategic internal communication plan may be effective. In this case, Kim and Torneo (2021) discuss an internal communication plan surrounding strategic human resource management that will foster and inspire through the alignment of beliefs and values for the individual and the organization collectively.

Employee engagement and motivation is a complex area of nonprofit management. Many factors discussed, up to this point in this review, reinforce the importance of positively manipulating roles and responsibilities to strategically place duties and responsibilities on specific individuals. Then, to take these roles and responsibilities and mold them into new ones, meeting unique challenges with distinct skill sets NPOs uniquely have access to depending on their size. While SNPOs must put more effort into strategically maneuvering around internal and external challenges, SNPOs must utilize their internal stakeholders to the best of their ability. Strategic human resource management and person-environment fit play a role in inspiring the creation of a strategic internal communication plan. While SNPOs may not be feasibly capable of hiring a human resource manager, utilizing human resource techniques from their for-profit counterparts will supplement creating a concrete communication plan that can be updated as the organization changes.

Nonprofit Organization Turnover

Smaller NPOs are faced with increased difficulties than their larger counterparts because of several factors, one being their smaller employee base. Employee turnover and volunteer reliance can be advised as a considerable risk for all NPOs. NPOs need to be prepared to respond to high turnover rates because of the organization's scarcity of resources, mostly economic (Knapp et al., 2017). This means that small NPOs (SNPOs) are unique in the ways their limited financial means are especially unable to be directed towards employee economic praise (increased pay rate). Turnover, or the rate at which employees in an organization leave and are replaced, is a direct response to this economic incapacity to reward their employees for quality work (Knapp et al., 2017). Researchers Evans et al.'s (2018) notice this pattern of turnover in all levels of NPOs and question the way it harms client-organization relationships, or how a company interacts with its external stakeholders to facilitate an increase in profitable donations. This is complicated because of the reliance NPOs have on the client-organization relationship and the funding it may provide for their mission success.

It is a common misconception that NPOs are mostly staffed by volunteers when in actuality they are mostly staffed by employees and professional managers who aid in daily operations (Slatten et al., 2021). Following this, most NPOs do not have a financial reserve, whereas the profits gained each year are expended towards larger goals (Slatten et al., 2021). This lack of financial reservoir, which is another factor that separates NPOs from their for-profit counterparts, paired with employed individuals committed to a job that cannot financially reward them creates a sensitive situation. While this is a genuine concern for all levels of NPOs, this is considered more challenging for SNPOs that have smaller budgets, little name recognition, and a diminutive employee base.

The wage factor associated with SNPOs does not necessarily mean they are unable to receive any employees willing to work. Wages are considerably lower working at a nonprofit than in a for-profit industry, yet many other factors encourage individuals to work for one (Slatten et al., 2021). These types of jobs are particularly attractive to students, who are looking for an entry-level position in the job market to build their resume, a starting point (Slatten et al., 2021). While this means that the lack of experience of students hired reflects the lower pay wage SNPOs can provide, this also causes higher turnover rates. These turnover rates stem from employees' commitment to their progress, and the NPOs lack to inspire commitment in ways other than economic (Slatten et al., 2021). If there is a lack of motivation, there will inevitably be a lesser job satisfaction rate and therefore result in higher turnover.

Knapp et al. 2017 examine the relationship between job satisfaction and turnover intention in NPOs. Because of the dependence SNPOs have on reliable employees, understanding the likelihood of turnover is essential for organizational success. The higher the turnover rate in NPOs, the more likely the organization will be unable to accomplish its mission and serve its internal and external stakeholders (Evans et al., 2018). By exploring a holistic view and structural perspective of nonprofit employment, Knapp et al. (2017) consider the relational theory connected with the perception of organizational support (POS). POS is the perception that “reflects a judgment related to whether employees believe that their organization values their contributions and cares about their well-being” (Knapp et al., 2017, p. 653). Knapp et al. (2017) also study structural theory as it relates to job characteristics and how employees with a connection to their work have higher motivation, responsibility, and independence characteristics.

Perception of organizational support (POS) examines the socio-emotional needs of employees (Knapp et al., 2017). Some of these socio-emotional needs include a sense of self-worth, control and predictability, independence, and competence directed at organizational success (Knapp et al., 2017). Because of the inability of NPOs to respond to the financial needs and wants of their employees, POS anticipates there must be pressure for organizations to inspire employees in another way. POS relates an employee's motivation to their likelihood of staying in the position they are in (Knapp et al., 2017). When employees are given the motivation to aid in the organization's goals, it directly reflects their inner sense of self (Slatten et al., 2021). POS contributes to being the predictor for individual job satisfaction and turnover intention. After all, if employees are given purpose, especially when they do not receive financial compensation, they are more likely to commit themselves to the organization.

If SNPO missions are facilitated and communicated correctly, employees will be more likely to work toward fulfilling the organization's purpose (Slatten et al., 2021). Evans et al. (2021) do not believe that wage dissatisfaction is the top reason for high turnover in SNPOs. The authors argue that although an NPOs inability to provide capital to its employees is a large factor, it can be combated by assuming individuals are more than aware of this lack of pecuniary accommodation before applying (Evans et al., 2021). The main objective of these studies is to argue for a stronger intermediary plan between organizational and employee success.

Organizations of all statuses have the same strategic objective: to increase productivity. This success, however, depends on numerous factors which include human capital, effective decision-making and leadership skills, finances, internal/external environment, etc. With counteracting factors such as employee turnover and interpersonal problems, this strategic objective to increase productivity will take much longer than anticipated, or worse yet, not be

met at all. Productivity in NPOs is stimulated by people who provide personalized resources so needs are considered an important factor in mission success. Therefore, the importance of recognizing the reasons behind turnover and employee interpersonal problems in SNPOs aid in providing further information on the need for an internal strategic plan in SNPOs.

Leadership in NPOs

NPOs rely on volunteers and employees at both the executive and operational levels (Sneath, 2021). However, NPOs experience an abundance of internal issues regarding understaffing, leadership gaps, membership atrophy as well as an overreliance on volunteers and employees (Gilstrap & Morris, 2015). Nonprofit organizations uniquely suffer from a lack of professional leadership (Sneath, 2021) which is reflected in the ways SNPOs are sometimes unable to strategically place employees and volunteers in positions where they can effectively work together to achieve goals.

Employees of NPOs are typically motivated not by their paychecks, but by their commitment and passion for the organization. This presents different challenges in managing leader-follower relationships. To quote Joan Garry (2017), nonprofit leadership expert and 2022 guest speaker at the Chautauqua Women's Club, "You can teach the basics of management, but it is way harder to light a fire in someone's belly. Managing passion would be the biggest challenge and real opportunity of management in this new [nonprofit] land" (p. 118). To summarize, Garry was presented with the task of firing a young intern within a nonprofit because of his arrogance and aggression toward the rest of the volunteers and employees. However, what Garry recognized was that his unprofessionalism ties hand in hand with what makes a nonprofit organization so special; the drive for its internal stakeholders to passionately support the NPOs mission.

Creativity and innovation play an influential role in fostering employee engagement and success (Lutz Allen et al., 2013). In leadership theory, the breakdown of leadership style is what supports creativity and innovation and creates a positive psychological climate for internal stakeholders (Lutz Allen et al., 2013). Leadership theory supplies different leadership styles for different environments, Lutz Allen et al. (2013) findings show that these styles positively correlate with psychological climate. Further, “competent leadership is not enough to create an environment that is conducive to change and creativity” (Lutz Allen et al., 2013) suggesting that NPO leaders need to have more than past leadership experience, they also need to be able to teach it. Being able to teach good leadership in NPOs aids in responding to turnover because of the relationship it has with employees.

NPOs rely on internal stakeholders (active employees), which supports the reason behind a need for investigation into NPO leadership and followership. Followership is the ability to accomplish organizational goals under a leader’s supervision (Gilstrap & Morris, 2015). Followership in the effects of leadership in NPOs has higher stakes when combined with the negative effects of turnover. Followers make up a high percentage of nonprofit organizations (i.e., the volunteers and lower ladder employees), and “should be understood as more important to their organizations as the prior [leaders] provide the majority of support work required by the latter” (Greyvenstein & Cilliers, 2012; Stech, 2008 as cited in “Gilstrap & Morris, 2015)).

While followership in NPOs can both negatively and positively affect the success of a mission, the relationship between followership and leadership is paramount to understand. Reflecting on leadership theory and styles of leaders that facilitate success, for-profit organizations have a ‘call and response’, dyadic style to goal management (Gilstrap & Morris, 2015). NPOs, however, have a more fluid approach. This fluidity in the roles of leaders and

followers strategically takes the individual skills necessary for tasks and places them in leadership positions (Gilstrap & Morris, 2015). This could mean someone who is a leader in one position could be a follower in another.

This fluidity of roles for individuals in small NPOs is more important than the formation of a role itself. While the creation and clarity of a role are key for employee task understanding, strategically allowing that role to ebb and flow with the needs of the goal would show a well-developed strategy of strategically using the small employee base to an NPOs advantage. Leaders work with followers in NPOs by supplying opportunities for followers to lead within their communities (Gilstrap & Morris, 2015). NPOs can foster a collaborative approach to fulfilling roles; one that emphasizes cooperation and sharing. The perception of organizational support from Knapp et al. (2017) analysis combined with the flexibility of leadership and followership roles can go on to support the organization's overall mission.

Strategic Planning

A common misunderstanding of small Nonprofit organizations is that they are assumed their entire staff is volunteer-based (Slatten et al., 2021). However, employees and volunteers alike are vital to nonprofit organizations and are the real support behind mission success, rather than the assumed donors (Slatten et al., 2021). A large portion of research is based on strategic planning in for-profit or large nonprofit industries. There is seemingly a misconception that SNPOs do not need a strategic plan because of their economic, financial, and demographic environment. Yet, the findings behind implementing a strategic plan as a management tool for decision-making and employee engagement are vastly positive (Agor, 1989; Hu et al., 2014). The positive effects of implementing a strategic plan in SNPOs outweigh the negatives.

Some reasons behind the avoidance of implementing a strategic plan in SNPOs are cost and time factors. Time and the cost of extra human capital, resources SNPOs have limited access to, behind strategic planning is a large reason why these organizations do not have implemented strategic plans (Hu et al., 2014). Paired with the vulnerability SNPOs face in changing political, economic, financial, and demographic environments (Hu et al., 2014), implementing a strategic plan can serve as a large task to confront. Nevertheless, NPOs' unique ability to deploy operational resources such as employee and volunteer skills (Akingbola, 2013) counteract their lack of external assets.

Utilizing already established resources in NPOs' work toward mission success by avoiding using financial costs. This includes the strategic use of volunteer and employee skill sets. The exercise of using the skills, knowledge, and experience of individuals as they relate to the value of an organization is known as human capital. Human capital goes on to show the relationship an organization's success has with its stakeholders (e.g., employees, volunteers, and the community). By pairing human capital with strategic planning, there is an opportunity for SNPOs to expand and build the capacity to sustain their mission and vision statements (Hu et al., 2014).

The core of SNPO success and sustainability is their ability to motivate, inspire, and facilitate goals in a way where individuals will willingly participate. There is much research providing information on how nonprofit organizations strategically work toward success in the same ways as their for-profit counterparts. Public, private, and NPOs since the 1980s utilized strategic planning, with it defined as a deliberate approach that manufactures decisions and actions that work towards guiding what an organization is and the reason for its existence (Hu et al., 2014). Each style of the strategic plan has similar steps that include "initiation, clarification

of the mission, vision, and values, environmental assessment, strategic issue identification, strategy formulation, implementation, and assessment” (Hu et al., 2014). The benefits that stem from strategic planning include organizational adaptability to environmental changes, decision-making improvement, organizational development priority structure, and an enhanced relationship with key stakeholders (Hu et al., 2014). Yet, even with the proven benefits and common use of strategic plans in organizations of all kinds, NPO only formulates a strategic plan because there is a requirement of funders for them to do so (Hu et al., 2014).

NPOs, while unique in the resources that are available to them, although little, suffer from the inability to simply hire expert management to facilitate strategic planning. Researcher Marlene Wiggill (2011) argues that NPOs do not utilize a strategic plan because they are unaware of the benefits it offers and do not have the expertise and capacity to implement it (p. 229). However, research suggests that a strategic plan in organizations provides many outlets for success (Hu et al., 2014; Wiggill, 2001). In SNPO, a strategic plan could prove to help utilize the limited resources that are available. Creating a strategic plan can provide information on effective leadership and management techniques to allocate resources to the proper avenue. For SNPOs, strategic planning has illustrated the potential for the improvement of social and financial performance (Hu et al., 2014). Still, a developing field of study, the review of SNPOs separate from their larger equivalents is scarce. It illustrates the necessity of SNPOs to diligently research how they can expedite a strategic plan into their mission for the economic, internal, and external community.

Analysis

The literature review discussed the importance of communication strategies for nonprofit organizations. While the internship itself had many areas of marketing and data analysis, the

need for internal communication and employee recognition outweighed the importance of analysis on integrated marketing strategy. The literature presented on this topic has also shown a need for further expansions of NPO research for the smaller sector. The literature review provided valuable information for future success in small nonprofit organizations with employee/volunteer turnover rates and roles, leadership/management techniques, and human resource planning for a better understanding of nonprofit communication success.

Small and large organizations that actively occupy the nonprofit sector all engage similar needs such as funding, availability of external resources, and the background knowledge base of leadership and management for NPOs. SNPOs however uniquely struggle more than their larger counterparts as a consequence of fighting for the same needs but having a lesser resource vault to reach them. This includes their volunteer and employee base, but also the lack of research provided for SNPOs to indulge in. The gap of knowledge in determining the differences between the large and small sectors of nonprofit agencies intensifies the struggles with SNPOs lack of resources.

This review separates factors of NPOs that are deemed as struggling factors, with background information from basic organizational theory and resource dependency theory, both of which are originally manufactured for large nonprofit or corporate organizations. Organizational theory brings to light the basic structure of organizations, corporate, government, and nonprofit alike. This theory concerning NPOs shows the relationships that exist between an organization and its stakeholders. RDT reflects how SNPOs must utilize their small group of resources that is available to them in the most strategic way possible. In other words, SNPOs, while not necessarily capable of immediately implementing tactics in which to improve

employee engagement and development, are just as able to find ways to utilize employees to both satisfy the needs of the company and the needs of the employee.

Employee turnover ties hand in hand with employee empowerment in the ways where if one falls, the other will rise. Turnover rates will decline if employees are led correctly by management in the organization. Opposingly, if employees are not fed mentally and emotionally, uniquely to NPOs, employees will find themselves fighting for reasons to stay working. NPOs are unable to provide high financial compensation for good work, therefore making this factor especially important. In SNPOs, similar situations will play out, however, this will be crucial for the company to react immediately for ways in which they can improve their employee's experience. Ways of strategically planning and manipulating the employee's skills will allow for an SNPO to continue to keep the same employees hired on and grow with the company, rather than constant turnover because of their unknowingness to give reason to the employee to stay.

This report references the two roles tasked with this internship, the first to showcase the role of interns in nonprofits, and the other to reference the marketing portion of the training. Strategic planning was a surprising portion of the internship that I found myself taking significant responsibility for. The five objectives established for the internship coursework were the following:

1. I will critically reflect and think about the communication processes used within the internship by applying at least one communication theory to at least two different areas of the internship;
2. I will better understand internal communications regarding marketing and management in nonprofit organizations;

3. I will relate research found on potential future job opportunities such as Human Resources, Strategic Marketing, and Organizational Management to the internship job duties;

4. I will develop skills and judgment around human communication that facilitate the ability to work collaboratively with others;

5. I will show my gain in the knowledge necessary towards understanding internal communications regarding marketing and management by utilizing COM501

(Communication Theory) and COM562 (Interpersonal Communication) information.

Objectives one, three, four, and five can be found best in the strategic planning portion of the internship, with some overlap with objectives three, four, and lastly two representing strategic marketing. This internship met all five objectives in a way that directly reflects my program in strategic communication. The overlap of application objectives was found to have with the two portions of this report speak for the program itself, illustrating the dynamic purpose of strategic communication in organizations. Lastly, this report functions as a reflection of the internship in how it was able to effectively showcase the courses and learn concepts while attending SUNY Oswego. It also functions as a call to action to implement an internal communication strategy for small nonprofit organizations, with the CWC as an example.

Conclusions

The goal of the literature review was to persuade the importance of internal communication strategies that would improve leadership, turnover rates, and employee satisfaction. The goal of the analysis is to provide a fundamental argument from those findings to the Chautauqua Women's Club and reflect on the internship objectives and coursework. Not actively engaging in effective techniques to positively impact SNPOs internal stakeholders (i.e.,

employees, volunteers, interns) show a fundamental lack of knowledge of business communication strategies in the already minute SNPO literature. While the SNPO literature is growing it is important to provide abundant information for all NPOs to access in remission. Even more importantly, this literature is to provide further information specific to SNPOs for leaders and management to access for improving overall economic success. This internship provided crucial insight into how strategic and critical thinking skills engage with communication techniques for organizations. It has also allowed for the development of both an analysis of SNPO literature with the application of concepts learned throughout the Strategic Communication Master's Degree Program at SUNY Oswego.

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Appendix A


2022 Season Guest Information Packet

2022 SEASON
**GUEST
 INFORMATION**
 www.chautauquawomensclub.org

House@chautauquawomensclub.org
 Office@chautauquawomensclub.org
 30 South Lake Drive,
 Chautauqua, NY 14722



About Us



Heartbeat of Chautauqua

Founded in 1889, Chautauqua Women's Club is known as the "Heartbeat of Chautauqua." During the season and year-round, we provide innovative programming, dynamic events, leadership opportunities for women, and life-changing scholarships for students.

CHAUTAUQUA WOMEN'S CLUB 2022 2

Clubhouse Living



Check-in & Check-out Check-In (4PM) Check-Out (6AM)
 Guests staying more than one week should anticipate move-ins after this hour. For luggage storage and early departure, please speak with the House Manager.

WI-FI Free Wi-Fi is available through the network CWC; password is tulipflowers

No smoking is permitted in the house, porch, or property.

Main Floor and Porch Guests may use the main floor and the porch if it is not being used for any Clubhouse events. Please check with the House Manager or Summer Intern before utilizing the porch. The catering kitchen is never to be used by guests.

CHAUTAUQUA WOMEN'S CLUB 2022 3

Kitchenette & Common Areas

KITCHENETTE	COMMON AREAS
<ul style="list-style-type: none"> All utensils and serveware within the kitchenette is shared among five rooms. Please wash and dry the items you use from the kitchenette when done. Dish washing utilities are kept under the sink. Kitchen breakage or major spills should be reported to house staff. The space within the kitchenette is shared. Please leave space for the other rooms to use. Please do not store open food or drink red wine in your guest room. 	<ul style="list-style-type: none"> Ceiling fans are controlled by remote only when the wall switch near room #1 is turned on. Turn off lights when not in use, including common areas. The common area television is for guests only. Please keep the volume low and turn off when done viewing. A local channel guide is kept on the coffee table, and please leave on table with remote. The TV is not permitted after quiet hours.

CHAUTAUQUA WOMEN'S CLUB 2022 4

Member Events

Season's Greetings
Thursday, July 7 • 4:30–6 pm • CWC Tent

Life Member Luncheon
Sunday, July 17 • 12:30 pm • Athenaeum Parlor
\$45 per person
(Life Members Only. New Life Members, complimentary)
This year's luncheon celebrates the 102nd Anniversary of Women's Right to Vote.
The theme is "Wear White to Honor the Legacy of CWC Leaders Who Enabled Our Right to Vote."

"Beyond Classical" An Intimate Salon Concert and Reception, Mackenzie Melemed
Sunday, July 24 • 5 pm • CWC House
\$30 per person (Life Members Only)

CHAUTAQUA WOMEN'S CLUB 2022 5

Special Events

Joan Garry Cocktail Reception
Saturday, July 2 • 5–6:15 pm • CWC House
\$25 per person

Showdown at Chautauqua: A Blind Tasting of French vs American Wine
Saturday, July 9 • 5 pm • CWC House
\$50 per person

"Vino Italiano" Dinner and Wine Under the CWC Tent
Sunday, July 10 • 5:30 pm • CWC Tent
\$150 per person

"Open Access: India" with Sumitra Pennybacker, Ph.D.
Thursday, July 14 • 5 pm • CWC House
\$40 per person

Ann Rondeau Cocktail Reception
Saturday, July 23 • 5–6:15 pm • CWC House
\$25 per person

French Tea
Thursday, July 28 • 3–4:30 pm • CWC House
\$45 per person

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Special Events, contd.

Flea Boutique Pop-Up Sale and Silent Auction
Saturday, July 30 @ Sunday, July 31 • CWC Tent

Expanding Your Chocolate Palate
Thursday, August 4 • 3:30–4:30 pm • CWC House
\$25 per person

Orvis Fly Fishing 101
Sunday, August 7 • Chautauqua Suites
\$125 per person (Two Sessions Available)

Life Sketch and Popular Music of George Gershwin
Sunday, August 13 • 5–8 pm • Athenaeum Parlor
\$100 per person

Virtual Floral Design with Sarah von Pollaro
Thursday, August 18 • 4–5 pm • Zoom
\$30 for Zoom link; \$40 to order flowers for pickup at CWC

7

Chautauqua Speaks

Thursdays, 9:15 am • CWC House
Presentation by interesting Chautauquians, including Chautauqua Institution staff and residents.

WEEK ONE • June 30th @ 9:15 am
Sony Ton Aime and Scott Eckstrom, CI Literary Arts
"What YOU Should Read this Summer!"

WEEK TWO • July 7th @ 9:15 am
Mark Wenzler, CI Director of the Climate Change Initiative
"Charting Chautauqua's Path to Net-Zero Carbon"

WEEK TWO • Tuesday, July 5th @ 4:30 pm (BONUS PROGRAM)
Larissa Rolley, Photographer and Travel Professional
"Flying High: Experience a Drone Flight"

WEEK THREE • July 14th @ 9:15 am
John Milbauer and Nikki Melville, CI Piano Program
"Piano Program Highlights"

WEEK FOUR • July 21st @ 9:15 am
Brian Allen Drake, Ph.D.
"The 1918 Flu Epidemic: Interactions with Race and Segregation"

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Chautauqua Speaks, contd.

WEEK FIVE • July 28th @ 9:15 am
 Sharon Loudon, CI Visual Arts
 "Interact with Chautauqua Visual Artists:
 The CHQ Visual Arts Program"

WEEK FIVE • Friday, July 29th @ 9:15 am (BONUS PROGRAM)
 Tally Bevis, Miss America Contestant
 "Voting Rights"

WEEK SIX • August 4th @ 9:15 am
 Tom Becker, Jane Cleaver Becker, and Jane Lahey
 "Journey to Jurnala"

WEEK SEVEN • August 11th @ 9:15 am
 John Jablonski and Carol Markham, Chautauqua Watershed Conservancy
 "Is Rewilding the Watershed the Best Solution for a Healthy Lake?"

WEEK EIGHT • August 18th @ 9:15 am
 Sheila Schroeder
 "Let's Talk About Money"

WEEK NINE • August 25th @ 9:15 am
 Tad Komacek, Ph.D.
 "Finding Earth 2.0: How We Can Determine
 which Exoplanet May Be the Next Earth"

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Contemporary Issues Forum

Saturdays at 2:00pm, Hall of Philosophy
 Our Contemporary Issues Forum program is intended to advance knowledge in a variety of areas such as social issues, education, history, and recreation.

WEEK TWO • July 2nd @ 2:00 pm
 Joan Garry, Author, Non-Profit Leadership Expert
 "ADVOCATE: NOUN, VERB, YOU!"

WEEK THREE • July 9th @ 2:00 pm
 Candace Fleming, Author
 "Eleanor Roosevelt: An Emblem of Hope"

WEEK FOUR • July 16th @ 2:00 pm
 Wendy Leonard, WMD, AAHIVS, Executive Director TIP Global Health
 "Hope: An Essential Component of
 Effective Healthcare Delivery"

WEEK FIVE • July 23rd @ 2:00 pm
 Ann E. Rondeau, Ed.D, President of the Naval Postgraduate School;
 Vice Admiral, U.S. Navy (Ret.)
 "Technological Leadership: Combining Research and Education
 for Advantage at Sea"

9

Contemporary Issues Forum, contd.

WEEK SIX • July 30 @ 2:00 pm
 Sean McFate, Ph.D., Senior Fellow at the Atlantic Council,
 Professor at Georgetown and Syracuse
 "The Sneaky War: Russia, China, the U.S. and the
 Emerging Strategic Paradigm"

WEEK SEVEN • August 6th @ 2:00 pm
 Jason Wild, President and Chief Investment Officer of JW Asset
 Management; Executive Chairman of TerrAscend
 "Cannabis: Illegal to Essential. The Evolution of the Plant's Perception
 and the Opportunities Ahead"

WEEK EIGHT • August 13th @ 2:00 pm
 Mark Becker, Ph.D., President Emeritus, Georgia State University
 "Won't Lose This Dream: How an Upstart Urban University
 Rewrote the Rules of a Broken System"

WEEK NINE • August 20th @ 2:00 pm
 Doyle Stevick, Ph.D., Executive Director, The Anne Frank Center;
 Associate Professor, University of South Carolina
 "Anne Frank and the Struggle for 'Never Again'"

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EMERGENCY CONTACTS

CHAUTAUQUA POLICE/FIRE:

(716) 357-6225
 Chautauqua Police Department, now located at
 7 Massey Avenue adjacent to Chautauqua Fire
 Department, is open 9 a.m. to 5 p.m. during the
 season.

After 5 p.m., Main Gate security may be contacted at
 (716) 357-6279.

MEDICAL SERVICES:

(716) 357-3200
 The AHN Westfield Memorial Hospital
 Chautauqua Primary Health Clinic offers basic
 medical care for children and adults, similar to
 that provided in a doctor's office.

The clinic is located at 21 Roberts Ave., near the
 Amphitheater.

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Appendix B

Welcome Email Draft

Hello and welcome to the 2022 season at Chautauqua Women's Club!

We at the CWC are thrilled you are spending your time here at Chautauqua with us.

Within this email is information for your stay. If you have any questions, please feel free to contact us at (716) 357-4961 or house@chautauquawomensclub.org.

1. Check-in and Check-out

Check-in is 4pm and check-out is 10am. Guests staying more than one week should anticipate move-ins after this hour. The staff of the house are more than happy to help with moving any luggage to your rooms! Prior to your stay, please inform the House Manager of your arrival time.

2. WIFI

We have high speed internet access available to all guests of the house. **The WIFI password is Tulipflowers**

3. Clubhouse Living

There is a shared kitchenette and common area among the 5 rooms. You are more than welcome to bring food and drink for your stay while at the CWC, we only ask that you do not eat in your rooms during your stay and share storage space with the other guests. Thank you!

On Tuesday morning, House staff will slip a small paper under your door offering towel and bathroom refreshment. This paper will give directions on where to place your towels and write down supply requests.

4. End of week procedures

Each week at the CWC, we will reach out to you for rebooking options. If you choose to stay with us again next year, we will need a deposit before your departure as well as a signed contract. The House Manager will be reaching out to you via email on Thursday during your stay for further information.

Attached to this email you will find a pdf packet titled "Chautauqua Women's Club Guest Information". Within this you will find more information on clubhouse living, guest room functions, kitchenette and common area procedures, and dining suggestions around Chautauqua.

I hope this information helps you settle in and feel right at home while at Chautauqua!

Appendix C

Facilities and Guest Operations Manual



FACILITIES AND GUEST OPERATIONS MANUAL

This manual is created in accordance with the CWC facilities for daily activities at the house. This manual does not include information about other events planned by the Programming/Hospitality Committee. Any questions regarding other planned events at the clubhouse can be found in the season calendar. Any other questions or concerns can be made to the House Manager.

GENERAL RESPONSIBILITIES:

1. Perform duties asked by CWC President and Board of Directors in a gracious and timely manner
2. Management, schedule and evaluate House Employees as needed/directed
3. Manage guests' check-in and check-out in a cordial manner
4. Assist guests with check-in (i.e. Information packet, room key, any further questions)
5. Answer phones, sell memberships, sell event tickets, etc.
6. Keep track of the petty cash box and register ALL purchases. Put receipts in the petty cash envelope
7. Give Tours of CWC clubhouse when appropriate (i.e. not during programming or when guest rooms are occupied)
8. Assist with events held at the CWC clubhouse including setup and breakdown of facilities for programming and private events
9. Maintain all technology (responsible for audio and visual/technical aspects in the house)
10. Check supplies weekly and repurchase when necessary: coffee, tea, creamer, sugar, soap, paper towels, hand towels, toilet paper, plastic cups, napkins, lightbulbs, garbage bags, etc.



DAILY RESPONSIBILITIES:

- Fill the water dispenser in the dining room
- Empty wastebaskets from the residential area (kitchenette)
- Empty downstairs wastebaskets (bathroom, kitchen, etc.)
- Replenish paper products in the first-floor bathroom
- Check for bathroom cleanliness after each meeting event (spot clean as required)
- Sweep the front porch and side entrances
- Straighten and wipe off the front porch furniture and clean the front porch table
- Fluff pillows and Windex tables in the living room and dining room
- Water plants as needed (usually every other day)
- Sweep/Mop Kitchen
- Replenish Guest Coffee

****Piano Instructions**

1. ALWAYS LEAVE THE PIANO TOP OPEN UNTIL THE END OF THE SEASON. Be sure no item is placed on top of the piano (arrange for tuning at the beginning of the season)
2. DO NOT open the windows near the piano
3. Plug in the damp-chaser in the summer and unplug for the winter



Saturday:

1. **9 am** Maid Service arrives to clean the main floor and porch
Downstairs cleaning of dining and living areas, entries, hallways, porch, and powder bath
2. **10 am** Guest check out-guests staying on vacate room
 - a. Check guest rooms for any damaged, missing, or left-behind items
 - b. Guests who are staying vacate their rooms to allow for cleaning on this day
3. **10 am** maid service begins on the upper floors upstairs cleaning
 - a. Upstairs clean guest rooms; gather all bath and kitchen towels, take them to the laundry area and treat for stains
 - b. Begin laundering guest towels
 - c. Maids strip linens, bag by room # and put them in the basement
 - d. Clean President's Suite, kitchenette, and sitting areas on 2nd and 3rd-floor doors
4. **Before 2 pm** - Maid service completed:
 - a. Room check before check-in
5. **4:30 pm** guest orientation



Sunday:

Light Schedule until PM

NOTES



Monday Morning:

Board of directors meeting set-up: **8 am (meeting to start at 9 am)**

- a. Refreshment and beverage service preparation (coffee, water, tea, food as provided)
- b. Technology Set-Up as needed

Monday Afternoon:

1. **2:30 - 5 pm** Mah Jongg
 - a. Group uses porch, weather permitting
 - b. Wipe off and set up the table and chairs
 - c. Set up additional two card tables and chairs/3 tile cases
2. **5 pm** Break down/leave out Mah Jongg tables/chairs
 - a. If the weather is bad for the porch Mah Jongg, leave tables and chairs up inside for Duplicate Bridge tomorrow
3. **Put garbage out to the curb at the end of the workday**

Rainy Day Instructions

1. Put out coat racks with striped blue rugs underneath to catch dripping water
2. Place umbrella holders near each coat rack
3. Put rainy day set up next to the main entrance and handicapped entrance
4. Place rainy-day signs on side doors to prompt people to enter the front porch area



Tuesday Morning:

1. **9 am** Guest towel refreshment slip under the door
 - a. These slips are in the wooden vanity in the guest kitchenette area
2. **10 am** Bridge set-up
 - a. The bridge master might rearrange or ask for a different layout. Be sure to check with them
 - b. Set out the extension cord and power strip for the bridge master in the dining room
 - c. Turn on A/C to 72 degrees
 - d. Set out water dispenser with plastic cups and napkins in living room
 - e. IF RAINY, set out coat rack and umbrella receptacle. Display “porch entry only” signs – see rainy day instructions on Monday’s instructions
 - f. **12:30 pm** Bridge begins
3. Wash towels from guests who have requested service and place new sets of towels on chairs next to their room
4. Wash guest towels
5. Wash guest sheets and organize them in each bag. Keep them in the basement next to the large washer/dryer in basement.

Tuesday Afternoon:

1. Finish putting away washed and dried towels
2. Put away tables after the end of the bridge
3. Set up/keep out 35 chairs for Wednesday’s Contemporary Issues Forum
4. Take out upstairs and downstairs trash and recycling
- 5. Put recyclables out to the curb – no sorting needed**



Wednesday:

1. **12:45 pm** Language Hour – self-sufficient
 - a. Sit in groups in the living room
2. **3:30 pm** Contemporary Issues set-up
 - a. Install signage to direct guests
 - b. Check/rearrange the seating for 50 only (35 folding seats/15 seats are living room upholstered furniture.)
 - c. Check microphones to be used for introduction and questions. Replace batteries as needed.
 - d. Assure outside porch speakers are working (*switch for outdoor speaker is to the left of porch door entryway*)
 - e. Introduce yourself to the chair and speaker; provide water as needed (with coaster and place near the seat in front of the room)
 - f. Crowd management as individuals files into the main room. Once seats begin to look filled, place the “AT CAPACITY” sign on the front door and count empty seats, and fill as needed.
 - g. Count attendance (keep inside and outside numbers separate)
 - h. Announce to others they are welcome to sit and listen on the porch or yard.
 - i. Guests with disabilities may use the dining room for seating.
 - j. *There is to be no standing in the house. All individuals must be in a seat.*
3. Contemporary Issues introductions by House Committee Chair
This event usually one hour – the speaker is on a strict schedule

***LEAVE OUT ALL CHAIRS FOR CHQ SPEAKS IN THE MORNING



Thursday:

1. **9:15 am** CHQ Speaks
 - a. Install signage to direct guests (same as Wednesday)
 - b. Check/rearrange seating for 50 only (35 folding seats/15 seats are living room upholstered furniture.)
 - c. Check microphones to be used for introduction and questions (replace batteries as needed)
 - d. Assure outside porch speakers are working (*for outdoor speaker is to the left of the French porch door entryway*)
 - e. Introduce yourself to the chair and speaker; provide hospitality as needed (same as Wednesday)
 - f. Crowd management (same as Wednesday)
 - g. Count attendance (keep inside separate from outside)
 - h. Announce to the others they are welcome to sit and listen on the porch
 - i. Guests with disabilities may use the dining room for seating
2. **Put out the garbage to the curb**



Friday:

1. **2:30 – 5 pm** Mah Jong
 - a. This group sits on the porch, weather permitting (*see Monday*)
 - b. Wipe off and set up tables and chairs

NOTES

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Appendix D

Saturday Flip Day Task Sheet *Preview*



SATURDAY, _____ CHECK-IN ON CWC TIME SHEET?

- Ask House Manager for any specific needs of the day and sign-in on time sheet.
- Most cleaning supplies/equipment/rags are in 2nd floor mop closet. Please use black totes. More supplies are in the basement on the far wall storage shelves. Let the House Manager know when things are low.
- Bring dirty, stained-treated towels or outer bedding down to laundry as soon as basket is full.
- Please bring the full numbered guest room linen bags to the basement.

MAIN FLOOR TASKS:

- Porch Cleaner
 - o Sweep cobwebs as high up as possible, around windows, balcony, wipe white and black railings, brush off furniture and cushions, wipe tables, sweep floor and stairs, use broom to remove bug spots, stains, hose and sweep up residual water. **see House Manager for tools
- Dining & Living Room, Powder Bath, Foyer, Kitchen
 - o Dust the Fan Blades - Living Room, Kitchen
 - o Wipe windowsills (in and out) - Living Room, Dining, Room, Kitchen, Foyer.
 - o Magic Eraser all entry doors (in and out) - Living Room, Dining Room, Kitchen, Janes Entry/Foyer.
 - o Dust/wipe off chairs/couches/benches - Living Room, Dining Room, Bathroom.

****DO NOT DUST CHANDELIERS.**

****DO NOT PLEDGE PIANO - DRY DUST ONLY.**
- Dust all staircase railings - Foyer, 2nd floor & landing, 3rd floor & landing.
- Pull out long dining room window cushions out and wipe wood - Dining Room.
- Windex glass tabletops/marble counters - Living Room, Dining Room, Kitchen, Bathroom mirror.
- Vacuum all staircases (use smaller vacs) - Living Room, Dining Room, Foyer.
- Wipe wood edges of all staircases - Foyer, 2nd floor & landing, 3rd floor & landing.
- Sanitize Bathroom with Lysol, etc. - toilet, sink.
- Wipe walls/wood cupboards with Lysol - Bathroom (esp. around the toilet), Kitchen.
- Stainless-Steel Polish on all Stainless-Steel surfaces - Kitchen.
- Mop TILE floors with Lysol solution - Janes entry, Bathroom, Kitchen.
- Mop wooden floors with COOL WATER and one capful of **Lugdock** solution to bucket full. Rinse out often or use a new mop pad - Living room, Dining room, Foyer.

GUEST ROOMS #1-4

- Check guest rooms first for damage, missing or left items. Tell Summer Intern or House Manager.
- Clean linens are in room numbered bags near room doors. Treat spots and put these dirty linens in the bags. Clean towels and toiletries are in the hall closet to the right of the mop closet.
- BEDROOM AREAS:
 - o Dust fan blades after removing bedspreads, but before changing linens.
 - o Dust furniture wipe out dresser drawers and windowsills.
 - o Magic Eraser around light switches and doorknobs
 - o Check bedspreads/shams for stains and spray with Oxi. Extra spreads are in attic blue bins.
 - o Check down blankets for stains. Spray with Oxi. Extras are in attic blue bins.
 - o Take stained spreads and blankets to lower level laundry area when tub full.
 - o Change sheets and pillowcases. Clean bed linens are in #'d bags.
 - o Make sure all linens are put on bed in order: mattress pad, fitted bottom sheet, flat top sheet, down blanket, matelassé bedcover, sleeping pillows, sham pillows, décor pillows. (Calvin Klein pillows go in zip protectors and pillowcases. Other pillows go in the shams. Matelassé's have thinner hem at the head and foot... please pay attention to the 3-sided hem and pull all the way up under the pillows to edge of mattress, covering all the sheets.)
 - o Do not put trash liner in bedroom "trash" basket - only in the bathroom metal bin.
- BATHROOMS:
 - o **USE SCRUBBING BUBBLES IN ALL BATHROOMS.**
 - o Gather towels, bathmats/rugs. Spray stains with Oxi. ***Summer Intern will wash, dry, fold, and put away these linens.
 - o Wipe out windowsill.
 - o Windex Mirror - not Lysol multi-purpose.
 - o Wipe off cupboard doors.
 - o Wipe out drawers.
 - o Wash and dry soap dish.
 - o Scrub/sanitize bathroom sink, toilet, shower. Check shower drain for hair. **Please do not push on shower door as it goes off the track.
 - o Use Magic Eraser on doorknobs/light switch areas.
 - o Mop tile floor - check for hair and trash around toilet and vanity.
 - o Check with House Manager how many towels are necessary for each room this week. This includes bath, hand and washcloth. All bathrooms get one bathmat/one bath rug.
 - o Bath towels should be tri-folded long on towel rack, and the colored tri-folded hand towel and washcloth on top of sink **look to next step for more info. (White hand towels should be tri-folded and on shower rack or other smaller rack).
 - o "Makeup" hand towel/washcloth with small sign on sink side (colors go with room décor). Check with hostess how many needed in each room. **No white towels are on the sink, only makeup sets.**

Appendix E

Social Media Content

Chautauqua Women's Club
EST. 1889

FLEA BOUTIQUE

Tent Sale & Silent Auction

WHERE
Chautauqua Women's Club Tent
30 S. Lake Drive

WHEN
Saturday & Sunday
July 30-31
11am-3pm
**Silent Auction ends at 2pm on Sunday, July 31st*

JEWELRY, ART & MUCH MORE!

EXPAND YOUR CHOCOLATE PALATE

THURSDAY, AUGUST 4 AT
3:30PM (CWC HOUSE)

CHAUTAUQUA WOMEN'S CLUB FRENCH TEA

THURSDAY, JULY 28TH
3PM @ CWC HOUSE
(30 SOUTH LAKE DRIVE)
COST: \$45

ENJOY TEA SANDWICHES, SCONES, AND SWEETS ON MACKENZIE CHILDS SERVEWARE AND MEET MARIE ANTOINETTE. WIN DOOR PRIZES AND MUCH, MUCH MORE.
**LIMITED TO 34 PEOPLE.*

Register at:
chautauquawomensclub.org

Chautauqua Women's Club
EST. 1889

ORVIS FLY FISHING 101

Location: CHQ Suites
August 7th (two sections)

WELCOME
2022 SEASON

Chautauqua Women's Club
EST. 1889

CWC has a full schedule of programs and events this summer!
For more information, visit chautauquawomensclub.org

FRIDAY NIGHT TAKE-OUT DINNER

CHIAVETTA'S BEEF ON WECK

Pick up:
August 5th, 4:30 - 8:30pm
@CWC Clubhouse

ORDER NOW

www.chautauquawomensclub.org/2022-take-out

Chautauqua Women's Club
EST. 1889

WELCOME

It is great to see you!

Enriching the lives of the communities we touch.

Fri, July 15

messages
CWC's Friday Take-Out Dinner is... Beef on Weck!

Pre-order today!

FRIDAY NIGHT DINNER

FRIDAY NIGHT TAKE-OUT DINNER

CHIAVETTA'S BEEF ON WECK

Pick up:
August 5th, 4:30 - 8:30pm
@CWC Clubhouse

ORDER NOW

www.chautauquawomensclub.org/2022-take-out

CONTEMPORARY
ISSUES FORUM



Ann. E Rondeau
Ed.D, President of the
Naval Postgraduate
School; Vice Admiral,
U.S. Navy (Ret.)

Saturday, July 23rd at 2:00pm,
Hall of Philosophy

chautauquawomensclub.org



The Chautauqua Women's Club Contemporary Issues Forum presents Ann E. Rondeau!

Ann E. Rondeau is the President of the Naval Postgraduate School and Vice Admiral of the U.S. Navy (Ret.). Rondeau will be speaking on Saturday, July 23rd at 2:00pm in the Hall of Philosophy.

Title:

Technological Leadership: Combining Research and Education for Advantage at Sea

Description:

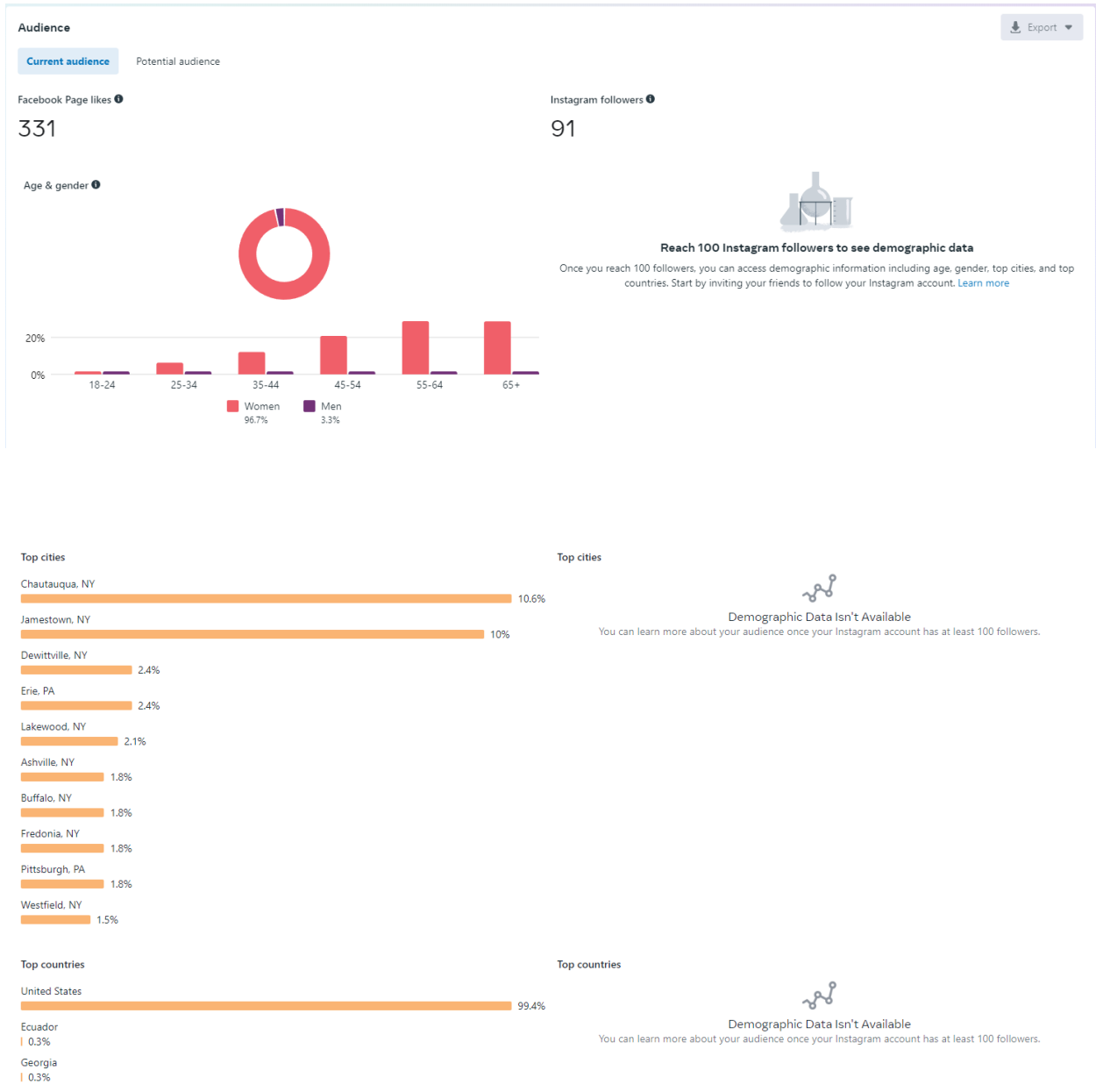
Technological Leadership: Our nation is engaged in a long-term, strategic competition that threatens our security and way of life. The rapid pace of technological change and adoption has created unprecedented national security challenges. The Navy and Marine Corps must adapt to keep pace, assure technological advantages, and simultaneously develop leaders with the cognitive abilities needed to maintain a decisive maritime advantage. Vice Adm. Ann Rondeau, U.S. Navy (ret) and President of the Naval Postgraduate School (NPS) will discuss this strategic challenge, and how the unique mission of NPS contributes to technological leadership and protection of the seas, which is the foundation of economic growth and security for the U.S., as well as our allies and partners throughout the world.

*Service as a guest speaker by the NPS President at the Contemporary Issues Forum does not constitute an endorsement of Chautauqua Women's Club, its services, or activities by the Department of Defense or any of its components.

Appendix F

Media Data Analysis

**This analysis report is linked above. The images below are only a snapshot of the entire report*



Data Collected 08.05.2022

Reach

Facebook Page reach

2,859 ↑ 3.2K%



Instagram reach

2,325 ↑ 77.4K%

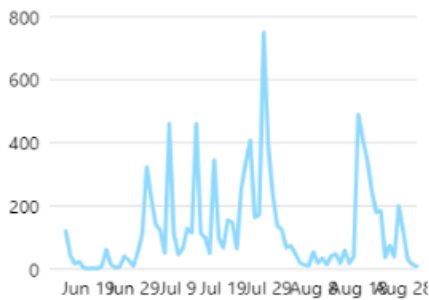


Data Collected: 08.31.2022

Reach

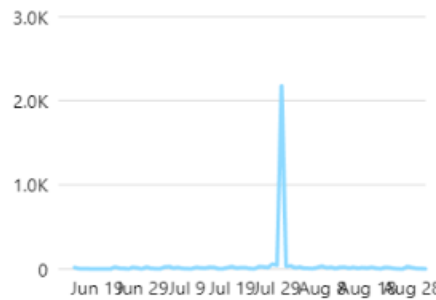
Facebook Page reach

3,072 ↑ 2.2K%



Instagram reach

2,360 ↑ 58.9K%



Updated 09.02.22