

# FINDING THE RIGHT FIT A GOVERNANCE MODEL and STRUCTURAL FRAMEWORK

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Lucie Honey-Ray  
MACD Candidate, University of Victoria  
School of Public Administration  
Victoria, British Columbia, Canada  
April 2016

A major Project Submitted in Partial Fulfillment of the  
Requirements for the Degree of  
MASTER OF ARTS in Community Development (MACD)  
School of Public Administration

598 Capstone Report Prepared for:  
WINGS Inc.  
Kimberly Nonis  
4655 Belcarra Bay Rd.,  
Belcarra, BC, Canada

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## EXECUCTIVE SUMMARY

The overall purpose of this project is to develop a governance and structural framework that will meet the needs of the client, With Intentions of Nurturing Goodwill and Self (WINGS) Inc. Governance and structure are foundational to an organization's success and the challenge is to find the right fit.

### Objectives

The project's objectives are:

- To identify the needs of the graduate community and help determine core activities and scope for the organization; and
- To develop a governance and structural framework that meets the needs of WINGS.

### Research

The primary research for this project consisted of a survey of the graduate community. Secondary research entailed a literature review of community, governance and structure.

The survey, used to determine the scope and activities for WINGS, was sent to graduates of the community who reside in the Lower Mainland and Fraser Valley. Forty seven (47) surveys were collected for a 20% response rate based on the data base of 240 eligible graduates. These results provided enough information to guide WINGS' core activities and scope.

The approach used for conducting the primary research involved the following steps:

- the development of a Lower Mainland and Fraser Valley graduate database;
- the design of the survey questions and layout;
- an exploration of *Fluid Surveys* (web-based Canadian survey company);
- a series of emails to three hundred graduates with the survey attached and a link to the survey;
- the manual entry in *Fluid Survey* of surveys received by mail and email; and
- the tabulation, compilation and analysis of data.

### Findings

The findings summarize the survey results and combines them with conclusions from the literature review, leading to a governance and structural framework for the client. Overall, the survey findings indicate there is interest in belonging to a graduate community and the majority of respondents expressed an interest in participating in some capacity with WINGS. Survey questions were based on the client's draft six objectives. Some questions netted little interest and lower results. Three objectives demonstrated substantial interest to determine WINGS' scope and activities:

- Fundraising for the pay forward fund to support enrollment in the Pursuit of Excellence:
  - Major annual fundraiser, socials and donations;
- Opportunities for ongoing learning:

## Governance Model for WINGS

- Workshops and keynote presentations; and
- Enhance goodwill that exists in the world:
  - Spontaneous acts of kindness and community outreach.

WINGS has been in existence for over five years, has no staff and has been operated by founder Kimberly Nonis. With the exception of a few socials to fundraise for scholarships, the organization is firmly in a start up phase. The scope of three objectives puts the organization in the small category. Size and age of an organization are critical elements for establishing an appropriate governance and structure. In addition, community is an integral aspect of WINGS' success. The following summarizes key points from the literature review on the topics of community, governance and structure.

Community is based on location, common interests and human connections (Block, 2008, Connor, 1995, Morse, 1998, Torjman, 2007, Wharf & Clague, 1997). In addition, a strong identity creates trust and trust is described as the social glue that supports an organization's structure as "humans have a natural desire to belong to a group" (Pulsa and Tolvanen, p.29). WINGS' community has a unique identity as an intentional closed group of graduates interested in lifelong learning and personal growth within the geographical setting of the Lower Mainland and Fraser Valley. In addition the community is made up of people who want to belong and are invested in a common interest – WINGS' vision.

At the core of governance is decision making. Governance also includes the following characteristics: accountability, strategic direction, process and structure. Throughout the literature, governance is referred to as boards of directors. Boards of directors are required for nonprofit organizations. As WINGS is a corporation and founder Nonis indicated a desire to maintain control, a board of advisors is the best fit. Governance as a whole changes when using a board of advisors as decisions are maintained by the founder and the board's main role is to advise and make recommendations. Typical advisory board functions include fundraising, advising on programs, engagement and advocacy, and being ambassadors for the vision. These boards are not responsible for the fiduciary and legal aspects.

Governance theories in three schools of thought were reviewed: corporate, nonprofit and hybrid. Corporate governance is fueled by economic benefit whereas nonprofit governance is value based and service oriented. Both theories are used interchangeably in the corporate and nonprofit sectors and neither is a great fit for the client. The hybrid governance as leadership is based on three modes of thinking: fiduciary, strategic and generative. This model is the best fit for WINGS as the generative mode encourages board members to think outside the box. The fiduciary mode will be removed as the client will have a board of advisors.

A structure for WINGS incorporates the role of its volunteers and board of advisors, coordination, functions and how its intentional community fits. Through the lens of *Mintzber's Five* function clusters, WINGS requires the strategic apex and operating core for a simple structure. Based on the size of WINGS both functions will probably be fulfilled by the same core group of volunteers.

Structural coordination models are limitless and the web of inclusion is the best fit for the client. The model is circular and builds from the inside out much like a spider's web (Hegelson, 1995, Mitsifier, 1995). This lateral approach relies heavily on communication and will always be adapting based on the organization's mission (Hegelson, 1995, as cited in Bolman and Deal, p.87). The web of inclusion is dependent on the strength of its linkages between actors and activities. The structure requires high levels of ownership from all members in order to be successful.

The governance and structural model developed for WINGS is a composite of various theories (refer to Figure 22, p.53). The model is enclosed in a yellow cloud to indicate its boundaries as a closed community. Inserted in purple are the core characteristics used to define WINGS' community. A tree is used as the basic architecture as a metaphor to capture the living element of the organization and the natural network that is core to the web of inclusion structure. As a tree is only as healthy as its roots, values have been inserted as roots to form a strong foundation for the structure. The trunk will eventually hold the organization's mission once it is developed. The governance as leadership's two modes, generative and strategic are inserted in blue squares to represent the modes of governance fitting for a board of advisors. Contained within the governance model is the web of inclusion presented as bubbles, each representing one or more advising board members. Three bubbles are illustrated in green and represent the three objectives. An additional three bubbles illustrated in peach represent the founder's position as decision maker and two additional roles deemed important in this start up phase: governance and community. It is anticipated that all roles will communicate with each other and with the founder. As such reporting and communication lines have not been inserted in alignment with the web of inclusion model.

## Recommendations

The following are strategic recommendations for short term and long term actions for WINGS.

### Short term recommendations – 1 to 3 years

- Develop board of advisors
  - Invite 10 to 12 individuals that have demonstrated a high level of interest in WINGS to an informal gathering:
    - Ensure invited members have desired skill sets and expertise
  - Present survey results
  - Present the proposed governance model and structural framework
  - Introduce key theories and the basics for each composite component
  - Facilitate discussion
  - Ask for commitment for key board roles based on the five goals;
- Host board strategic planning session to create a one to three year action plan for the three objectives including actions to guide governance and community engagement;
- Develop governance processes, establish board roles and responsibilities for presentation and ratification by members
- Seek continuous advice from board of advisors about organization's legal status

**Long term recommendations – 3 to 5 years**

- If WINGS wishes to increase fundraising by donations, it will need to consider becoming a nonprofit with charitable status;
- Seek advice on becoming a nonprofit with charitable status if and when the founder is prepared to give up control;
- Transition board of advisors to board of directors which is required to establish nonprofit and charitable status;
- Revisit governance and structure to ensure they are effective – changes will be required according to the law, if status changes to nonprofit;
- Consider adding paid positions to enable more work to get accomplished and better use board members time governing;
- Complete another survey as WINGS' community grows and add to the objectives to ensure the organization continues to meet the needs of its graduate community;
- Revisit and revise strategic plan.

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## **ACKNOWLEDGEMENT**

I want to start by acknowledging Dr. Lynne Siemens, my supervisor, for her guidance, support and encouragement in completing this report. Taking over half way through was not an easy transition and you handled it with perseverance and grace. Thank you for your patience and nudgings! Thanks also to Heather McRae as my advisor in the early beginnings, and Dr. Vakil for assisting me in the proposal and ethics components of this project.

Heartfelt appreciation to my client and dear friend, Kimberly Nonis, for supporting me throughout my master's journey and providing rich topics for this capstone project through With Intentions of Nurturing Goodwill and Self Inc. (WINGS Inc.). In addition, I would like to thank all the graduates who completed surveys in support of this project. Not only did you contribute significantly to this report, but you also contributed to the work of WINGS Inc.

I also extend my appreciation to the School of Public Administration for creating a Master's program that made me want to go back to school. I enjoyed learning about my favorite topic, community development, from professors and fellow students. I now have theories that equip me with knowledge to support the work I do in, and with communities. Thanks to my cohort, the first cohort for this program at UVIC...you ladies (and a few gents) truly inspired me to move forward, challenge my assumptions, and complete, complete, complete!

Finally, I want to acknowledge Dr. Irwin Cohen and Cherie Enns, both at the University of the Fraser Valley, who supported me in my application for the Master of Arts in Community Development. By your encouragement and belief in me, I now have achieved another dream in my life! Thank you.

### **Supervisory Committee**

**Supervisor:** Dr. Lynne Siemens, School of Public Administration

**Second Reader:** Dr. Kim Speers, Member, School of Public Administration

**Committee Chair:** Dr. Richard Marcy, Chair, School of Public Administration

**Client:** Kimberly Nonis, With Intentions of Nurturing Goodwill and Self Inc. (WINGS Inc.)

# 1 INTRODUCTION

The overall purpose of this project is to develop a governance and structural framework that will meet the needs of the client, With Intentions of Nurturing Goodwill and Self (WINGS) Inc. The introduction presents information that will help set the context for the research and the project's purpose. This section provides details about the client and the purpose and objectives of this project.

## 1.1 Overview

Authors in the fields of governance and organizational structure are still largely debating the complexity of the terms, but the majority agree that governance and structure form the foundation that is critical to an organization's success (Bolman & Deal, 2008, Chhotray & Stoker, 2009, Drucker, 1998, Graham, Amos & Plumtre, 2003, Mintzberg, 2011, Turbide, Laurin, Lapierre, & Morisette, 2008). Most definitions of governance consist of three dimensions: authority, decision making and accountability (Institute on Governance, 2003). Structure determines how roles, power and authority are assigned and how information flows. The purpose of this project is to develop a governance and structural framework for the client, WINGS.

WINGS is an organization which serves as a catalyst for enrichment, engagement, and enrolment within a specific community of learners (K. Nonis, personal communication, July 2010). The community of learners have taken a program called the Pursuit of Excellence which enhances people's effectiveness so they move forward, get great results and contribute to others. President Kimberly Nonis seeks assistance to determine graduates' interests in support of WINGS proposed activities and to develop a governance and structural framework for WINGS. The project's specific objectives are:

- To identify the needs of the graduate community and help determine core activities and scope for the organization; and
- To develop a governance and structural framework that meets the needs of WINGS.

With increased interest in the social economy, innovative nonprofit and for-profit organizations such as WINGS are seeking alternate governance models and structural frameworks to meet their needs. The client considers this project important as it addresses WINGS' need to establish a governance and structural framework that will set a solid foundation for its proposed development and growth. WINGS intends on engaging graduates and stimulating interest based on the results of this inquiry. WINGS' founder Kimberly Nonis is committed and ready to engage volunteers and build the community of learners.

Bolman and Deal (2008) refer to the "right fit for organizations" and argue that there is "no such thing as an ideal structure" and "no one best way to organize" (pp.46-68). Although there is truth to this statement, this project's purpose is to develop the best governance and structure to meet WINGS' present objectives. Conforth (2004) describes the nature of governance as dynamic and complex (p. 27). This research ventures to make sense of the complexity for WINGS.

### 1.2 Background

Operating from a home-office in Belcarra, BC, WINGS currently has no employees and no volunteers with the exception of founder, Kimberly Nonis. Since its incorporation under the *Business Corporate Act* in July 2007, the organization's main activities have included two fundraising social gatherings for graduates of the Pursuit of Excellence. The monies raised from the socials provides financial assistance for individuals who wish to take the Pursuit of Excellence course. WINGS refers to this as the pay forward fund. The pay forward fund also receives monies from graduate donations. Founder Kimberly Nonis is curious if being incorporated as a business limits the governance and structural framework of WINGS.

WINGS' vision is for "3.2 billion graduates of the Pursuit of Excellence and a worldwide network" (K. Nonis, personal communication, July 2010). The vision is based on a tipping point of half the world's population. Although no accurate numbers have been kept, it is estimated that at least 250,000 graduates exist world wide. The Pursuit of Excellence is delivered over 2.5 days, usually a Friday evening, Saturday and Sunday. Helping participants better understand their context window and worldview, the course covers topics such as communication, accountability, responsibility, conflict resolution and relationships. The Pursuit of Excellence covers more than 20 personal and professional development topics in a short condensed period where participants get to test drive the concepts and tools through practice. The course often peaks the interest of graduates to continue on their journey of self-discovery with support from their like-minded network. The Pursuit is offered by Excellence Seminars International in seven centres across three provinces and territories, including the Lower Mainland and Fraser Valley which is the community WINGS is currently focused on. The course is also offered by its founding company, Context International across the United States.

In alignment with the mission of Context International "to enhance the fabric of goodwill that exists in the world through commitment to lifelong learning" ([www.contextinternational.com](http://www.contextinternational.com), retrieved July 2011), WINGS' purpose is to create an intentional community for graduates, providing opportunities for continued learning, for volunteering in communities, and for enrolment in the Pursuit of Excellence. A draft outline for WINGS identifies the following 6 objectives:

- raise money for pay forward fund;
- create ongoing learning opportunities;
- create avenues for graduate business development and networking;
- create good will initiatives;
- create social/connection events; and
- ongoing support and coaching/mentoring circles (Nonis, K, 2010).

WINGS is looking for input from graduates to determine its scope and activities before considering its governance and structure. As WINGS' only current activity consists of fundraising in support of individuals taking a course, the organization may belong somewhere in the spheres of the social

economy. Even though WINGS is incorporated as a business, its activities are more like a non-profit organization and align with Quarter, Mook, and Armstrong's (2009) description of a civil society nonprofit mutual association. In a working paper on social innovation, Moore, Westley, Thornbo, and Holroyd (2010) distinguish between social innovation and social entrepreneurship. The authors believe that social innovation is anything (product, program, initiative, idea) that challenges the status quo of a social system whereas social entrepreneurship refers to value-based individuals with a social mission regardless of their organizations' status (2010, p.6). The Pursuit of Excellence is a life changing course and when combined with WINGS' vision for 3.2 billion graduates would most definitely challenge beliefs and basic routines as defined by social innovation. In addition Nonis personally demonstrates the author's description of social entrepreneurs nurturing goodwill and spreading human potential.

This project investigates the concepts of community, governance, and structures to inform the development of strategic and applicable recommendations for WINGS.

### 1.3 Summary

The balance of this report is divided into six sections. Section 2 examines and explores three key topics for discussion in this project: community, governance, and structure. Section 3 provides an overview of the research methodology utilized to inform the results. Section 4 summarizes the survey findings which then helps define the organization's scope and activities. The literature review and survey findings are analyzed and discussed in section 5. Section 6 introduces strategic recommendations and thoughts for potential next steps for WINGS. And finally, section 7 provides the conclusions of the report.

## 2 LITERATURE REVIEW

The literature review summarizes the resources explored for this project and sets the context for the analysis and discussion section of this report. Based on the project's two objectives, three topics are of interest to the client: community in relationship to WINGS' interest in developing a community of learners and governance and structure to determine the best fit for the organization. There exists an overwhelming amount of research from various fields of study on these three topics. The scope of this literature review is limited to materials deemed most relevant for the client. As such, the literature review is not intended to be representative of all materials available. The ultimate purpose of the literature review is twofold: to provide the founder of WINGS, Kimberly Nonis, an overview of varying perspectives related to community, governance and structure and to inform the analysis section of this report.

WINGS' overall vision is for a large community of graduates and the first objective of this research is to define the community's scope and activities. The literature review begins with an exploration of the topic of community. This information will inform and shape the governance and structural framework. The second topic of this literature review is governance. Historically, governance is divided in three schools of thought: public, private/corporate and non-profit. Our interest for the purpose of this report is not to review governance in detail but to explore its relationship to and impact on structure. The third and final topic of this review relates to developing a structural framework for the client. Several theories and perspectives of organizational structure are introduced and summarized. The summary brings the literature review to a close and includes insights gained.

### 2.1 Community

The topic of community comes with many different interpretations. "Community is a particular slippery concept, having been employed in a range of senses for at least 500 years, denoting actual groups of people as well as particular qualities expected of the relationships among those people" (Mathie and Cunningham, 2010, p. 475). Several other authors refer to the communities agenda as growing in practice and a matter of degree (Lahey et al., 1995, Torjman, 2007). This section of the literature review examines the topic of community in relation to WINGS' proposal to develop an intentional community of learners and engage them in the development of the organization.

Community as a concept has a number of interpretations. The word community is derived from the Old French *communité* which originates from the Latin *communitas*: *com* meaning with/together and *munus* meaning gift (Webster's College Dictionary, 1995). Based on the origin of the word, community's conception means a coming together of or with gifts. Maybe it is this simplicity which leads to the varying meanings attached to the word community.

In their attempt to define community, Brown and Hannis (2008) review and summarize authors such as Warren (1978) who explored over 90 definitions of community. They conclude that a community is

defined in a variety of ways based on location, function and/or connection. There exists agreement within a majority of research that community is based on location, common interests and human connections (Block, 2008, Connor, 1995, Morse, 1998, Torjman, 2007, Wharf & Clague, 1997). Published by the Drucker Foundation (1998), the editors of the book *The community of the future* introduce technology and argue that community can no longer be defined by geographic boundaries or limited in reference to location. Barksdale (1998) focuses his definition on common interests but then emphasizes that communities will improve "...the quality of interactions across time and space,...and bring people closer together" (p.100). The question remains as to the effectiveness of a technology based community to engage individuals in a way that reflects two elements of community that are unanimously agreed upon: people and relationships.

Community is also defined as identity and social systems (Connor,1995, Block, 2008). Block (2008) defines community as "human systems given form by conversations that build relatedness" (p.29). A strong identity creates trust and trust in return is the key to shaping individual commitment to an organization which is important as WINGS wants to engage volunteers from its graduate community (Pulsa and Tolvanen, 2006). Trust is described as the social glue that supports an organization's structure as "humans have a natural desire to belong to a group" (Pulsa and Tolvanen, p.29). The notion of belonging as a characteristic of community emerges in more recent studies on communities (Block, 2008, Chaskin, 2008, Torjman, 2007). Belonging and identity may be the expected qualities that make up the relationships referred to in this section's opening statement.

Block (2008) devotes an entire book to the process of structuring a community in a way that creates the experience of belonging. In this context belonging has two meanings: one is to be part of something and the other is about being engaged in the creation which leads to ownership. Belonging may be critical to WINGS as the organization seeks to build an intentional community where participation is voluntary. Block's use of the word structure in his approach to creating communities is important to this project as the community aspect will need to be considered when developing the organization's structural framework. More of Block's perspective will be explored under the topic of structure.

WINGS wishes to create an intentional community. Intentional communities are defined as "a group of people who have chosen to live or work together in pursuit of a common ideal or vision" (Brown and Hannis, 2008, p.8). Adding to what makes WINGS' community different is the requirement of members to be graduates of a course. A community with specific requirements is referred to as a closed community (Cornwall, 2002).

In conclusion, community is a complex term with varied meanings. For the purpose of this project, WINGS' community has a unique identity as an intentional closed group of graduates interested in lifelong learning and personal growth within the geographical setting of the Lower Mainland and Fraser Valley. In addition the community is made up of people who want to belong and are invested in a common interest – WINGS' vision.

## 2.2 Governance

The past decade has seen an explosion in research and studies on governance due to growing interests in community based initiatives. Alternate governance models have emerged in response to complex community initiatives. This portion of the literature review explores discourses on governance. In particular, this section identifies the common elements of governance, summarizes major theories on governance, and looks at the tension between governance and management, and the relationship between governance and structure.

At its most basic level “governance seeks to understand the way we construct collective decision making” (Chhotray & Stoker, 2009, p. 2). There is substantial agreement across disciplines and sectors that decision making is *the* core function of governance (Anheier, 2005, Chhotray & Stoker, 2009,

*Governance issues are concerned with: "what to decide, how to decide, and who shall decide!" Chhotray, & Stoker, 2009, p. 4*

Graham, Amos & Plumbtre, 2003, Mitchell & Bruhn, 2009, Philbin & Mikush, 2000, Torjman, 2007). In addition structures and processes are foundational to governance (Anheier, 2005, Chhotray & Stoker, 2009, CUPE National Research Branch, 2011, Institute on Governance, 2003, Mitchell & Bruhn, 2009, Philbin & Mikush, 2000, Torjman, 2007). Structures and processes can be formal and informal (Chhotray and Stoker, 2009, Mitchell and Bruhn, 2009). Theories and perspectives researched exhibit similarities when identifying the core characteristics of governance.

As illustrated in Table 1, accountability is described as the most important characteristic of governance (Anheier, 2005, Chhotray & Stoker, 2009, Institute on Governance, 2003, Mitchell & Bruhn, 2009, Quarter, Mook & Armstrong, 2009). It is used in reference to fiscal management, decision making, and the oversight of goals and vision. A second agreed upon characteristic is direction or strategic planning (Anheier, 2005, Chhotray & Stoker, 2009, Institute on Governance, 2003, Mitchell & Bruhn, 2009, Quarter, Mook & Armstrong, 2009). This is critical to governance as it sets the agenda for the organization over a determined period of time and ensures alignment with an organization’s vision, mission and mandate. A third common characteristic is process (Anheier, 2005, Chhotray & Stoker, 2009, Institute on Governance, 2003, Mitchell & Bruhn, 2009, Quarter, Mook & Armstrong, 2009). Processes are necessary as they establish the norms, rules and policies that guide the manner in which work gets done and also establish the way decisions are made. A fourth common characteristic of governance is structure (Chhotray & Stoker, 2009, Institute on Governance, 2003, Mitchell & Bruhn, 2009, Quarter, Mook & Armstrong, 2009). Structures assist in the decision making processes and often lay out the manner in which work gets done. The following table provides an overview of the key characteristics identified and demonstrates their degree of alignment across various schools of thought.

**Table 1 - Core characteristics of governance**

Characteristics Key words Values	Institute on Governance (Graham, Amos, Plumbtre) (IOG) 2003	United Nations Development Program	Certified General Accountants of Ontario 2008	Chhotray and Stoker 2009	Anheier 2005	United Way of Canada (cited in Quarter Mook & Armstrong) 2009	Torjman 2007	Mitchell and Bruhn 2009	Quarter Mook and Armstrong 2009
<b>Accountability (Acc)</b>	Acc	Acc	Acc	Acc	Acc	Acc	Acc	Acc	Acc
<b>Transparency (Transp)</b>		Transp	Transp	Transp					
<b>People Participation</b>	Legitimacy and voice	Consensus Participation		Info	Power		Shared power	Legitimacy and voice	Committee
<b>Direction</b>	Direction	Strategic vision		Goal setting	Direct	Strategic planning	Planning	Direct	Planning
<b>Performance</b>	Performance	Effectiveness Efficiency			Control	Perform		Perform	Focus
<b>Fairness</b>	Fairness	Equity and law	Integrity	Legal framework		Integrity		Fairness	Leadership
<b>Process</b>	Process	Process		Process	Process	Process	Process	Process	Process
<b>Structure</b>	Structure	Structure		Structure		Structure	Structure	Structure	Structure
<b>Systems</b>	Systems	Systems	Systems		Systems				System
<b>Management (Mgt)</b>	Mgt	Mgt	Mgt		Mgt				

For the purpose of this project, governance includes the following characteristics: accountability, strategic direction, process and structure. Other characteristics such as performance, systems and management have varying levels of agreement within the research and have been identified in reference to larger organizations requiring more complex governance models (Anheier, 2005, Certified General Accountants, 2008, Institute on Governance, 2003, Quarter, Mook & Armstrong, 2009).

Throughout the literature governance is referred to as boards of directors. Boards of directors is an important topic since WINGS may consider changing its status to a nonprofit and they require a board of directors (Murray, 2006). In addition to boards of directors, the next section also reviews boards of advisors as they may also be relevant to the client's needs.

### 2.2.1 Boards of Directors and Boards of Advisors

It is important to note that researchers across all sectors use the terms governance and board of directors interchangeably (Anheier, 2005, CUPE National Research Branch, 2011, Mitchell & Bruhn, 2009, Quarter, Mook & Armstrong, 2009, Turbide et. al., 2008). For nonprofits, boards of directors are mandatory and legally responsible for the organization's actions (Murray, 2006). In these instances, the board of directors is the official governance (Anheier, 2005, Quarter, Mook and Armstrong, 2009). On the other hand, advisory boards have no legal responsibilities and are established to give advice and make recommendations (Layne, n.d.). This section provides an overview of boards of directors and advisors focusing on what differentiates them.

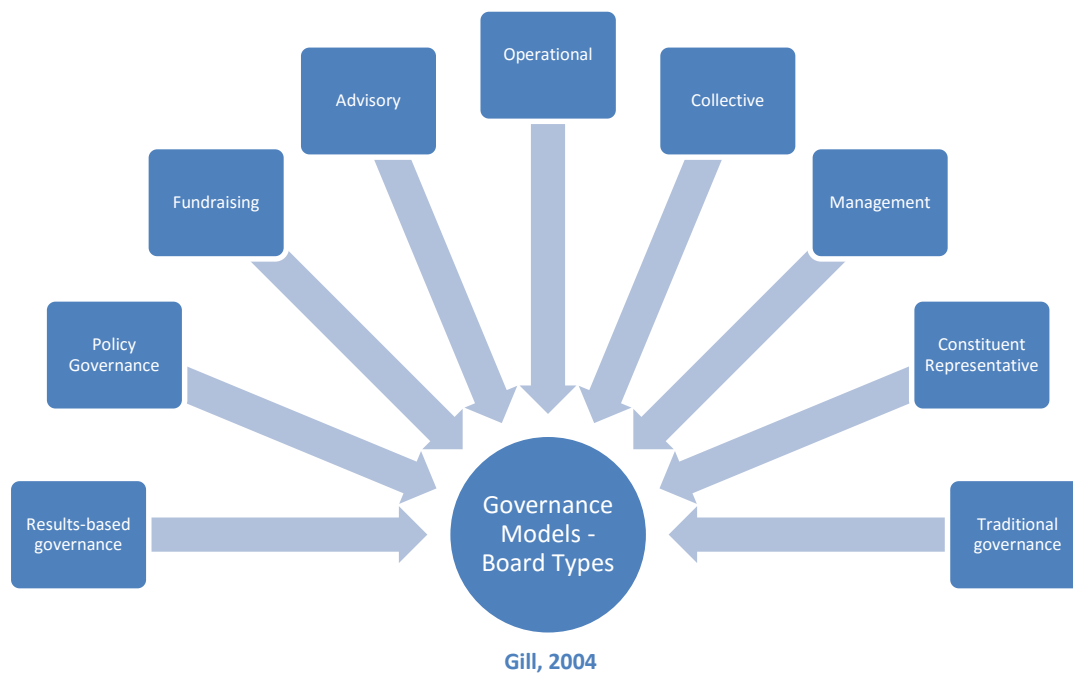
The most common board roles and responsibilities are: establishing mission, values, goals, strategic priorities and performance, fiscal and legal oversight, hiring staff, assisting with community relations, resource development, management systems and board self-management (Murray, 2006). The most common roles of an advisory board are to provide guidance and recommendations without the need to pay attention to the fiduciary or management details of the organization (Reiter, 2003). Whereas boards of directors have key roles in decision making and implementing, advisory boards provide advice and have no authority when it comes to final decisions. Authority for decision making in advisory boards remains with either the board of directors or in the case of a business, with the owner.

Although advisory boards can be found in nonprofit organizations they are most often associated with private companies (Boardsource, retrieved March 10, 2016). If an advisory board is part of a nonprofit it must be formalized in the organization's bylaws along with its purpose, duration and guidelines for membership (Layne, n.d.). Advisories in nonprofits are mostly identified as committees or adhoc task forces. They also tend to have shorter life spans than boards of directors. Typical advisory board functions include fundraising, advising on programs, engagement and advocacy, and being ambassadors for the vision of an organization. Whereas boards of directors are responsible for the fiduciary and legal aspect of the organization and are permanent structures. One benefit of an advisory board for a business is that often entrepreneurs do not want to give up control of their business, as is the case for WINGS. Boards of directors, on the other hand, have the final say in decisions based on their legal and fiscal responsibilities for the well being of the organization. The liability of directors is also another key

difference between the two types of boards. An individual may be reluctant to become a member of a board of directors based on the legal liability involved whereas there is no liability in boards of advisors.

Governance for boards of directors is more complex and comes in a large variety of types. The most cited board types originate from Synergy Associates and its president who identified nine governance models/board types as illustrated in Figure 1 below (Boardsource, n.d., Charity Village, n.d., Quarter, Mook & Armstrong, 2009).

**Figure 1 – Nine governance models / Board types**



Board types are not specific to for profit or nonprofit organizations. The policy governance board is most often found in larger institutions such as credit unions, educational institutions, health and insurance corporations whereas fundraising boards are most often associated with nonprofit organizations. Policy governance type boards are primarily concerned with process and systems and the distinction between means and ends (Institute of Governance, n.d.). Traditional, policy governance and results based boards are at times associated with social enterprises (Quarter, Mook and Armstrong, 2009). Advisory boards have the sole purpose of advising and at times are temporary structures with short term durations. Advisory boards based on Gill’s model do have legal and fiscal responsibilities for the organization they advise. Operational boards are most often associated with smaller organizations and popular in the early stages of nonprofit or grassroots organizations where the board governs and manages the operations without staff. Collective boards can be found in co-operatives and community based initiatives representing a variety of organizations. Management boards concentrate on the management of an organization and also tend to be more hands on. Constituent representative boards are used in political parties and at times can be found in unionized environments (Gill, 2004, Institute of Governance, Quarter, Mook and Armstrong, 2009).

The relationship between the organization's size, board type and governance is important (Anheier, 2005, Boardsource, n.d., Certified General Accountants of Ontario, 2003). Simple structures are likely to have operational, collective, or management type boards and less complex governance models while businesses, public institutions and professional organizations are more likely to have traditional, constituency representational or governance type boards with more complex structures and processes (Gill, 2004, cited in Quarter Mook & Armstrong).

Organizations often attempt to fit within one particular model which in turn can prove problematic. Any model when followed solely in its entirety has the potential to be restrictive if it does not reflect the organization's specific needs. The next portion of the literature review of governance summarizes three main schools of thought: corporate, nonprofit and alternate governance models. Public governance has been excluded as it relates mostly to governments or larger organizations that operate in service to society.

### 2.2.2 Corporate Governance

Theoretically, the corporate perspective has dominated the discourse on governance and is often associated with corporations and for profit businesses. Theories of corporate governance are fueled by economic benefit and the majority are systems based. Simply stated, systems theory is concerned with processes and the interconnectedness or relatedness of elements. The systems approach aims to "enrich the decision-making process" instead of arriving at the 'right' decision (Chhotray & Stoker, 2009). Systems provide structures that establish levels of authority. For example, Chhotray and Stoker (2009) categorizes six systems level theories of governance: political, economic, international, development, community based and socio-legal. Similarly, Graham, Amos, and Plumbtre (2003) summarize theories of governance in five groups: network management, delegation, social, bounded rationality and cultural-institutional. One is sorted by different levels of systems and the other by characteristics, but both have similarities. Systems thinking provides insight into how the organization makes decisions and is not limited to the corporate world but tends to be found in more complex and larger organizations. In an article on nonprofit frameworks, Grossman and Childress (2010) refer to systems as the "processes and procedures through which work gets done" (p.7).

Although WINGS is currently incorporated as a business, one of the main differentiating characteristics of corporate governance is that it is fueled by economic benefit. WINGS' main activities have been fundraising for the purpose of assisting individuals to participate in a course to enhance their personal and professional lives which falls more into the social benefit category. In addition, corporate governance is primarily systems based and WINGS is currently a very small and young organization where concentrating on systems might be premature and unnecessary based on the consideration that the founder wishes to maintain control of the organization which is central to the ways decisions will be made.

### 2.2.3 Nonprofit Governance

From a nonprofit point of view, governance is a combination of "different motivations, standards, challenges and practices" (Anheier, 2005, p. 230). A key element that differentiates corporate from nonprofit governance is who is being served. In most corporate models shareholders look to benefit financially whereas in nonprofit governance stakeholders vary and governance is largely volunteer driven. Unlike for profits who develop marketing to seek profits, nonprofits usually develop based on three stages: values, efficiency and effectiveness and capacity building (Vernis, Iglesias, Sanz & Saz-Carranza, 2006, Philbin and Mikush, 2000). Nonprofits are seen as value based since they serve the public interest and inherent in their goals, mission and vision is the intent to do good without individual financial benefit. Nonprofit values may include service to a vulnerable population, goodwill to those in need, advocacy for a population or an environmental concern, or as is the case for many associations, serve the needs to establish guidelines that lend credibility to a specific occupation or group. Nonprofits are often born from a specific community's needs for the benefit and wellbeing of society.

The foundation on value of nonprofit organizations often leads to problematic outcomes as the focus is on serving rather than the fiduciary and legal requirements. One example is the 2011 highly publicized scandal of a Toronto community housing corp. Francis and Kelleher declare "too many non-profits are following subpar or outdated governance practices" (National Post, March, 2011). Nonprofit governance focuses on the alignment of the organization's mission and its activities, at times, at the expense of its legal responsibilities (Anheier, 2005). When it comes to nonprofit governance, by-laws are critical legal documents as they state the way decisions will be made, the number of board members an organization has and identify details of quorum size, all of which are critical to the organization's effectiveness and capacity.

Dramatic increases in community based developments have resulted in growing numbers of participatory and less formal approaches to governance. Community collaboratives and collective impact initiatives are examples of participatory approaches. These initiatives engage larger numbers of established organizations in the pursuit of an aligned strategy to achieve better outcomes. As the participants in these collectives represent organizations with their own missions, governance takes on different forms such as participatory governance. Participatory governance, also at times referred to as collective governance, includes anything that engages others, from surveys to focus groups, and informal conversations or meetings. Some forms of social enterprise, like associations and employee-led cooperatives, use participatory governance models. Essentially, participatory governance attempts to change the problems of hierarchical processes by increasing the collaboration between actors (Chhotray and Stoker, 2009). A shift in power is foundational to community level governance (Torjman, 2007).

Another type of nonprofit governance is beneficiary based governance. This type of governance model includes those served by the organization's mission and vision and provides mechanisms to ensure they are part of the decision making process. In the same way as community level governance attempts to shift power, beneficiary based governance puts the power in the hands of those who will benefit.

Beneficiary based governance is a client-centered approach that shifts the power from the service provider thinking they know best to include knowledge from the people being served.

### 2.2.4 Hybrid Governance Models

The increasing presence of community level participatory approaches and social enterprise organizations led to the recognition that new governance models were required in order to tackle the complex challenges of communities and organizations (Torjman, 2007). One alternate governance model is known as hybrids (Chait, Ryan and Taylor, 2004, McKinsey and Company, 2004). Hybrid governance models attempt to adapt concepts and practices from various theories and board types to fit an organization's particular needs. Hybrids tend to be controversial as they mix values and blur the lines between the corporate and nonprofit sectors. Social enterprises are used as examples of hybrid organizations. This portion of the literature reviews two noted hybrid governance models.

McKinsey and Company (2004) developed the dynamic board model based on the results of interviews with top performing organizations in the United States. The model is not based on set rules per say but more on three core responsibilities: shaping mission and strategic direction, ensuring leadership and resources, and monitoring and improving performance. According to the authors, the model is hybrid because it shifts board practices to a focus on the responsibilities that are critical. So rather than attempt to govern in all of the core areas as is usually the case, a board focuses on the responsibilities where attention and care is most needed. The dynamic board model requires four elements:

1. Thoughtful decisions on size and structure: size must be tailored to board goals;
  2. Actively managed composition: mix of experience, skills, demographics and stakeholders;
  3. Inspired leadership: aspirational and transactional; and
  4. Common-sense processes: processes impact members' feeling valued and staying involved.
- (McKinsey and Company)

Although the authors name the model hybrid due to its focus on core responsibilities, the four elements bring in more hybridity blurring corporate and nonprofit. The majority of corporate models do not consider members feeling valued as they expect members to fulfill their assigned term. In addition corporate boards tend to focus on the first two elements. Inspired leadership could be perceived as value based.

The next hybrid governance model reviewed is governance as leadership. Quarter, Mook and Armstrong (2009) summarize Chait, Ryan and Taylor's (2004) reframing of familiar concepts into three modes of governing. What makes the authors' approach unique is the focus on modes of governing rather than roles, processes and structures (BoardSource, 2004). Modes of governing are defined as mindsets, perspectives and ways of thinking. The three modes or ways of thinking are: fiduciary, strategic and generative. Fiduciary focuses on what's wrong and defines problems; strategic concentrates on the plan and solves problems; and generative is more creative and leads to framing the problems. Table 2 provides more details on the three modes of governing.

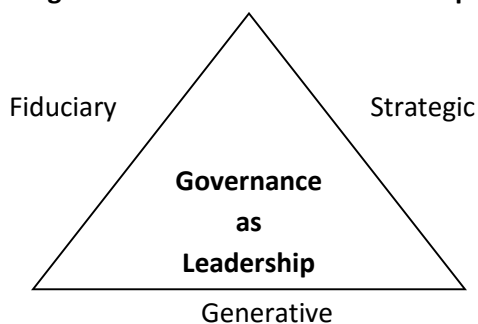
**Table 2 – Governance as leadership – the three modes of governance**

	Fiduciary	Strategic	Generative
<b>Key question</b>	What's wrong?	What's the plan?	What's the question?
<b>Board Focus</b>	Define problems	Solve problems	Frame problems
	Review performance	Shape strategy	Engage in sense-making
<b>Board process</b>	Parliamentary procedures	Logical and empirical discussion	More informal and creative
<b>Problems are to be Decision making</b>	Spotted	Solved	Framed
	Resolution	Reaching consensus	Framing the question
<b>Board Role as Performance metrics</b>	Oversight and authority	Strategist	Fresh perspective
	Facts, figures, finances, reports	Strategic indicators, competitive analysis	Signs of learning and discerning

Centrepoint, 2009

The fiduciary and strategic modes are common to both corporate and nonprofit governance. The generative mode is less common in corporate governance but more likely to be found in some form in the nonprofit sector particularly in collectives where groups of organizations gather to ask tough questions about how to enhance their impact. The model is recommended for collective impact and community initiatives (Tamarack, retrieved March, 2016). Quarter, Mook and Armstrong (2009) observe that "all three modes are necessary and yet alone none are sufficient for good governance" (2004, p. 10). The idea of the model is to give boards new ways to understand governance and enhance their opportunities for meaningful engagement by including the generative mode within the leadership context. Resources on governance as leadership illustrate the model using a triangle as seen in Figure 2.

**Figure 2 – Governance as Leadership**



The Governance Triangle (Chait, Ryan, Taylor, 2004)

Most boards will travel through the challenges of fiduciary and strategic modes of governing with ease and will struggle to find new approaches to board work to develop their generative thinking (Quarter, Mook and Armstrong, 2009). "A board's effectiveness is directly proportionate to its proficiency in all three modes" (Boardsource, 2004, p. 10). The governance as leadership model incorporates pieces from the corporate and nonprofit governance theories. The fiduciary and strategic modes are common in both for profits and nonprofits whereas the generative mode tends to reflect a culture that is value driven. It is not necessarily governance as leadership's adaptation and blending of perspectives that makes this model a hybrid: this model asks organizations to consider governance differently. Thinking of

WINGS, whether the organization chooses to be a corporation or a nonprofit, the governance as leadership model is attractive as the generative mode encourages board members to think outside the box and encourages the use of values. If a board of advisors is chosen the fiduciary mode could be removed.

The above noted theories provide a summary of the complexities and nuances of governance and at least a great deal of agreement that governance is the practice of decision-making, accountability and strategic planning within a given structure and process. Like the other topics covered in this literature review, studies and research on governance reveal tensions.

### 2.2.5 Tensions in Governance

One tension found in discourses on governance is contained in its relationship with management. Some researchers separate governance from management and argue that governance is concerned with high level strategy and performance whereas management is responsible for day to day operations (Anheier, 2005, Vernis et al., 2006). The distinction between governance and management is particularly difficult to maintain in smaller and new organizations. The latter may apply to WINGS as it is a small organization with no staff.

The relationship between governance and structure is potentially another tension although no discourse reviewed articulates it as such. The relationship between the two is intricately woven as structures are predominantly identified along with processes as core elements of governance. If structure defines governance then does governance begin with structure? There seems to be no answer to this question and it may be revealed in the next section of this literature review devoted to structures.

In conclusion, this overview of governance provides foundational knowledge to inform the analysis and discussion section of this report. Governance is not a one size fits all concept. Gill, a respected expert on the topic of governance, is repeatedly quoted: "there is no magic bullet when it comes to governance" (CUPE, 2005) and "there is no single best approach to governance" (Quarter, Mook, & Armstrong, 2009). A number of authors stress the importance of governance practices that reflect the organization's reality (Anheier, 2005, Quarter, Mook & Armstrong, 2009, Turbide et. al., 2008). Governance is dynamic in nature and qualifies as a complex activity (Conforth, 2004). So although complex, the fields of study in this literature review agree on the characteristics of governance and its core components. There is also agreement that size and age matter. Size and age also matters when it comes to selecting organizational structures.

## 2.3 Structural Framework

A structural framework refers to an organization's design; most often referred to as the way in which roles are assigned, how the work gets done and lines of authority for reporting. "The possibilities for designing an organization's structure are almost limitless" (Bolman and Deal, 2008, p. 47). Structure is at times referred to as architecture (Bolman & Deal, 2008, Hegelson, 1995, Mintzberg 2011). The word architecture is appealing as it invokes a picture of a design that is strong enough to support growth and flexible enough to adapt as an organization evolves. It does not matter if an organization is for profit or nonprofit, it must aim to find the "right fit" between its "mission, values, structure and people" (Lakey, Lakey, Napier and Robinson, 1995, p.65). This portion of the literature review introduces structures in relation to the structural framework objective of this project. Several theories are reviewed and a variety of structural designs illustrated.

Structures help determine how the work is done while governance identifies the systems through which work is done (Grossman and Childress, 2010). It is described as a "blueprint for officially sanctioned expectations and exchanges among internal players and external circumstances" (Bolman and Deal, 2008). Block (2008) articulates his perspective on structure as molded by this quote in an international art journal:

"The word structure means to build, to form, as well as the organization or morphology of the elements involved in the process. It can be seen as the embodiment of creation...a quest not only for form but also purpose, direction and continuity". (The Structurist, 2005/2006, cited in Block, 2008, p. xiii).

The concept of morphology, the study of the form and structure of living things, captures an essential facet of structure: it must continuously evolve in anticipation of or in response to internal or external change (Block, 2008). Common to these understandings of structure is the bringing together of the various elements of an organization while considering how these elements coordinate to get the work done. A structure for WINGS would then incorporate the role of its volunteers and possibly a board of directors or advisors, coordination, functions and how its intentional community fits, while ensuring it has the flexibility to grow and yet sets a strong foundation to ensure continuity.

Structures can be formal or informal: formal structures include governance, the organizational chart, and policies while informal structures are most often associated to social networks and how these relate to those in positions of authority (Grossman & Childress, 2010, Bolman & Deal, 2008). Formal structures once in place tend to become monuments as they are engrossed in manuals and legalities while informal structures are often judged as either positive or negative as they are dependent on people's relationships. Formal structures are more difficult to change as they have legal implications whereas informal structures are dependent on the human relationship element and often become embedded in an organization's culture.

There are key elements to consider when deciding on a structural framework. Bolman and Deal (2008) provide a list of “structural imperatives” that impact the choice of structures. They define imperatives as must haves when considering an organization’s structure. They identify the following imperatives:

- Size and age: these affect structural shape and character;
- Core processes: these must align with the structure;
- Environment: when this is stable the structures can be simpler;
- Strategy and goals: may require structural adaptations;
- Information technology: if available permits flatter and more flexible decentralized structures; and
- Nature of workforce: paid or volunteer(p. 62).

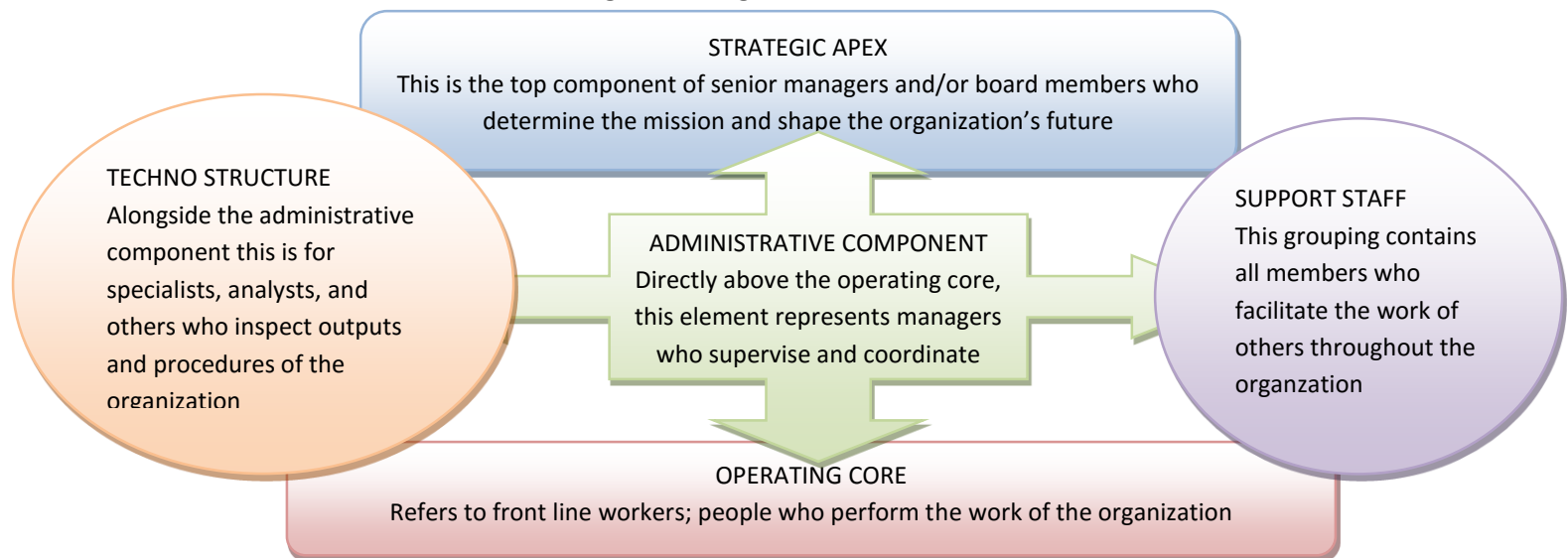
These imperatives will be considered in the discussion and analysis section of this report. The next section introduces structure’s two key elements of coordination and functions.

### 2.3.1 Functions and Coordination

Historically, structures have been differentiated based on vertical or horizontal coordination. Coordination refers to the assignment of authority and the establishment of reporting and communication. Most often evidence of coordination can be found in an organizational chart. Functions are an essential part of coordination as they explain the features of an organization and provide context.

Functions establish responsibilities for things such as administration, marketing, communications, and other tasks required in an organization. One of Mintzberg’s (1979) greatest contributions to the field was his grouping of organizational functions into clusters (as cited in Bolman & Deal, 2008). Figure 9 illustrates Mintzberg’s five clusters.

**Figure 3 – Organizational functions**



Mintzberg’s Model (Adapted by Bolman and Deal, 2008, p. 79)

## Governance Model for WINGS

The strategic apex represents the main decision making body and is either composed of managers or the board of directors. The administrative component represents managers who supervise and coordinate the employees. They form the function reporting to the strategic apex. The administrative component is responsible for the techno structure, the support staff and the operating core. The support staff takes care of facilitating the work of others throughout the organization. The techno function provides expertise for the administrative component on procedures. The techno function might be where certifications and operating requirements are handled. The operating core contains all other people who work for the organization and usually consists of front line workers who report to the administrative component.

Mintzberg's model is helpful as the clusters can be sized and organized by levels of influence in response to missions and challenges (p. 78). The five clusters are then configured in ways to illustrate power with the grouping's sizes reflecting the organization's size, age, and complexity. Known as *Mintzberg's Five*, the groupings provide a visual way to illustrate the needs of an organization. Mintzberg illustrates his model using five types of organizations:

- the simple structure has a strategic apex and operating core – entrepreneurs often start here;
- the machine bureaucracy adds techno structure and support staff – franchises;
- the professional bureaucracy adds a large operating core – universities;
- the divisionalized form increases the operating core and decreases techno and support to create economies of scale – multi campus universities; and,
- the adhocracy is a loose and flexible self-renewing organic structure usually containing a strategic apex and operating core only.

Although Mintzberg's model was innovative for its clustering approach, its sheer complexity is more suitable to larger organizations and fits within the hierarchical top down coordination. For WINGS, a simple structure would be suitable with the main functions of a strategic apex and operating core. Although depending on the results of the graduate survey and the scope and activities of WINGS, both of these functions may be fulfilled by the same group of volunteers. Even though this model may be too complex for the client, it does provide context for structural coordination.

From a corporate perspective, vertical or hierarchical structures are favored as they provide clear lines of authority where power belongs to those in authority. Horizontal or lateral structures are seen as negative within the corporate sector (Bolman and Deal, 2008). These types of coordination structures make things hard to manage as lines of authority are blurred by its lack of hierarchy. Unlike governance where the term 'managing' is either in or out, structure presented as vertical coordination is all about setting up the systems and processes to manage and control. In this case, controlling is about formal reporting and lines of authority. Table 3 summarizes the characteristics of vertical and horizontal coordination.

**Table 3 – Vertical and lateral coordination**

VERTICAL COORDINATION	LATERAL (Horizontal) COORDINATION
Hierarchy	Collective
Higher levels coordinate Control the work through authority, rules, policies, planning and control systems	Formal and informal meetings, task forces, coordinating roles, matrix structures, and networks
Top down command and control	Simpler and quicker
POWER: belongs to those in authority  Less effective for communication but managing and controlling are key outcomes	POWER: can be problematic as personal and political agendas often undermine the meetings purposes  Can be more effective but often costlier

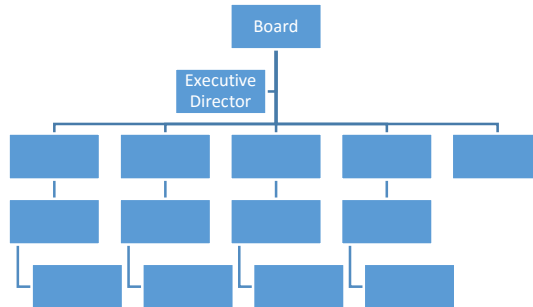
(Bolman and Deal, 2008, pp. 54-56)

Vertical and lateral coordination are also represented in Mintzberg’s (1979) attempt to assimilate various schools of thought in specific types of organizations. Mintzberg (1979) proposed the following vocabulary (as cited in Mintzberg, 2011). The *machine organization* has a formal, usually hierarchical, structure and is based on authority and control. This machine is all about *delegation* and is often accused of profits over people. Important decisions are made by those at the top. The machine organization definitely represents hierarchical coordination. The *professional organization* is busy linking its members and dealing on their behalf. Its main role is to support and protect members’ best interests. This organization is all about the *networks*, formal and informal and may be more horizontal depending on who it serves. The *project organization*, also referred to as an *adhocracy*, is built to house innovation labs consisting of teams of experts. The structure gives teams authority to secure projects. Since teams have more authority it may represent forms of vertical and horizontal coordination depending on the levels of authority given to the teams. The *missionary organization* has a strong culture with managers leading the way to enrich and maintain its culture. Culture in this context refers to those informal processes and structures that may be closely related to values and socialization. Based on managers leading, this sounds more like a vertical coordination model. The *political organization* is where conflict is most likely to thrive as individuals vie for power and status. Vying for power is indicative of a hierarchical coordination. Later versions of Mintzberg’s (1979) work include an *entrepreneurial organization* where a single leader engages in both the operations and the strategic visioning (2011). This latter addition describes WINGS as it currently stands.

The following figures illustrate various vertical and lateral structure possibilities.

2.3.2 Vertical Structures:

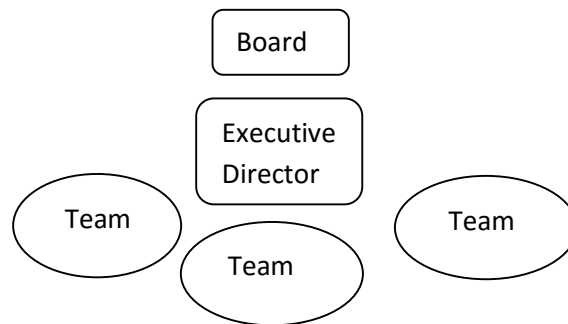
**Figure 4 – Traditional hierarchy**



*Lakey et. al. 1995*

Figure 4 illustrates a traditional hierarchy that is common in larger organizations where there is a need for both horizontal and vertical management structures. These organizations usually have a large number of employees with a need for more complex reporting requirements where clear lines of authority are required in order to make managing daily functions more effective. These organizations also need larger middle management or leadership roles to maintain control of their diversified functions or departments.

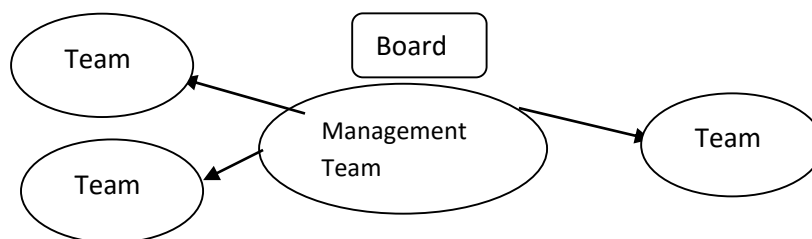
**Figure 5 - Teams**



*Lakey et. Al., 1995*

Figure 5 represents a teams based organizational structure. This structural coordination model often gives the illusion that there is lateral coordination even though it is vertical. There are strong control mechanisms that perpetuate the division between board and staff which reinforce authority. Control mechanisms would include staff reporting to team leads who then report to the executive director who then reports to the board. In larger organizations, the structure of teams adds one more layer of managers between the Executive Director and the employee teams.

**Figure 6 – Management teams**



*Lakey et al., 1995*

Figure 6 illustrates management teams with hierarchical structures. This form of organizational coordination was born from the desire for organizations to combine effective management with the concept of teams. This vertical structure continues the division between employees and the board. It is also viewed as more representative of employees as they have managers who form the management team and report to the board. This structure is also more suitable for larger organizations with large number of employees.

**Figure 7 – Flat Hierarchy**

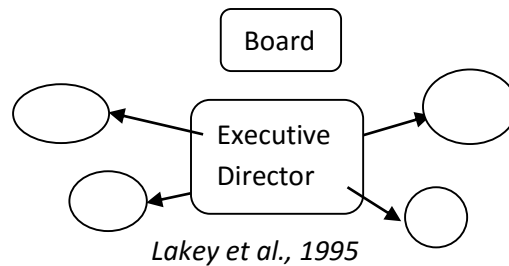


Figure 7 is known as a flat hierarchy although it is still considered vertical coordination due to the division between board and staff by the addition of an executive director. This coordination model grew out of the negative connotations attached to hierarchical models. Organizations thought that flattening an organizational chart by reducing middle management and reporting layers would also save money. It looks more lateral but there remains a strong division between the board and staff with clearly identified lines of authority.

Most vertical structures are more suitable for larger organizations that have a large number of employees and possibly a variety of departments. As WINGS has no staff at this time, most of these structures represent more than what is necessary.

Lahey et. al. (1995) present five examples of vertical structures and only two horizontal structures which strengthens the dominance of the corporate philosophy that structures are in place to optimize control and management (Bolman & Deal, 2008). Horizontal structures are defined as non-hierarchical.

### 2.3.3 Horizontal Structures:

**Figure 8 - Collective**

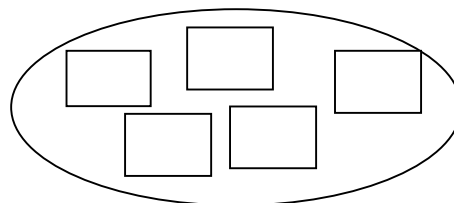
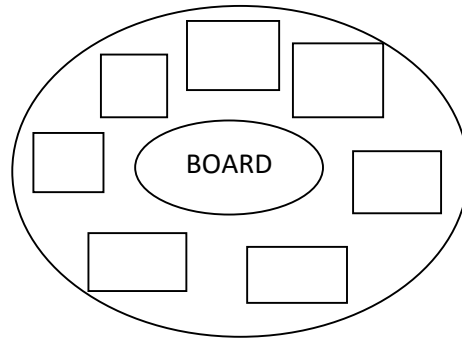


Figure 8 illustrates collective coordination, at times referred to as co-operatives. This type of structure is more prominent in community based and grassroots initiatives where several organizations come

together with a specific purpose or goal. They may also appear in advisory or short term task groups or committees.

**Figure 9 – Collective with a board**



*Lahey et al., 1995*

Figure 9 represents a collective with a board or oversight/coordinating group. This coordination structure is most common in condominiums and employee cooperatives where shared ownership is the central focus. So although there currently is no shared ownership potential with WINGS, it has already been noted as important that the board feel a sense of identity and belonging which tends to lead to an increased sense of ownership. Ownership refers to a sense of being part of the development and creation of the organization based on the shared vision and purpose of WINGS.

There also exists concepts and theories for structural coordination based on social architecture that reflect horizontal structures. Social architecture is defined as “designing structures that allow people to do their best” (Bolman & Deal, 2008, p. 51). Another example of a collective type structure is the web of inclusion. Illustrated, a web of inclusion would look like a spider’s web building from the centre expanding out continuously (Mitstifer, 1995). Hegelson (1995) studied successful women in leadership roles and found that they built “profoundly integrated and organic organizations” centered on developing good relationships with little consideration to hierarchy (as cited in Bolman and Deal, 2008, p. 86). The web of inclusion model is an organic architecture that is people centered and forms in unique ways to suit each set of actors and new ideas (Mitstifer, 1995). Webs of inclusion are as much defined by processes as they are by purpose and architecture (Mitstifer, 1995). Its processes include how decisions are made and lines of communication are established. This lateral approach will always be adapting and needs to keep focused on the organization’s mission as it is what holds this structure together (Hegelson, 1995, as cited in Bolman and Deal, p.87). Although flexible and adaptable, this free flowing form will encounter challenges as an organization grows as it is a natural network that relies on the strength of both its center and its boundaries. Communication is key to this model’s effectiveness as all parts of the fabric matter and everyone shares directly in the rewards and responsibilities. The concept of a network or web of inclusion is highly dependent on the strength of its linkages between actors and activities. The structure requires high levels of ownership from all members in order to be successful.

These horizontal structures begin to have more suitability for WINGS although founder Nonis expresses a desire to maintain some form of control of the organization, at least at the onset, while adding roles and responsibilities for volunteers. A collective structure with a board of advisors may be the best fit as

they enable WINGS’ founder to maintain control. The web of inclusion offers a great deal of potential for WINGS as the founder is a strong centre and the requirement for high levels of ownership from its members is suitable for the intentional graduate community with a common interest in WINGS’ vision.

There is no such thing as the perfect structure, therefore organizations need to work at finding the right mix (Bolman and Deal, 2008). Another amalgamation of schools of thought and way to organize organizational functions is Bolman and Deal’s (2008) four frame model. Similar to the governance as leadership hybrid model, any of the four frames used independently would result in narrow structures and organizational practices. Organizations have a tendency to adapt one theory or model (Bolman and Deal, 2008). As they become more complex using one frame could potentially limit their effectiveness. The four frames are structural, human resource, political, and symbolic. The structural approach is best known for its labour as machine ideology; the human resource lens views people and relationships as foundational; the political perspective is associated with power and competition; and the symbolic frame sees culture as most important. Table 4 provides a summary of the model.

**Table 4 – Four Frame Model**

	STRUCTURAL	HUMAN RESOURCE	POLITICAL	SYMBOLIC
Metaphor	Factory or machine	Family	Jungle	Carnival, temple, or theatre
Central concepts	Rules, roles, goals, policies, technology, environment	Needs, skills, relationships	Power, conflict, competition, organizational politics	Culture, meaning, metaphor, ritual, ceremony, stories, heroes
Leadership image	Social architecture	Empowerment	Advocacy and political savvy	Inspiration
Leadership challenge	Tune structure and task, technology, environment	Align organizational and human needs	Develop agenda and power base	Create faith, beauty, meaning

*Bolman and Deal, 2008, p.18*

The four frame model brilliantly brings together several schools of thought on organizations and validates that all are important. The model also responds to the authors’ desire to influence organizations to think in multiple frames breaking the cycle of the one theory mindset. The one theory mindset occurs when organizations use a singular theory to guide their structural design. With the exception of the political frame, the remaining frames are useful to guide WINGS through the beginning of establishing its structure. Rules, roles and goals under the structural frame are essential, as is establishing volunteers skills and the organization’s human needs under the human resource frame. The symbolic frame will assist in creating WINGS’ culture and ensure the community has faith and is inspired to reach the organization’s vision.

### 2.3.4 Structure and community

Block (2008) believes ownership is driven by one's sense of belonging. Ownership here means individuals' sense that they are part of creating something. This is important for WINGS as its structure must fit within the concept of the graduate community and belonging was identified as a key characteristic of community. The structure of belonging is the essence of a healthy and sustainable community (Block, 2008). As people belong and have a role in the creation and development of their community they share an ownership and accountability at an increased level. In the majority of machine organizations, ownership and accountability belong in the upper echelons of the organization's structure.

Ownership and belonging grow in organizations when leaders concentrate on creating the ideal structure (Block, 2008). A structure will lead to ownership when individuals are given the opportunity to have meaningful input. Block's suggested ideal structure is based on the ways people gather and the context in which gatherings take place (p. 179). Beginning with an invitation, the approach is based on five conversations taking place in small intimate groups: possibility, ownership, dissent, commitment, and gifts (p. 181). Each conversation differentiates from current approaches: the possibility conversation focuses on what is possible rather than attempting to problem solve; the ownership conversation invites people to act from ownership rather than the position of blame; the dissent conversation creates openings for commitment, hearing all dissenting points of view; the commitment conversation is about a promise with no expectation of return; and the gifts conversation concentrates on the gifts of everyone rather than their needs or deficiencies. Although this idea of structure might be odd when thinking of an organization, it is important for WINGS as building the intentional community is core to its success. Belonging and ownership also help to increase individuals' commitment which is critical as WINGS intends to be volunteer driven.

In conclusion, organizational structures include coordination which can take a number of forms with vertical or horizontal being the most prominent. Similar to governance, structural theories agree that meeting an organization's needs often results in mixing different schools of thought.

## 2.4 Summary

In summary, this literature review explored three topics: community, governance, and structure. The review was conducted in alignment with the objectives of this report and the client's needs. This summary highlights key insight gained.

The term community is complex in nature due to its deep historical roots and its ever evolving possibilities with advances in technology. Most authors reviewed agree that elements of community include: people, relationships and common or shared interests. The rise of technology drives the tension between community as geography-based or cyber-based. Although technology might be explored as a way to communicate with the community, WINGS' focus is to build in the geographical setting of the

## Governance Model for WINGS

Lower Mainland and Fraser Valley. The client wishes to create an intentional graduate community with a unique identity. Intentional communities are defined as groups of people who chose to work together for a common vision. WINGS would also be considered a closed community due to the requirement to be a graduate of the Pursuit of Excellence. In addition the community is made up of people who want to belong and are invested in a common interest – WINGS' vision.

Across disciplines and sectors, the term governance demonstrates substantial agreement that decision-making is its core element. The literature emphasizes there is no one size-fits all when it comes to governance. For the purpose of this project, governance includes the following agreed upon core characteristics: accountability, strategic direction, processes and structure. The practice of governance includes boards of directors which are legally required for nonprofit organizations. Regardless of WINGS choice of legal status, the most fitting board types are advisory, operational or working, fundraising and collective. These board types provide simple structures which are more suitable for smaller and newer organizations. As founder Nonis prefers to maintain control, at least in the short term, a board of advisors is probably the most suitable.

There are large numbers of governance models. Whether WINGS chooses to be a corporation or a nonprofit, the hybrid governance as leadership model is attractive as the generative mode encourages thinking outside the box and the use of values. Should WINGS move forward with a board of advisors, this model would need to be adapted to remove the fiduciary mode of governing.

The literature review on structure emphasizes its limitless possibilities and the quest for the 'right' fit. It was determined that WINGS' structure includes the roles for volunteers, possibly a board of directors or a board of advisors, coordination, functions and how its intentional community fits. As the organization is small and new, a simple structure is most suitable. When reviewing functions for the client, Mintzberg's strategic apex and operating core are suitable to small and newer organizations and often where entrepreneurs such as Nonis start. Based on the size of WINGS both functions might be fulfilled by the same core group of volunteers.

A number of vertical and horizontal coordination structures were reviewed. Horizontal coordination is best suited for WINGS as it is small and only intends to engage volunteers. Of particular interest to the client is Bolman and Deal's reference to social architectures as structures designed to "allow people to do their best" (p. 51) which aligns with the client's overall purpose to enhance people's effectiveness in life. As founder Nonis prefers to maintain control, the social architecture that is most fitting for WINGS is the web of inclusion. Based on the notion of networks this model has the most potential for an intentional community as it is rooted in the concept of "dynamic connectedness" (Mitstifer, 1995, np). The notion of belonging is also important to consider for WINGS' structure. Although this idea of structure might be odd when thinking of an organization, it is important for WINGS as building the intentional community is core to its success. Belonging and ownership also help to increase individual's commitment which is critical as WINGS intends to be volunteer driven.

It is clear from the sources reviewed for this literature review that there is no one size fits all when it comes to the three topics explored. It is encouraging to note that governance models and structural frameworks tend to be alive and as Block states morphologies. They are intended to be reviewed regularly by organizations and changed as the organization evolves and grows. This concludes the literature review which will inform the discussion and analysis section of this report. The next section of this report presents the methodology utilized for the project's research.

### **3 METHODOLOGY**

The primary research for this project consisted of a survey of the graduate community to determine the scope and activities for WINGS. Surveys are one of the most widely used methods for quantitative data in many fields of study (Friedman, 1998, Kuechler, 1998, Tourangeau, 2004). The survey was sent to graduates of the Pursuit of Excellence course who reside in the Lower Mainland and Fraser Valley. This section provides an overview of the methodology utilized, the approach used for data gathering and the research's limitations.

The survey instrument used for this research included six multiple choice questions addressing WINGS' draft objectives and four questions related to governance and structure. There were also opportunities for open ended answers and these provide qualitative data. A copy of the survey is located in Appendix A. The six multiple choice questions addressed the respondent's interest in activities. These questions provided opportunities for respondents to choose as many options as they wanted. Multiple choice questions with opportunities for many responses can create diluted results based on too many options. This means that some respondents may choose a large number of responses where others choose only one which then affects the weighting of the choices. In addition, the most important part of a survey is the creation of questions with meaning for both the respondent and the researcher. The researcher's own history as a graduate of the community resulted in the use of jargon not understood by all respondents to this survey, particularly newer graduates.

Tourangeau (2004) refers to several developments that have impacted surveys: the creation of large data bases, widespread decline in response rates and new methods of data collection (p.775). The researcher's large database of graduates was used to send out three hundred (300) emails with the survey as an attachment. Databases are challenging due to the speed at which people change email addresses or internet service providers. Close to 20% of the emails were undeliverable leaving 240 potential respondents. In addition, the intent was to send out a link to a web based survey but challenges with the company *Fluid Surveys* caused lengthy delays. The survey eventually became web based and a total of forty seven (47) surveys were collected for a 20% response rate. Survey response rates continue to decline and 5 to 10% response rates are seen as a great result.

The approach used for conducting this research involved the following steps:

- the development of a Lower Mainland and Fraser Valley graduate database;
- the design of the survey questions and layout;

## Governance Model for WINGS

- an exploration of Fluid Surveys (web-based Canadian survey company);
- a series of emails to three hundred graduates with the survey attached and a link to the survey;
- the manual entry in *Fluid Survey* of surveys received by mail and email; and
- the tabulation, compilation and analysis of data.

For this project, the objective was to gather enough information to guide WINGS' core activities and scope. And although the return rate was disappointing, it is higher than what is common, and provides enough guidance to establish the scope that will guide WINGS' activities.

### 3.1 Limitations

There are a number of limitations to this project. Some are related to the scope of the research and the strong links between governance and the legal frameworks available to organizations in Canada. Other limitations included: the researcher's biases and past experiences as a graduate of the learning community and a low and slow response rate to the survey. This sub-section addresses the limitations and their impact on the overall project.

Historically, governance has been based on the type of legal entity an organization chooses (Anheir, 2005, p. 229). Although WINGS is currently incorporated under the *Business Corporate Act*, President Nonis is willing to change the legal framework. With the exception of two questions on the graduate community survey, this report does not address the topic of legal entities available in Canada. WINGS will need to consult professionals such as lawyers and accountants to seek advice on the legalease of the proposed governance model and structural framework.

Other sources of limitations relate to the survey. Challenges with *Fluid Survey*, a web based Canadian survey company, led to a lengthy delay. Surveys were first sent out as attachments via email which netted a low return and eventually using a web based link which netted higher returns. In addition, the researcher's personal history and experience with the graduate community led to the use of terminology that resulted in a number of participants expressing confusion in completing the surveys. Cresswell and Miller (2000) stress the importance of the researcher identifying assumptions that might shape inquiry. The researcher did not identify assumptions that shaped the development of the questions for the graduate survey. And although the return was disappointing the surveys received do provide enough guidance to establish the scope that will guide WINGS' activities.

The next section provides the results of the graduate community surveys.

## 4 FINDINGS

This section of the report presents the results of the survey sent to graduates. The first objective of this project is to identify the needs of the graduate learning community and help determine WINGS' core activities and scope. Based on the survey findings, the scope and activities for WINGS will be the first thing addressed in the discussion and analysis section.

The survey's key findings are presented in the same order as the survey: a general statement of interest, the six questions that correspond to the objectives and the four questions that relate to governance and structure. All numbers in the figures represent the number of times respondents chose an option.

### 4.1 Graduate interest, core activities, and scope of WINGS

The first portion of the survey consisted of a general statement of interest and asked respondents to identify which statement best described their level of interest in WINGS. The five choices were:

- I am not interested in this initiative
- I am very interested and willing to take a volunteer leadership role that aligns with my purpose
- I am very interested and willing to volunteer with WINGS to assist in the development
- I am behind the idea of WINGS and will participate in events and activities when possible
- I am interested in belonging to a graduates of the Pursuit of Excellence community

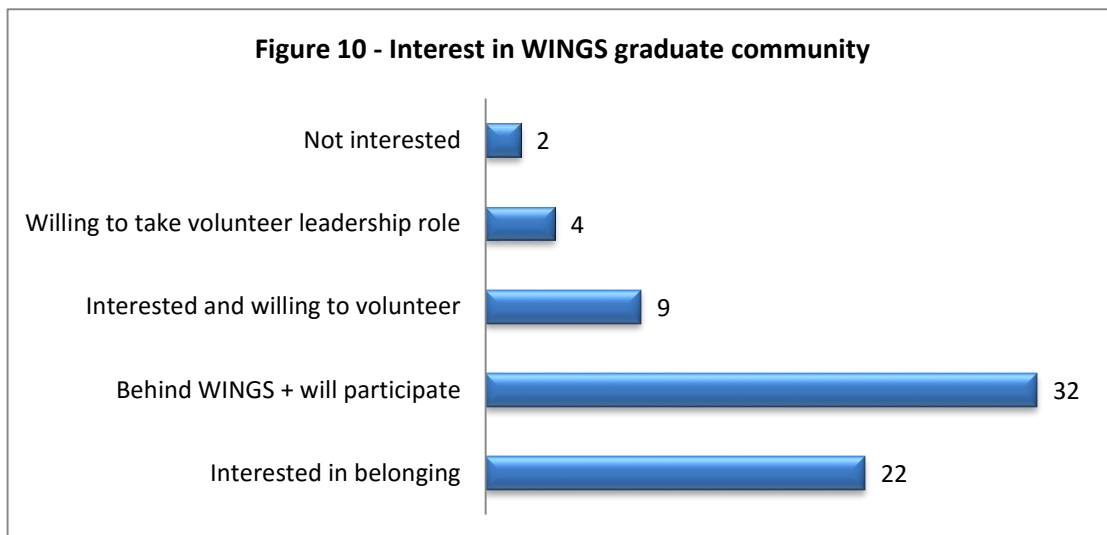


Figure 10 illustrates that close to half of respondents are interested in belonging to a graduate community while the majority express interest in participating in some capacity with WINGS.

The next six survey questions relate to WINGS' draft objectives as introduced in the introduction and background section of this report.

Objective one proposes to raise funds for a pay forward fund that supports enrolment in the Pursuit of Excellence. The survey question asked: which of the following ideas do you see as viable options to raise funds?

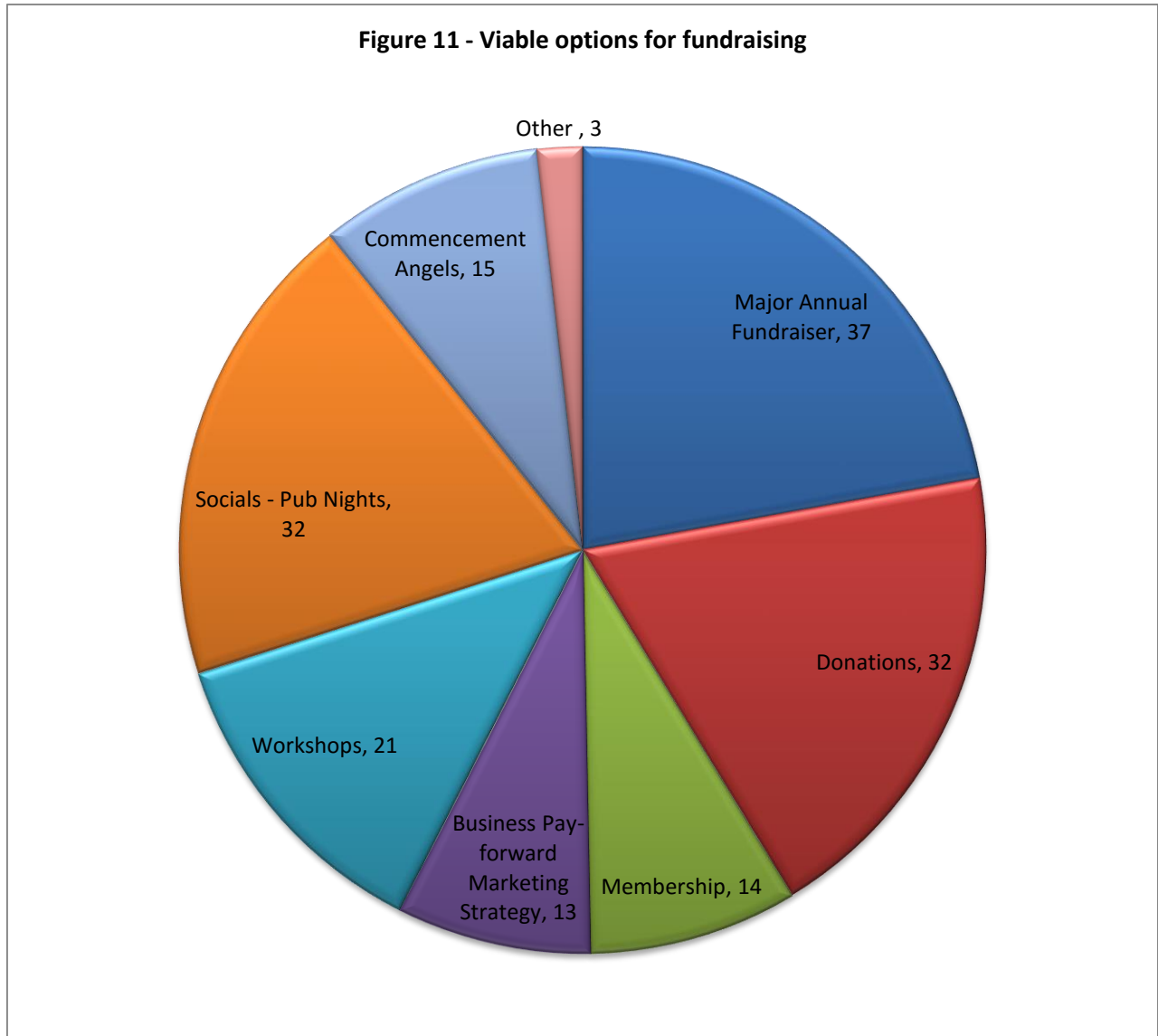


Figure 11 shows interest in a major annual fundraiser, followed by donations and then socials – pub nights. Four respondents expressed confusion about the use of certain terminology which was familiar to the researcher and WINGS’ founder. No definitions of these terms were included in the survey. In particular affiliate marketing, business pay forward and commencement angels were mentioned by respondents.

Objective two proposes ongoing learning opportunities and asked: which of the following activities interest you?

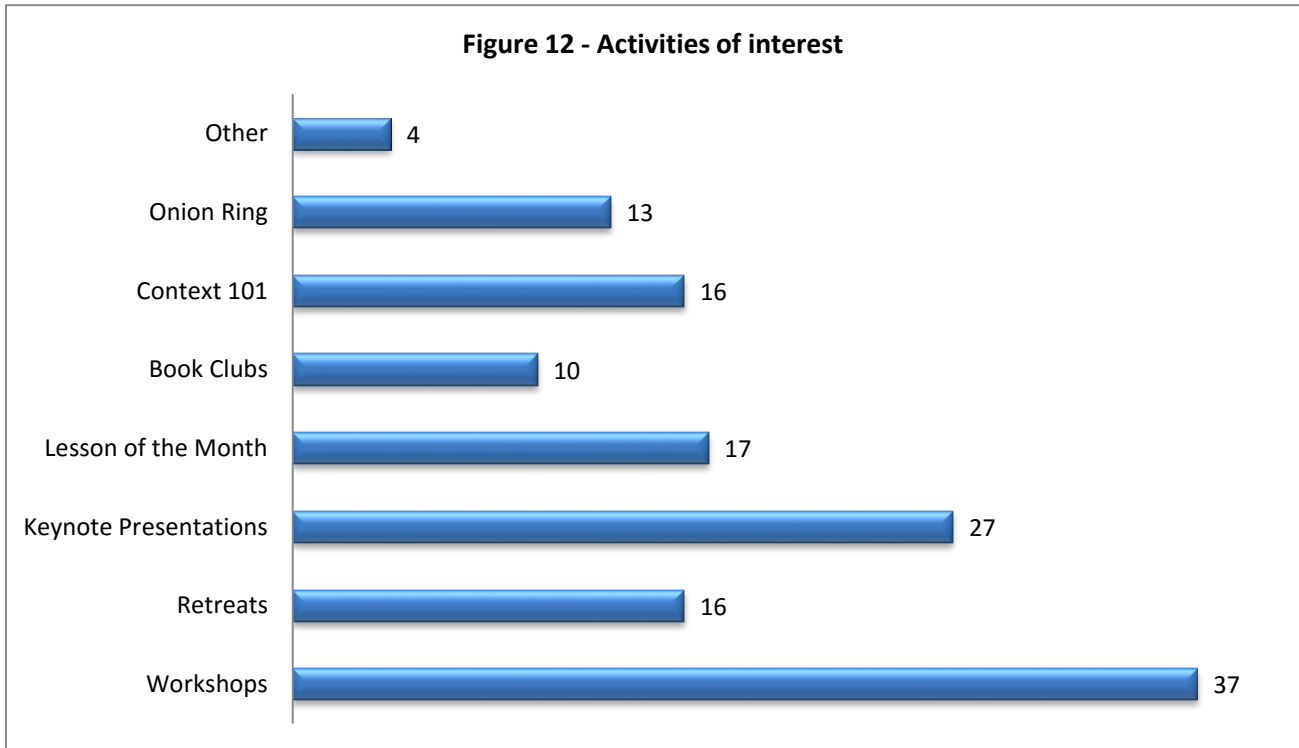


Figure 12 demonstrates substantial interest in workshops and keynote presentations. Lesson of the month, context 101 and retreats might be worth pursuing once WINGS is more established. Workshops were also mentioned as sources for fundraising. Other responses requested specific activities such as active or outdoor outings, sports events, webinars and success stories. One respondent did not understand the concept of onion ring. The concept of onion rings refers to support groups where a small number of individuals meet on a regular basis to further their own goals.

Objective three proposes to create avenues for graduate business development and networking. The survey asked: which of the following activities might you attend?

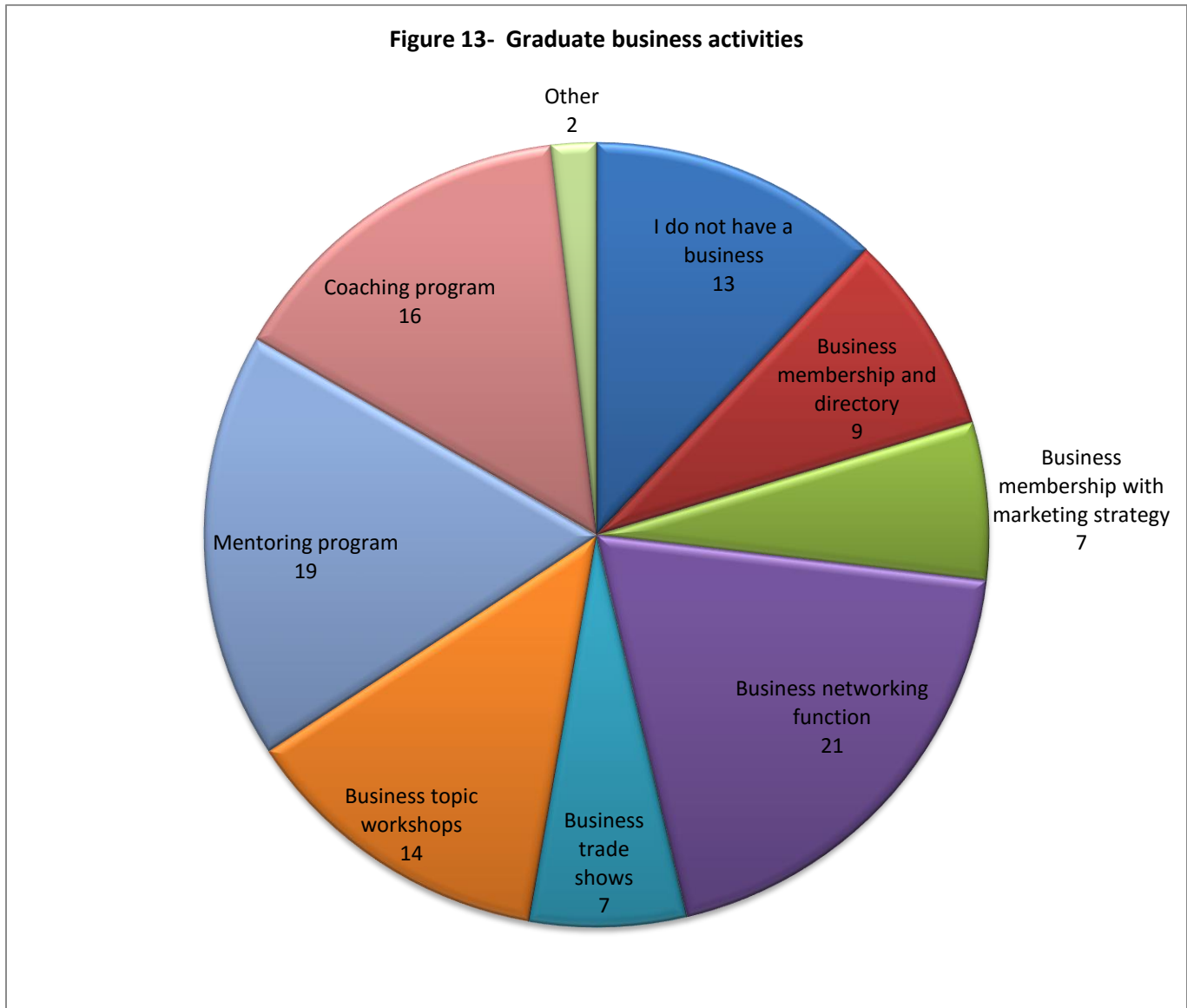
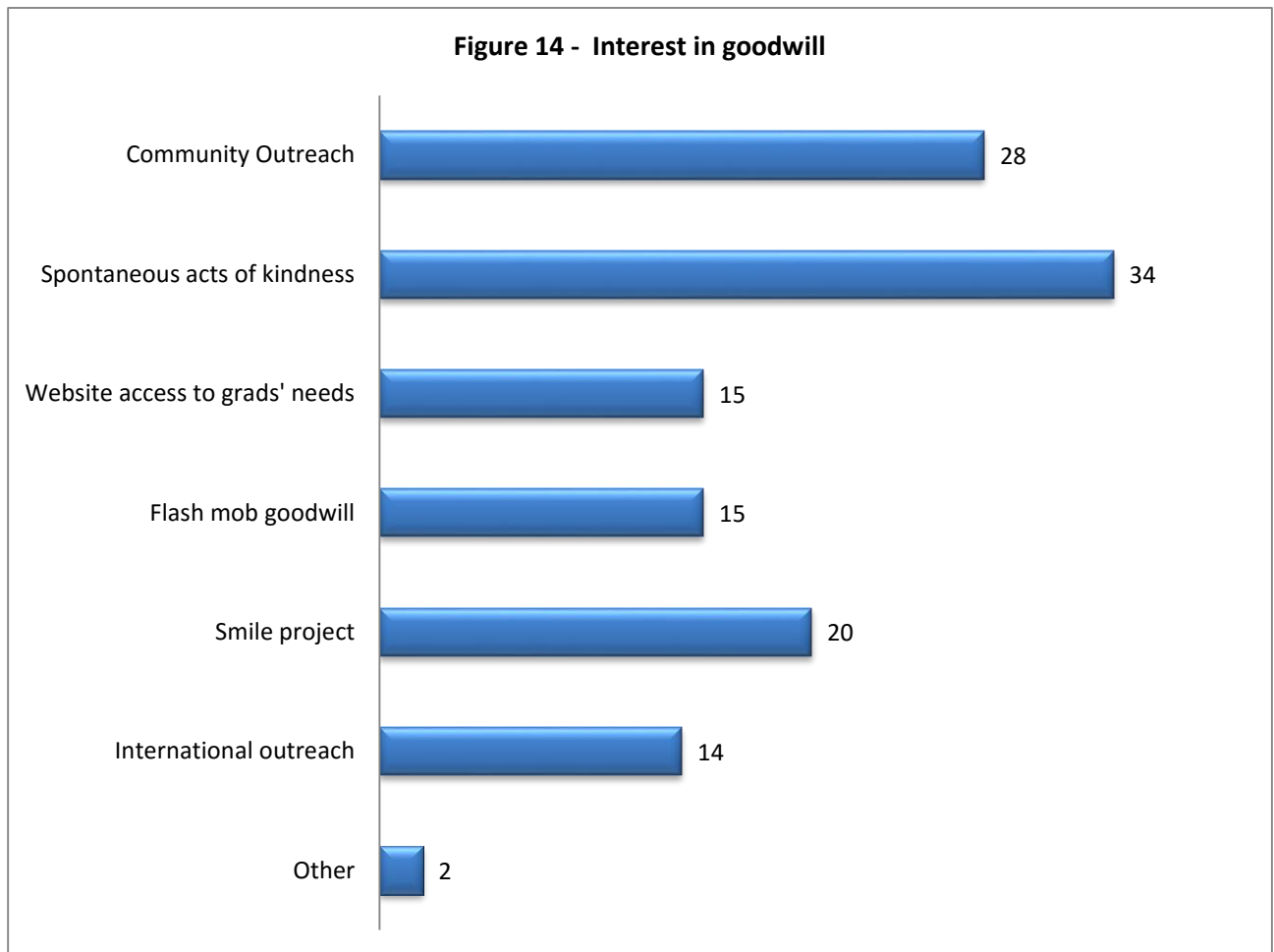


Figure 13 indicates interest in business networking functions, mentoring and coaching. With the exception of the business networking function option, no other categories netted over 20 responses. Based on the other questions receiving response rates in the high 20s and 30s, the question about business activities is something to be curious about.

Objective four proposes to create opportunities to enhance the goodwill that exists in the world. The survey asked: which of the following initiatives interest you?



As seen in Figure 14, respondents favoured spontaneous acts of kindness and community outreach. A common example of spontaneous acts of kindness is when an individual pays for the coffee of the person who is behind them in line or in a drive thru. They are basically surprise acts of goodwill and a mechanism to pay forward something good. One respondent did not understand what was meant by community outreach. The majority of respondents express interest in goodwill initiatives.

Objective five proposes to create social events and opportunities for enriched relationships among the graduate community. The survey asked: which would you be interested in attending?

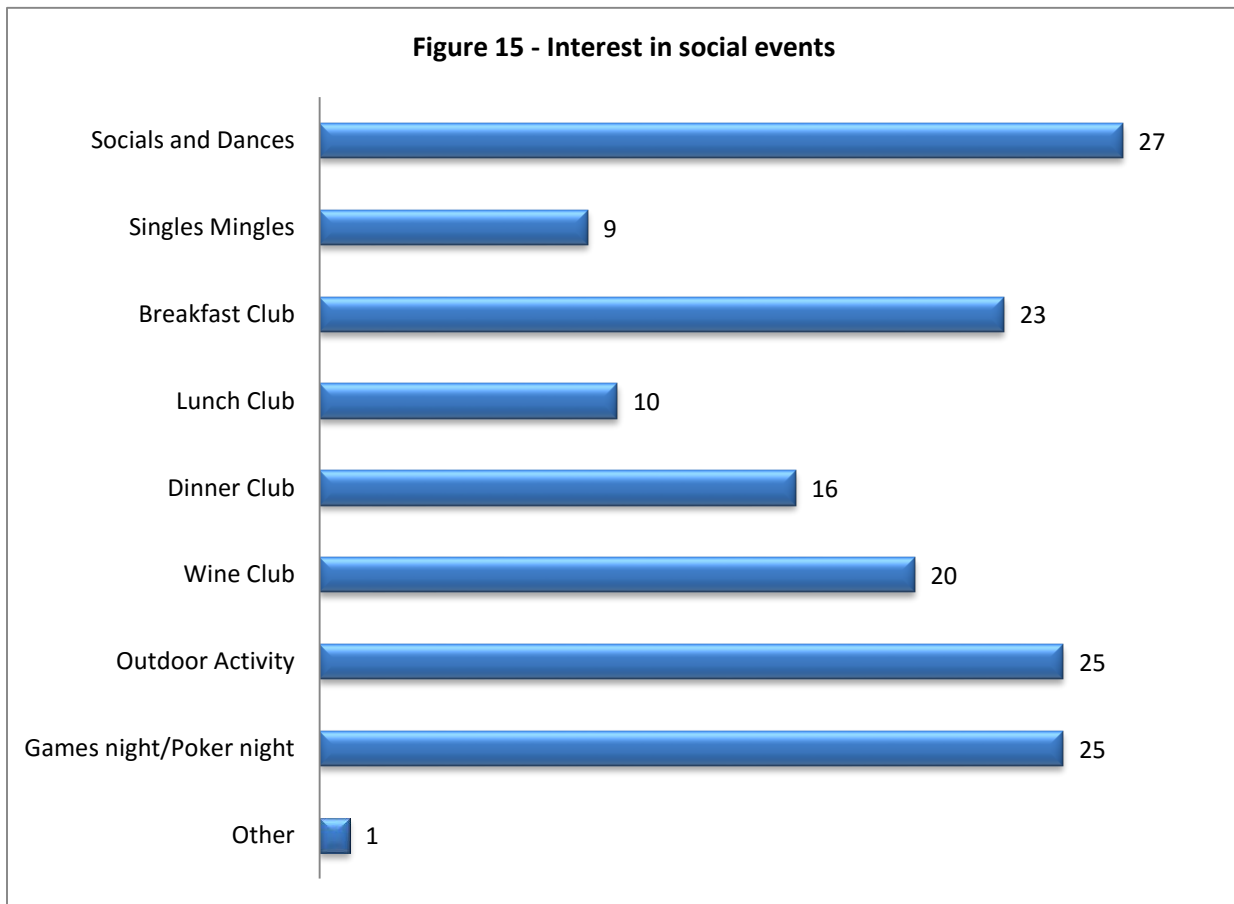


Figure 15 reflects the relationship and social based nature of the graduate community. The following social activities received mentions over 23: socials and dances, outdoor activity, games and poker nights and the breakfast club. It is interesting to note that socials were already identified as a potential source of fundraising. So this question's results indicate an interest in combining social events with the purpose of fundraising.

Objective six proposes to develop opportunities for additional support within the graduate community. The survey asked: which of the following initiatives interest you?

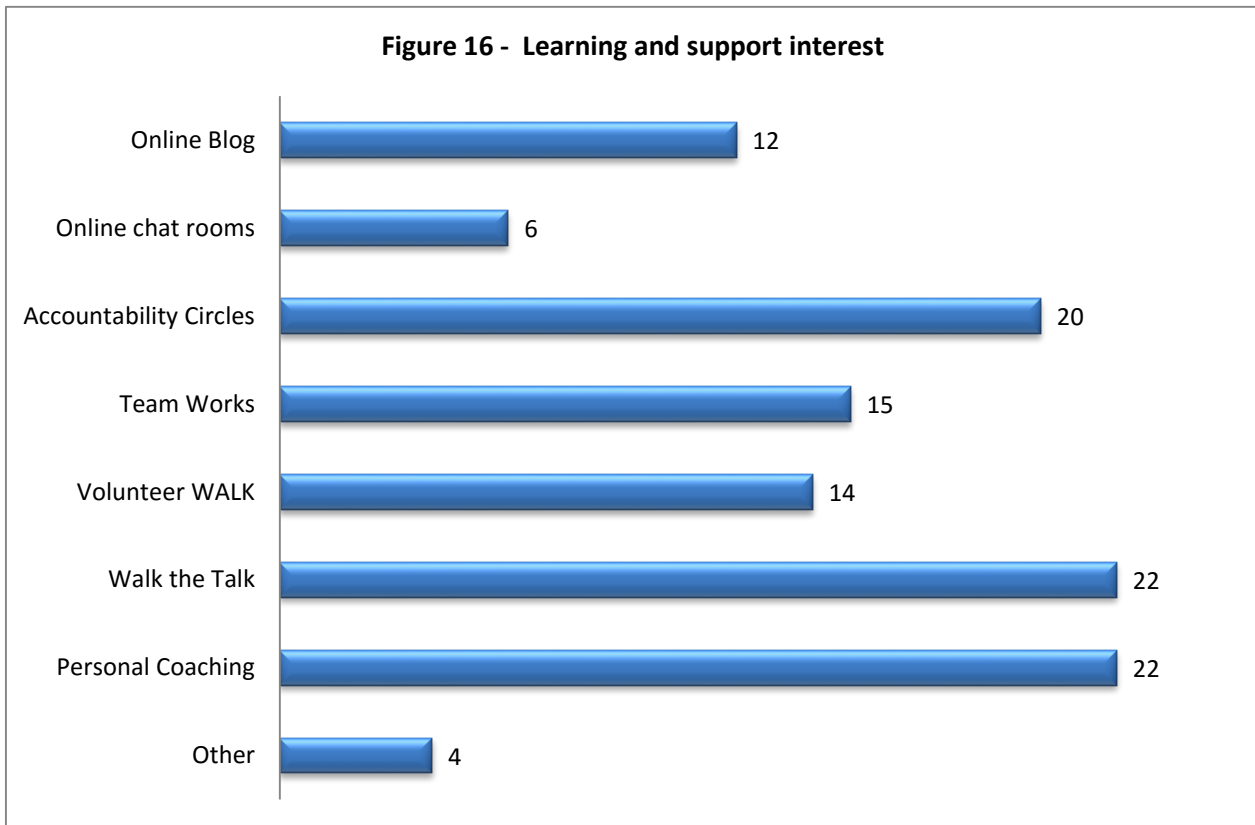


Figure 16 shows results similar to those for the business activities questions with few options netting over 20 responses in comparison with much higher response rates for other questions. Although respondents' comments indicate terminology they did not understand. A number of historical terms such as volunteer walk, walk the talk, and team works raised more questions from respondents. Overall personal coaching, walk the talk and accountability circles took priority.

This section of the survey explored potential graduate activities and interests and will help WINGS prioritize its activities moving forward and determine the scope of the organization. Overall, the main interest of graduates includes fundraising which received several options with responses over 30, workshops with a response of 37 and spontaneous acts of kindness with 34 responses. The next section of the survey concentrates on questions related to the legal framework for WINGS and are for information purposes only.

## Governance and Legal Framework

Would it make a difference in your level of support and participation if WINGS was a registered charity?

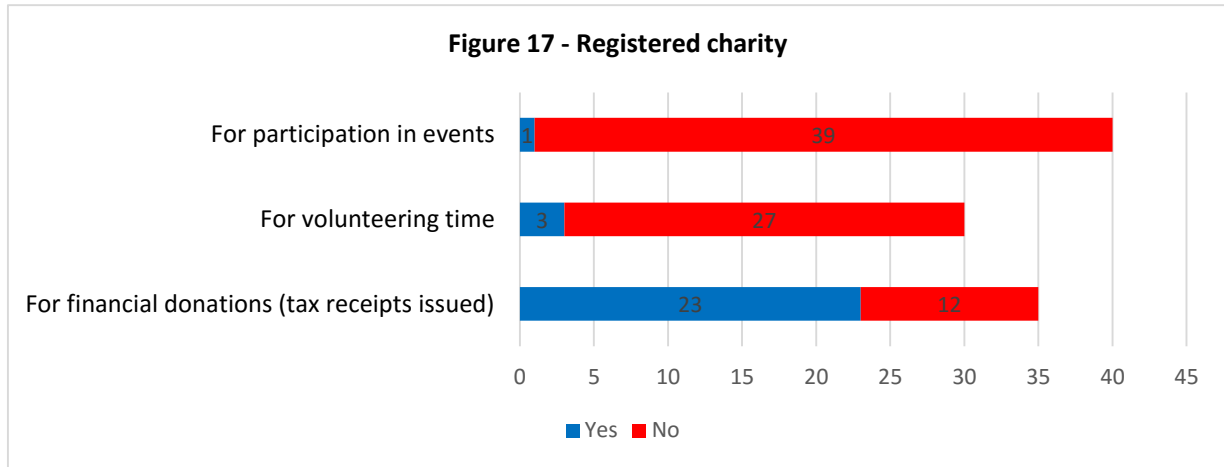
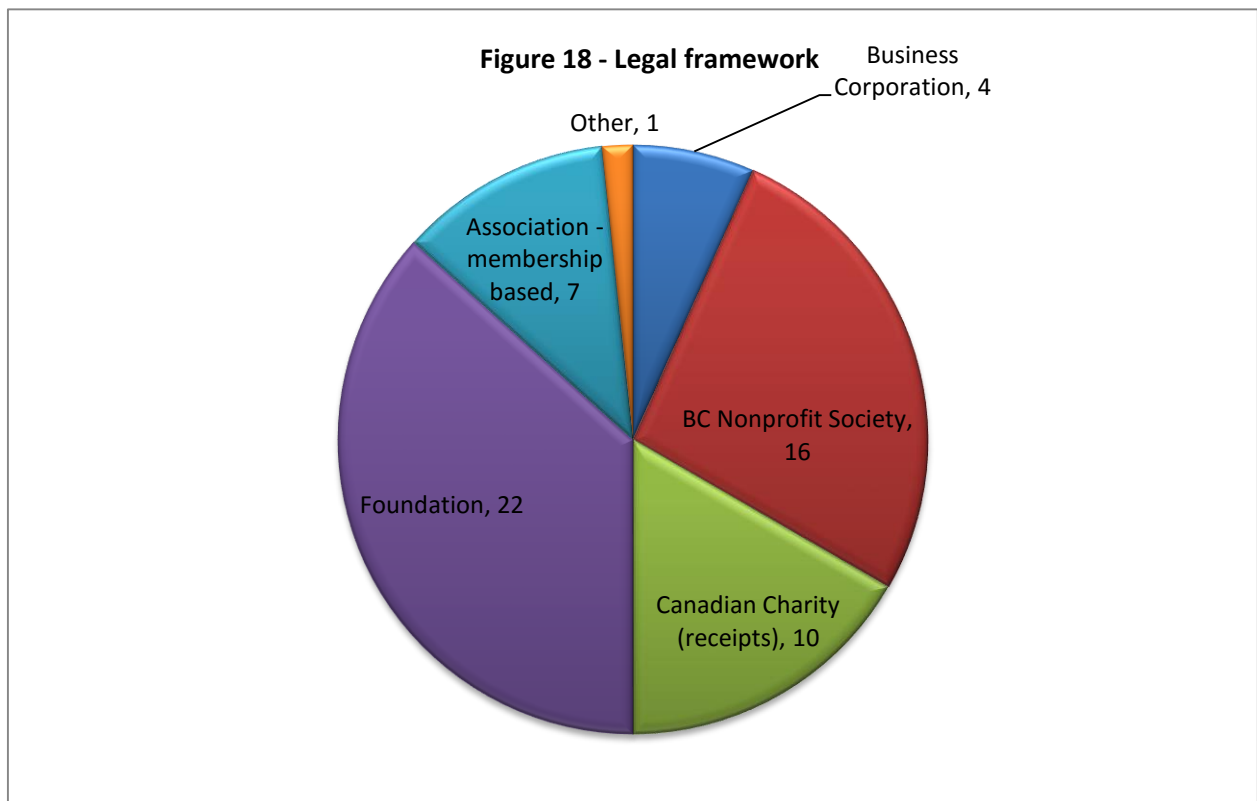


Figure 17 shows that it is important to respondents that the organization is a charity when it comes to donations. With 32 mentions, respondents value tax receipts for their donations and having charitable status is the only means for issuing tax receipts. Participants' wishes to participate and contribute their time is not dependent on the organization being a charity.

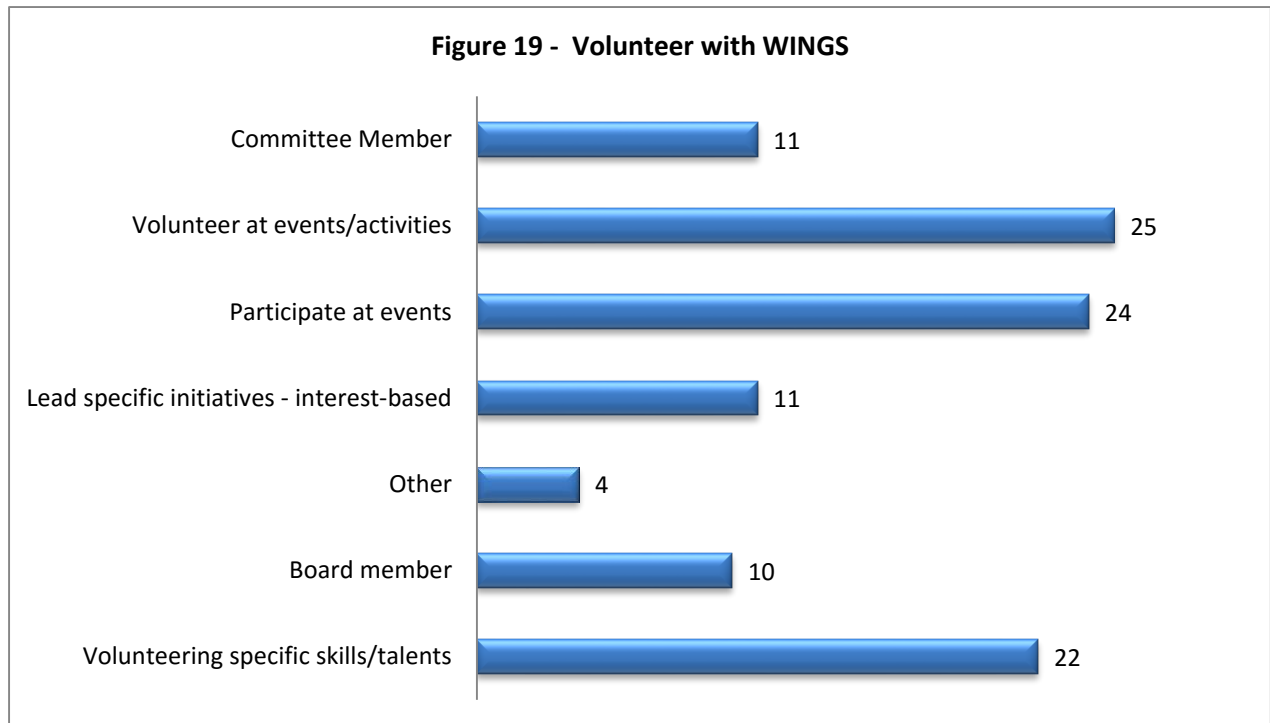
From your knowledge of organizations, how do you see WINGS legal framework?



## Governance Model for WINGS

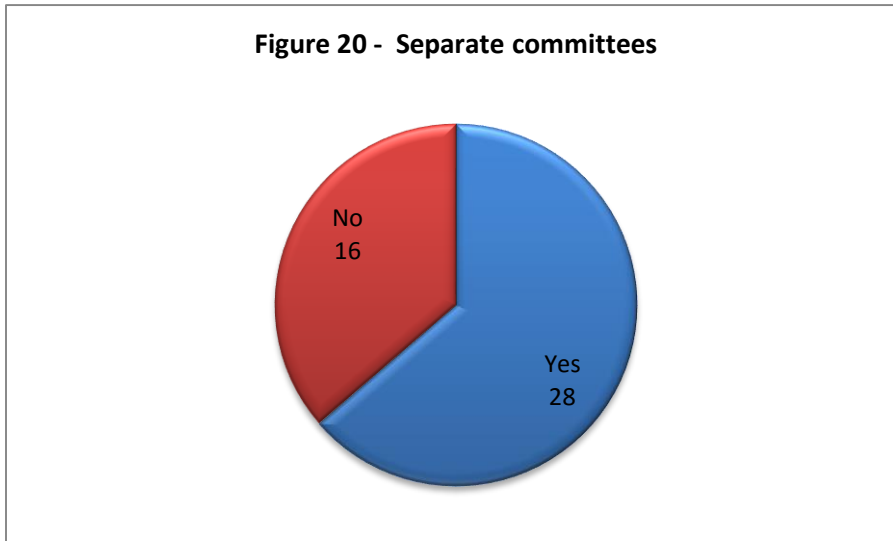
The respondents may not have sufficient knowledge about these legal options to make an informed decision. Close to half of respondents chose Foundation as a framework and this is definitely influenced by WINGS current emphasis on the pay forward fund that assists individuals to take the course. Nonprofit society received the next highest number of votes with a number of respondents commenting they did not have enough knowledge to make an informed choice.

The last two questions in the survey were to capture interest in volunteering with WINGS and whether or not the social and business activities should be separate. Respondents were asked if they would be interested in any of the following volunteer opportunities:



There were a number of individuals who expressed interest in all of the above and emphasized their belief in WINGS' vision. Overall more than half of respondents expressed an interest to volunteer with WINGS. A few respondents commented they wanted more details about the commitment for each of the volunteer opportunities while others offered wisdom about replacement mechanisms. A few respondents expressed concern over travel time dependent on where activities took place.

The last question on the survey asked respondents if they saw the topics (business, social, personal) being organized in separate committees/groups? This question was based on the potential idea of working groups to organize WINGS' activities.



More than two thirds of the respondents stated yes to separating the topics. This may be correlated to the lower interest in the business networking and activities. A number of comments from respondents stated they had no business to network.

The final portion of the survey offered an opportunity for respondents to offer additional ideas or thoughts. Twenty four (24) comments were made. More than ten (10) comments expressed gratitude for the opportunity to participate in the survey. A few comments wished for more information on WINGS and where founder Kimberly Nonis “wants it to be in 5 years”.

A few comments were personal and reflect trust in founder Kimberly Nonis. Respondents’ interest in WINGS is definitely connected to their relationship with the founder.

*“I think the power of WINGS is the through the power of the founder Kim Nonis. It is her unwavering commitment to providing the world with goodwill that has established the organization as one which anyone can trust. That same commitment should be reflected in the organization. Passion, joy, gratitude, appreciation and above all love. Kim is / was the spark for the organization, now a group is required to make the organization into a power house”.*

*“Business people, innovators, task makers, marketers, and influencers. I think WINGS can be more than just a part of the excellence series. It could be about goodwill for the world.”*

*“More youth, and young teen outreach and education”*

*“I see overall organization via board and sub-committees breaking off to*

*organize different aspects/events based on board decisions”.*

*“Regarding committees, I believe in the spirit of rotation so that I know that if I commit to 6 months or a year for a position when my time was up I can pass on my experience, strength, and then choose to move into another area of support that will offer me new opportunity for knowledge as well as different kinds of commitment.”*

*“My personal goal is to find a way to make the POE available to the aboriginal community in BC on a no/low cost basis. Another goal is to take the POE to 3<sup>rd</sup> world countries to help specific targeted individuals develop to their full potential.”*

Overall the findings suggest that there is interest in belonging to a graduate community and the majority of respondents expressed an interest in participating in some capacity with WINGS. More than half indicated an interest in volunteering. Of all the questions based on WINGS’ proposed objectives, fundraising netted the highest response rates with an annual fundraiser being the most popular option. Workshops tied fundraising in response rates as the ongoing learning activity of choice. The low response rates to business activities suggest this is not a priority for the respondents. The lower interest in business activities most probably influenced the overwhelming support for separate committees for business, social and personal activities. Spontaneous acts of goodwill were the favored activity for the goodwill objective. And should WINGS choose to rely on donations for its fundraising activities then becoming a charitable nonprofit would be in order.

This concludes the survey findings section of this report. The next section of this report is the analysis and discussion where the research results will be combined with the literature review.

## 5 ANALYSIS AND DISCUSSION

A number of studies and perspectives agree that an organization's age and size matter when it comes to choosing an appropriate governance model and structural framework. The analysis and discussion section begins by using the survey findings to decide on WINGS' scope and core activities which will help establish size. The balance of the analysis and discussion section uses the literature review to make sense of the three topics explored in relation to the client's organization. This section concludes with suggestions for a governance model and structural framework that best fit WINGS.

### 5.1 Scope and Core Activities

Determining core activities and scope for WINGS, based on graduate interest and wishes, is the first objective of this project. Pertaining to age, even though WINGS has been incorporated for more than five years, for the purpose of this project, it will be considered a young organization as its activities have been limited to a few fundraising events for the pay forward fund and solely guided by its founder Kimberly Nonis. The survey was developed using WINGS proposed objectives with the addition of a few questions on legal frameworks and participation interest.

The first question suggests that a large majority of respondents are interested in either participating or being part of WINGS. Raising funds through a major annual fundraiser received 37 mentions followed by socials and donations with 32 mentions. Although donations received a high rating, unless WINGS chooses to become a charity capable of issuing tax deductible receipts, this option is not viable based on respondents' answers to the question about the importance of charitable status. Regardless of WINGS legal status, survey findings illustrate a high interest in fundraising where proceeds are used for the pay forward fund which confirms support for this proposed objective. This is not surprising as the pay forward fund supporting enrolments in the Pursuit of Excellence has been WINGS main activity since its onset.

The organization's second objective about creating ongoing learning opportunities achieved thirty seven (37) mentions for workshops followed by keynote presentations at twenty seven (27). Workshops were also selected as an option for fundraising further validating this objective. With the exception of business networking, none of the business activities reached over twenty (20) mentions suggesting the third objective may not be a priority at this time. A number of graduates left comments on the survey stating they did not have businesses to promote. The lack of support for business activities no doubt influenced respondents suggestion that social and business activities be kept separate. On the other hand, thirty four (34) respondents expressed interest in spontaneous acts of kindness followed by community outreach with twenty eight (28) mentions indicating support for objective four about enhancing goodwill. The responses to the question for objective five about social events and opportunities for further connection resulted in several options with response rates in the high twenties (20s). This was somewhat expected as the nature of the graduate community is relationship based. In addition, social events were one of the top selections for fundraising which indicates graduates are

interested in social events for the purpose of fundraising. WINGS' final proposed objective about learning and support did not receive large amounts of interest. As mentioned in the survey's limitation section of this report, this question's options contained terminology specific to the surveyor's history with the graduate community. A number of graduates left comments that they did not understand the meaning of the options available. The final questions on the survey asked about interest in volunteering with the organization. Ten (10) respondents specified interest in being board members and eleven (11) in being part of committees. The survey respondents' interest in volunteering suggests there is potential for a solid board of directors or advisors and a variety of volunteers to lead specific activities.

Overall the survey results provide enough information to conclude that WINGS scope and activities consists of three objectives:

- Fundraising for the pay forward fund to support enrolment in the Pursuit of Excellence:
  - Major annual fundraiser, socials and donations;
- Opportunities for ongoing learning:
  - Workshops and keynote presentations; and
- Enhance goodwill that exists in the world:
  - Spontaneous acts of kindness and community outreach.

The number of respondents that were willing to volunteer in support of WINGS definitely make managing three objectives achievable. Based on the scope and core activities identified, WINGS is categorized as a young and small organization. With an emphasis on the relationship between size, age and governance and structure, newer and smaller organizations are best served by simple governance models and structures. The next section of the analysis and discussion begins the process of using the theories explored in the literature review in relationship to the client's organizational needs. Topics will be presented in the same order as the literature review: community, governance and structures.

### 5.2 Community

The first topic explored in the literature review was community. This topic is important as it forms part of WINGS' vision to have a large community of graduates. Community influences the development of an appropriate governance model and structure. Community has several conditions such as trust, belonging and creating a sense of ownership that are important to consider as WINGS intends to enrol volunteer graduates to assist with meeting the objectives. Ensuring graduates are committed is dependent on these conditions.

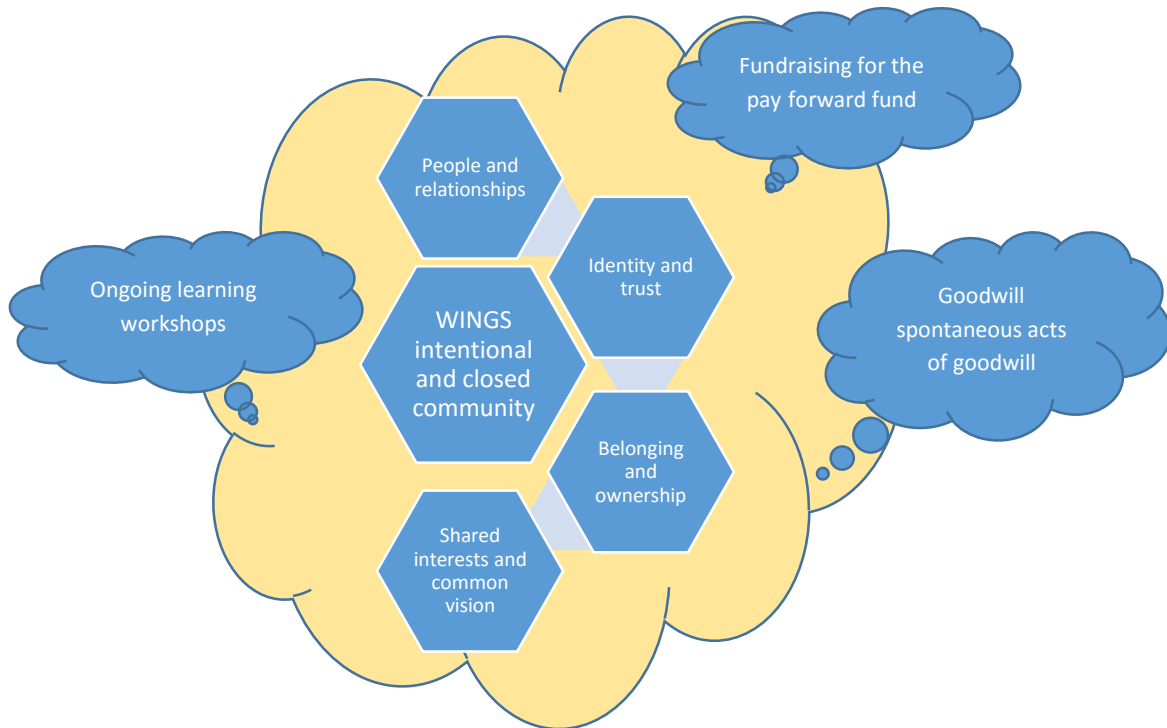
The literature review shows community is a complex term with a variety of meanings. The most agreed upon elements of community are people or relationships and common interests or shared visions (Block, 2008, Clague & Wharf, 1997, Connor, 1995, Morse, 1998, Torjman, 2007). These elements describe WINGS' community and are supported by the survey findings. The notion of a strong identity is included in the client's definition of community as it builds trust and trust in return is key to shaping individuals' commitment to an organization (Chaskin, 2008, Connor, 1995, Pulsa and Tolvanen, 2006). The topic of

trust also emerged in the comments section of the survey when respondents expressed a strong trust in founder Kimberly Nonis. Trust is described as the ‘social glue’ that supports an organization’s structure and encourages a sense of belonging (Pulsa and Tolvanen, 2006). The element of belonging also forms part of the client’s definition of community. Belonging is defined as being part of something and engaged in the creation and can be measured by closeness in relationships, shared norms and common circumstances among community members (Block, 2008, Chaskin, 2008). The elements of trust and belonging further describe WINGS’ intentional community.

WINGS’ community has a unique identity as an intentional closed group of graduates interested in lifelong learning and personal growth within the geographical setting of the Lower Mainland and Fraser Valley. Furthermore, the community is made up of individuals who want to belong and are invested in common interests – WINGS’ vision and lifelong learning. The tension between technology based communities and location based communities is not relevant for the client at this time but may be of interest in the future based on the organization’s vision for 3.2 billion graduates worldwide.

To summarize, the following illustration captures WINGS’ community and scope. A cloud has been chosen to demonstrate the boundaries of the closed intentional community. Individuals must be graduates to belong to the community. The characteristics defining WINGS’ community are contained on the inside of the cloud formation. The three objectives are included as the connected speaking bubbles representing WINGS’s proposed activities. There is no meaning attached to their location within the community as all can be worked on concurrently.

**Figure 21 – WINGS’ community and scope**



### 5.3 Governance

The second topic explored in the literature review is governance. Strong governance is vital to the success of organizations and communities (Mitchell and Bruhn, 2009). Governance is the core element in this discussion and analysis section as one of its characteristics is structure which influences the development of the structural framework. The terms governance and boards of directors are often used interchangeably as nonprofit and public organizations are required to have boards of directors as part of their governance (Anheier, 2005, Murray, 2006). As WINGS' founder wishes to retain control at the onset, a board of advisors is the best fit to engage volunteer leaders from the graduate community to foster growth and interest. Should WINGS consider becoming a charity in the future, the organization will be required to have a board of directors. At that point, WINGS will need to review board types and decide on the best fit.

There is substantial agreement across major theories and sectors that decision making is the core function of governance (Anheier, 2005, Chhotray & Stoker, 2009, Graham, Amos & Plumbtre, 2003, Mitchell & Bruhn, 2009, Philbin & Mikush, 2000, Torjman, 2007). Governance is described as the issue of "what to decide, how to decide and who shall decide" (Chhotray and Stoker, 2009). Theories and perspectives researched surprisingly had strong similarities when naming the characteristics of governance. Despite using slightly different terminology, accountability, strategic direction, process and structure represent the characteristics of governance in addition to the core function of decision making. These are the characteristics determined to be most relevant for WINGS' governance as a small and newer organization. A board of advisors, in the early stages, will need to focus on strategic planning to define priorities and goals based on the three objectives; establishing processes and structures as they are currently non-existent; and be accountable to the larger graduate community. Other common characteristics such as performance and systems were excluded as theories recommending them related to larger organizations (Anheier, 2005, Certified General Accountants, 2008, Institute on Governance, 2003, Quarter, Mook & Armstrong, 2009).

Three major theories of governance were reviewed: corporate, nonprofit, and hybrid. WINGS is currently incorporated as a business. As corporate governance is driven by economic benefit it does not fit with WINGS' main activities of fundraising, ongoing learning and goodwill. WINGS is driven by social and community benefit. Furthermore, most corporate models are systems based and concentrate on the relationship between board, management, staff and stakeholders. The corporate governance model is often used for larger public institutions and nonprofits with policy governance type boards.

On the other hand, nonprofit governance is largely volunteer driven while serving a variety of community stakeholders. Nonprofit models have structures and policies that reflect the values of the organization (Philbin and Mikush, 2000). Additionally nonprofit governance is concerned with the alignment of mission and activities where corporate governance concentrates on policies, fiscal matters and high level direction. Nonprofit governance aligns better with the client and its value and community based activities. Social enterprises are businesses operated by nonprofit societies and they often utilize nonprofit governance models. As mentioned in the introduction to WINGS, founder Kimberly Nonis

could be described as a social entrepreneur. Social entrepreneurs are defined as individuals who nurture goodwill and spread human potential (Moore, Westley, Thornbo and Holroyd, 2010).

Alternative governance models emerged due to growing numbers of community and collaborative initiatives where using singular theories and models in their entirety was an awkward fit at best. Two models were reviewed, both using the term hybrid. The authors defined hybrids as a blend different concepts and practices from various governance models in an attempt to reach the best fit for an organization (Chait, Ryan and Taylor, 2004, McKinsey and Company, 2004). The two models reviewed were: dynamic boards and governance as leadership. The dynamic board model incorporates three core areas of responsibility and offers more flexibility in governance (McKinsey and Company, 2004). The three core areas of responsibility are similar to the core characteristics of governance: shaping mission and strategic direction, ensuring leadership and resources, and monitoring and improving performance. According to the author, what makes this model hybrid is the flexibility of the board to focus on the responsibilities where attention is most needed. The model requires four elements: decisions based on size and structure, managed composition of members, inspired leadership and processes that impact members' feeling valued. Although the authors name the model hybrid due to its focus on core responsibilities, the four elements bring in more hybridity blurring corporate and nonprofit. The majority of corporate models do not consider members feeling valued as they expect members to fulfill their assigned term. In addition corporate boards tend to focus on the first two elements. Inspired leadership could be perceived as value based.

The governance as leadership hybrid model uses three modes of thinking: fiduciary, strategic and generative (Chait, Ryan and Taylor, 2004). The model's innovation stems from the reframing of familiar concepts and its unique focus on the modes of governing rather than the roles, processes and structures. All modes are necessary for good governance. As noted in the literature review the model is most often illustrated as a triangle (refer to p. 18, figure 2). Most boards are comfortable with fiduciary and strategic aspects which are found in both corporate and nonprofit governance. What makes this model attractive is the addition of the generative mode of thinking where rather than asking what's wrong and what's the plan boards are challenged to ask what's the question. The governance as leadership model encourages boards to change the way they think about governance. Although roles, processes and structures are required for good governance, the model does not concentrate on these which makes it ideal for WINGS as a small and newer organization. This model could be adapted to fit WINGS with a board of advisors removing the fiduciary mode which is not part of the advisory board model. Governance as a whole changes when using a board of advisors as decisions are maintained by the founder and the boards main role is to advise and make recommendations. The flexibility of the model will also benefit as the board of advisors will need to concentrate on strategic planning at the onset while setting up structures and processes. In addition, WINGS' innovative approach as it grows towards its vision appears to be in alignment with the generative mode contained in the governance as leadership model.

### 5.4 Structure

The final topic explored in the literature review was structures and they are important as they form part of this project's main objective: to develop a governance model and structural framework. Similar to governance, there are limitless options and models when it comes to organizational structures. Furthermore, like governance the "goal is to find the right fit between an organization's mission, values, structure and people" (Lakey, Lakey, Napier and Robinson, 1995). An organization's structure determines how roles are assigned, how the work gets done, how communication flows and lines of authority. They can be formal and informal: formal structures once established tend to remain static as they include policies and usually have legal implications, whereas informal structures are most often related to the human culture based on the relationships between actors. Informal structures will change as the actors involved in the organization change.

A structure for WINGS includes the role of its volunteers, board of advisors, coordination, functions and how its intentional community fits. The structure needs to be flexible to allow for growth and yet set a strong foundation. Structures have been differentiated based on vertical and lateral coordination. Most vertical and horizontal coordination models explored in the literature review seem too complex for WINGS as it has no staff or teams to manage. There also exists concepts for structural coordination based on social architecture. Architecture is used by several authors to describe structure (Bolman and Deal, 2008, Hegelson, 1995, Mintzberg, 2011). Architecture invokes a picture of a design strong enough to support growth and flexible enough to adapt as an organization evolves and seems more suitable to the client's organization at this early stage.

The web of inclusion is an example of a socially constructed architecture centered on developing relationships with little consideration for hierarchy. The model is circular and builds from the inside out much like a spider's web (Hegelson, 1995, Mitsifier, 1995). Its strength relies on a solid centre and the biggest challenge is to manage communication of those involved, particularly as an organization grows. The approach is always adapting to its environment and is a reminder that organizations are living organisms and their structure must continue to evolve much like the concept of morphology in nature (Block, 2008). The web of inclusion model focuses on the organization's mission which indicates it is value based. This model works with founder Nonis's wish to be the pivotal point in the organization. It is also value based which is fitting with WINGS' social values and community.

The other important aspect of structure is functions. Mintzberg (1979) clusters organizational functions into five categories: the strategic apex, administrative component, support staff, techno structure and operating core. Known as Mintzberg's Five, the groupings provide a visual way to illustrate the needs of an organization. Based on the size and age of WINGS, only the strategic apex and operating core are required. The strategic apex will be accomplished through the board of advisors and the operating core will be fulfilled by volunteers from the community.

There is also a four frame model that amalgamates major organizational development theories and functions (Bolman and Deal, 2008). The four frames are: structural, human resource, political and

## Governance Model for WINGS

symbolic. The authors stress that the use of multiple frames will lead to more effective organizations ensuring the best fit. With the exception of the political frames this model will be useful to guide WINGS through the beginning of establishing processes, roles and culture rather than being incorporated into its structure.

The discussion and analysis indicates several theories, elements and models which are suitable to WINGS' governance and structural framework and provide the potential for a best fit. As both governance and structure are living pieces of an organization and based on the concept of morphology, a model using a tree was deemed appropriate for WINGS. As per the objective of this project, the following model was developed considering this discussion as well as the client's needs. The model illustrated in Figure 22 is a composite of various theories blended to form an ideal structure and governance for WINGS.

The model is enclosed in a yellow cloud to indicate its boundaries as a closed and intentional community that requires members to have completed the Pursuit of Excellence course. In order to volunteer for activities and participate in the board of advisors, individuals must belong to the unique community. Using Mintzberg's function clusters, the strategic apex will include the board of advisors where Nonis will retain control of all decisions. It is anticipated that the operational function will be fulfilled by members of the community. Inserted in purple to the left are the core characteristics used to define WINGS' community.

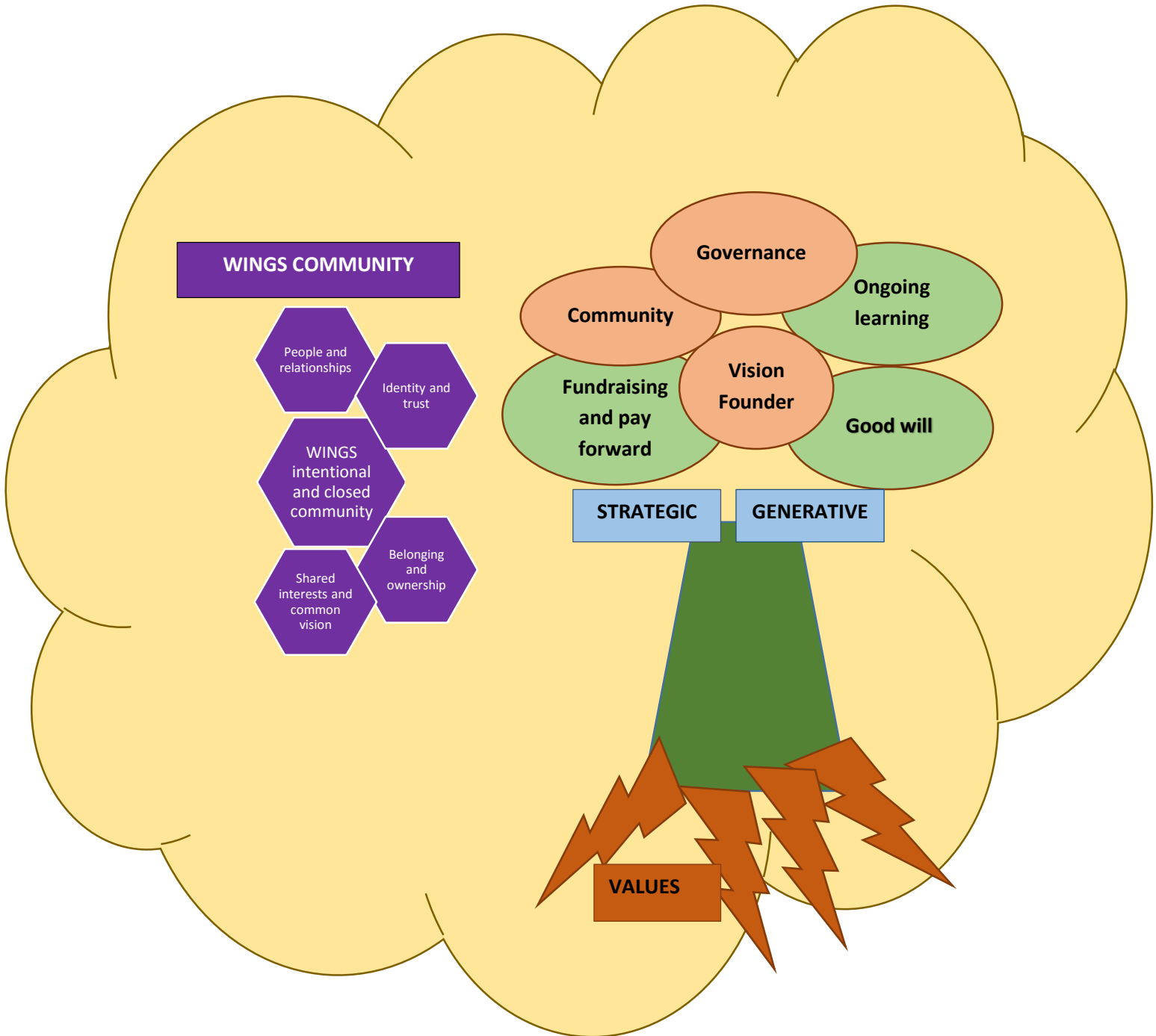
A tree is used as the basic architecture or structure's foundation. The tree embraces the idea that governance and structure are living elements of the organization and emphasizes the continuous requirement for adaptation as the organization grows and evolves. The tree is also significant as it represents the natural network that is core to the web of inclusion structure used to organize roles. Hegelson's (1995) web of inclusion was selected for WINGS structure for a number of reasons: it is value based and matches the organization being value based and it ensures Nonis the central role of leadership. As a tree is only as healthy as its roots, values have been inserted as roots to form a strong foundation for the structure. The roots will help WINGS establish a value based culture hopefully encouraging high levels of ownership and commitment from volunteers.

It is envisioned that the trunk will eventually hold the organization's mission once it is developed. The governance as leadership's two modes, emergent and strategic are inserted in blue squares to represent the two modes of governance fitting for a board of advisors. Within the two modes of thinking are the characteristics of good governance: accountability to the founder and community, strategic direction to set goals based on the three objectives, processes and structure. Decision making for WINGS will remain in the hands of founder Kimberly Nonis. Contained within the governance model is the spider like web of inclusion structure. For the purpose of this report and based on WINGS' newness, the web of inclusion is presented as bubbles each representing one or more advising board members. The web of inclusion forms the strategic apex function from *Mintzberg's Five* model, albeit with the founder making all decisions. Three bubbles are illustrated in green and represent the three objectives that were determined priorities by the graduate survey findings. These objectives consists of roles assigned within

the structure as they indicate the work that will get done. The other three bubbles illustrated in peach represent the founder's position as vision holder and decision maker and two additional roles deemed important in this start up phase: governance and community. It is anticipated that all roles will communicate with each other and with the founder. As such reporting and communication lines have not been inserted in alignment with the web of inclusion model.

This concludes the analysis and discussion which informs the next section on strategic recommendations.

**Figure 22 – WINGS' governance and structural framework**



## 6 STRATEGIC RECOMMENDATIONS

Based on the client's agreement with the proposed governance and structural framework, the following are strategic recommendations for short term and long term actions.

### 6.1 Short term recommendations – 1 to 3 years

- Develop board of advisors
  - Invite 10 to 12 individuals that have demonstrated a high level of interest in WINGS to an informal gathering:
    - Ensure invited members have desired skill sets and expertise
  - Present survey results
  - Present the proposed governance model and structural framework
  - Introduce key theories and the basics for each composite component
  - Facilitate discussion
  - Ask for commitment for key board roles based on the five goals;
- Host board strategic planning session to create a one to three year action plan for the three objectives including actions to guide governance and community engagement;
- Develop governance processes, establish board roles and responsibilities for presentation and ratification by members
- Seek continuous advice from board of advisors about organization's legal status

### 6.2 Long term recommendations – 3 to 5 years

- If WINGS wishes to increase fundraising by donations, it will need to consider becoming a nonprofit with charitable status;
- Seek advice on becoming a nonprofit with charitable status if and when the founder is prepared to give up control;
- Transition board of advisors to board of directors which is required to establish nonprofit and charitable status;
- Revisit governance and structure to ensure they are effective – changes will be required according to the law, if status changes to nonprofit;
- Consider adding paid positions to enable more work to get accomplished and better use board members time governing;
- Complete another survey as WINGS' community grows and add to the objectives to ensure the organization continues to meet the needs of its graduate community;
- Revisit and revise strategic plan.

This concludes the strategic recommendation section and leads to the final section of this report, the conclusions.

## 7 CONCLUSIONS

The conclusion introduces areas for further exploration while reflecting on this project's journey.

There is so much research available on the topics explored for this project that it was difficult to do them justice. In addition, modern day organizations no longer fit into the one size fits all of existing schools of thought and theories. Within the past decade, research has emerged challenging existing theories and although most suggest there needs to be more composite thought to governance and structural frameworks, few scholars suggest ideas or new theories that reflect this emergence. This is one area where more needs to be done, not only in the theorizing of new ideas and composites but also in the implementation of new models and follow up studies about their advantages and disadvantages. Much exists in the 'thought' schools but little in actual reflection as to the uses of theories.

Governance and structure were key pieces explored for this project. Governance includes structures and the question remains – if structure defines governance then does governance begin with structure? More also needs to be done to differentiate between boards and governance. Boards may be composed of people who make the decisions but governance is the process that guides how decisions are to be made. The two are very different and yet the majority of writings on the topics seem to use the terms interchangeably. There also could be more on the topic of boards of advisors and how useful they may be when founders wish to remain in control.

The idea of beneficiary governance also needs more research in order to gauge feasibility of the model. Any notion that claims to engage beneficiaries brings up the concern and challenge between meaningful engagement and tokenism. And although structures are often referred to as an organization's architecture, the majority of models are adaptations of the original vertical or horizontal coordination. More creative models ought to be developed that truly meet the needs of organizations and reflect their values and missions. There are organizations that have unique models of organizational development but they do not seem to make the research spectrum. This may indicate a need for researchers to move from the library to the real world, whether exploring corporate, nonprofit or public sectors. The disconnect between what is happening in the real world and the academic world appears more real at the end of this project than at the onset.

Throughout this project, the notion of a checklist for best governance and structures emerged. Such a checklist would provide a useful tool for organizations, whether for profit or nonprofit, to assist them in determining best fits when it comes to deciding on governance and structures. In addition, should another survey be completed, it is highly recommended that multiple choice questions be asked in a way that limits participants' options and provides opportunities for them to prioritize their answers.

Finally, although the model introduced is a best thought out fit at the moment, a follow up of WINGS once the model is used would be highly useful to ensure its adaptability and effectiveness.

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## 9 APPENDICES

### APPENDIX A - Survey Instrument



Faculty of Human and Social  
Development

University  
of Victoria

WINGS Inc (With Intention of Nurturing Goodwill and Self) was founded by Kimberly Nonis in 2007. The organization's purpose is to create community for graduates of the Pursuit of Excellence. Founder Kimberly Nonis's vision is for 3.2 billion graduates and a worldwide network. WINGS hope is to create intentional communities of graduates who are interested in continuing their growth journey through enrichment, engagement, and enrolment.

My name is Lucie Honey-Ray. I graduated from the Pursuit of Excellence in 1994 and am completing a Master of Arts in Community Development (MACD) at the University of Victoria (UVIC). Graduating from this program requires the completion of a major research project with a client. My client is WINGS Inc. My research project has two objectives:

To identify the needs of the graduate learning community to help determine core activities and scope of the organization; and

To develop a hybrid governance and structural framework that meets the objectives of WINGS.

This survey explores the needs and interests of Lower Mainland and Fraser Valley graduates for a community. The results will help determine WINGS's core activities and scope.

**General Statement of Interest:** Which statement best describes your level of interest in this initiative:

I am interested in belonging to a graduates of the Pursuit of Excellence community

I am behind the idea of WINGS and will participate in events and activities when possible

I am very interested and willing to volunteer with WINGS to assist in the development

I am very interested and willing to take a volunteer leadership roles that aligns with my purpose

I am not interested in this initiative

### Objectives 1 to 6

WINGS has tentatively set out six objectives. Each objective is addressed by a question. Your answers to these questions will inform the first objective of this study to determine core activities and the scope of WINGS.

## Governance Model for WINGS

### Objective 1

To raise funds for a pay forward fund that supports enrolment in the Pursuit of Excellence. Which of the following ideas do you see as viable options to raise funds?

- Major annual fundraiser
- Donations
- Membership
- Business pay forward marketing strategy
- Workshops
- Socials – pub nights
- Commencement Angels (team to support Advancement programs with logistics)
- Other: \_\_\_\_\_
- 

### Objective 3

To create avenues for graduate business development and networking. Which of the following activities might you attend?

- I do not have a business or hobby to promote
- Business membership and directory
- Business membership with marketing strategy
- Business networking functions
- Business trade shows
- Business topic workshops
- Mentoring program
- Coaching program
- Other: \_\_\_\_\_
- 
- 

### Objective 5

To create social events and opportunities for enriched relationships among the graduate community. Which would you be interested in attending?

- Socials and dances
- Singles mingles
- Breakfast club
- Lunch club
- Dinner club
- Wine club
- Outdoor activity group
- Games night / Poker night
- Other \_\_\_\_\_

### Objective 2

To create ongoing learning opportunities. Which of the following activities interest you?

- Workshops
- Retreats
- Keynote presentations
- Lesson of the month
- Book clubs
- Context 101 – weekly messages
- Onion ring – monthly Grokking meetings
- Other: \_\_\_\_\_
- 

### Objective 4

To create opportunities to enhance the goodwill that exists in the world. Which of the following initiatives interest you?

- Community outreach
- Community service
- Spontaneous acts of kindness
- Website access to graduates' needs/assistance
- Flash mob good will
- Smile Project
- International outreach – volunteer assisting opportunities abroad
- Other: \_\_\_\_\_
- 

### Objective 6

To develop opportunities for additional support within the graduate community. Which of the following initiatives interest you?

- Online blog
- Online chat rooms
- Accountability circles
- Team works – rebuild and grow a team
- Volunteer WALK – free program for volunteers
- Tool mentorship – WALK the TALK
- Personal coaching
- Other \_\_\_\_\_

## Governance Model for WINGS

### Governance

The following questions address the second objective of our study to develop a hybrid governance and structural framework for WINGS.

#### Question 1

Would it make a difference in your level of support and participation if WINGS was a registered charity?

- Yes for financial donations (tax receipt issued)
- No for financial donations
- 
- Yes when it comes to volunteering my time
- No I will volunteer either way
- 
- Yes when it comes to participating in events
- No I will participate either way
- 

#### Question 3

Regardless of its structure, WINGS plans to operate and be volunteer driven. Would you be interested in any of the following volunteer opportunities?

- Board member
- Volunteering specific skills and/or talents
- Committee member
- Volunteer at events and activities
- Participate at events
- Lead specific initiatives – based on interest
- Social
- Business
- Fundraising
- 
- 

#### Question 2

From your knowledge of organizations, how do you see WINGS legal framework?

- A business corporation
- A non profit society registered in BC
- A charity registered in Canada (issues receipts)
- A Foundation – education/learning based
- An association – membership based
- Other\_\_\_\_\_

#### Question 4

Do you see each of the objectives being organized in separate committees/groups?

- Yes
- No
- 
- 
- 
- 
- 
- 
- 
- 
- 

If you have any additional ideas or thoughts that have not been covered by this survey we would love to hear them:

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***Thank you for your participation!***