

A Cause for The Kids: A Best Practices Examination of CMN Hospitals and St. Jude
Children's Research Hospital

A Senior Project

presented to

the Faculty of the Department of Experience Industry Management
California Polytechnic State University, San Luis Obispo

In Partial Fulfillment

of the Requirements for the Degree

Bachelor of Science

by

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March 2021

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ABSTRACT

A CAUSE FOR THE KIDS: A BEST PRACTICES EXAMINATION OF CMN

HOSPITALS AND ST. JUDE CHILDREN'S RESEARCH HOSPITAL

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MARCH 2021

Children's hospitals provide funding for patients and their families to receive proper treatment and resources without having to worry about a financial burden. The purpose of this study was to examine the best practices of Children's Miracle Network Hospitals and St Jude Children's Hospitals; compare and contrast the best practices of each foundation and identify how they can learn from each other. A comparative analysis was conducted between Children's Miracle Network Hospitals and St. Jude Children's Research Hospital. This study concluded that both children's hospitals foundation teams are led by a board of directors that differ in size and draw most of their awareness through fundraising campaigns. Recommendations include developing engaging fundraising campaigns to enhance awareness and education and promote consistent interaction within communities to grow awareness and involvement in fundraising campaigns for the organization's cause.

Keywords: nonprofit organizations, fundraising, awareness, education, project, partnerships

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Chapter 1

INTRODUCTION AND REVIEW OF LITERATURE

Background of Study

Having strong nonprofit governance within an organization can mean life or death for not only the company, but in this case, a child as well. Nonprofit governance as defined in *A Coalition Perspective on Nonprofit Governance Quality: Analyzing Dimension of Influence in an Exploratory Comparative Case Analysis*, is “the set of conditions that should be fulfilled and practices that should be applied to enhance the achievement of a nonprofit organizations’ mission and vision” (Brown 2005; Callen et al. 2010; Green and Griesinger 1996, p. 1426). This governance is made up by board members who align with the organization’s values and want to attain its vision. Along with the board and its internal structure, external elements such as: managers, advisory committees, and other staff, all contribute to nonprofit governance (Bradshaw et al., 1992; Carpenter et al., 2004; Cornforth & Edwards, 1999; Saidel and Harlan, 1998). For an organization to reach its full potential and turn a vision into reality, they must develop their best practices and continuously be looking for ways to further improve.

Multiple Children’s Hospitals have aligning core values that revolve around helping children. From the common cold to childhood cancer, both Children’s Miracle Network Hospitals (CMNH) and St. Jude Children’s Research Hospital are there to support pediatric patients and their families. These organizations utilize their internal structure as well as external connections in order to discover how their foundation runs effectively. Having a strong foundation and well-established organization is important to

the millions of children and their families that are seen at either of these hospitals. Between Children's Miracle Network Hospitals and St. Jude Children's Research Hospital, over 10 million patients are seen annually (CMN Hospital Nationals, 2021; St. Jude Children's Research Hospital, 2021).

Until there is a cure for all pediatric illnesses, Children's Hospitals will need to continue growing their knowledge by learning from each other and having a strong foundation team. The purpose of this study was to examine the best practices of Children's Miracle Network Hospitals and St. Jude Children's Hospitals; compare and contrast the best practices of each foundation and identify how they can learn from each other.

Review of Literature

Research for this review of literature was conducted at Robert E. Kennedy Library on the campus of California Polytechnic State University, San Luis Obispo. In addition to books and other resources, the following online databases were utilized: Academic Search Premier, Academic OneFile, ABI/INFORM Complete, and Google Scholar. The review of literature focused on leadership and organizational structure, fundraising and awareness, and sponsorship and partnership tactics that lead to a successful nonprofit organization.

Leadership and Organizational Structure

Nonprofit organizations are structured in different ways based on what will help them create the most effective organizational structure and maximize their opportunities for performing philanthropic work. The first step of organizing their leadership structure

is to create a board of directors. The three positions included in almost all board of directors are President, Vice President and Treasurer (Milano, 2021). The board of directors is responsible for running the nonprofit organization, setting rules and regulations, overseeing finance and strategic plans, and hiring executive staff. The executive staff is made up of a president, vice president, and other chief officers. Their main job is to oversee the lower-level staff positions, speak at external events, and meet with potential donors (McSween, 2018). The size of the board differs based on how large or small the organization is (Milano, 2021). Oftentimes, these organizations will also have managerial and administrative staff. Managerial staff usually work face to face with customers by providing an array of services and programs and perform daily tasks. Their day-to-day duties include developing new programs or organizing events. On the other hand, the role of the administrative staff is a more entry-level position in which they assist board members on anything they need help with (McSween, 2018). Because these types of organizations are not motivated by profit, an organization supported by teamwork is often the most suitable type of organizational structure. These teams can be made up of board members, staff, and volunteers (Markgraf, 2021).

Leaders of nonprofit organizations are depended on to embody their organization's values, mission, and vision. Strategic leadership in nonprofit organizations works differently than management positions. This is because a leader is continuously taking into consideration the organizational strategy and maintaining the overall vision about the external environment. To be a leader, one must represent the ability to develop strategy and influence others to follow it. Because leaders are the ones conducting what occurs on a strategic level, organizations reflect the cognition and values of their top

managers (Hosmer, 1982). Love states that in order to maintain a sustainable nonprofit organization, there must be effective leadership. The following are key components that lead to strong nonprofit governance: strategy, decision-making, recruitment and retention, organizational direction and accountability (Love, 2018).

Fundraising and Awareness

In 2010, nonprofit organizations received more than \$290 billion donations and \$22 billion among which went to health organizations, providing support for nonprofit health facilities, specific diseases, disorders, or condition, and scientific research for medical prevention and treatment options or cures (Giving USA Foundation, 2011). Nonprofit health organizations are critical in our society because they provide “the necessary funding for biomedical research, free from federal, state and institutional politics, to not only save lives and improve health, but also lower health care costs” (Kiessling, 2008, p. 5). These types of organizations provide patients and their families with treatments as well as support programs. In order to receive donations, nonprofits host fundraisers to bring awareness to their cause and motivate people to participate.

The United States alone consists of more than 1.4 million non-profits; non-profit organizations include hospitals, universities, animal shelter, museums, and many other community-based institutions (Counts et al, 2019). Counts et al. (2019) discusses the correlation between fundraising education and charitable dollars; improving fundraising education throughout the nonprofit sector can lead to more effective fundraisers, thus raising more funds. The unknown of fundraiser education is what Counts et al. studies in this literature to be able to identify and provide recommendations regarding proper training needs. Because fundraising is critical to the success of nonprofit organizations, it

is important to create proper training programs to help those in this sector. A study conducted by Erwin (2013) to find how fundraising effects performance in children's hospitals demonstrates that the financial condition of an organization plays a significant role in the measure of the effectiveness of chief executives and boards of directors (Brown 2005; Herman and Renz 2008; Ritchie, Kolodinsky, & Eastwood 2007). Fundraising performance is a tool used to measure annual evaluations for fundraising as well as nonprofit management staff. Nonprofit management staff and fundraising together make up a considerable portion of the internal success for a nonprofit organization. This study also revealed that organizations with fewer funds lack some key strategic attributes that those with more charitable dollars acquire.

Sponsorship and Partnership

Nonprofit organizations accept different types of monetary; these forms are individual donations and grants as well as corporate sponsorship. Corporate sponsorships aid nonprofits with increasing revenue and developing relationships with affluent prospects. This would not be possible if there was not an emphasis on corporate giving and a mass number of businesses willing to become sponsors. Gauss (2021) describes that a sponsorship payment is where a corporation contributes to an organization without a high return on investment. Nonprofits do their best to compensate and acknowledge their corporate sponsors, however, their recognition cannot endorse the sponsor's product, use comparative language, or mention price information. Partnerships between a nonprofit organization and a corporation are beneficial to both parties alike. Nonprofits will increase exposure awareness, acquire new supporters, and legitimize their brand.

Whereas corporations will improve brand perception, attract new customers, and increase employee satisfaction (Gauss, 2021).

Nonprofits that want to obtain long-lasting sponsors will aim toward forming meaningful partnerships. Meaningful partnerships go beyond transactional contact-for-service relationships and lead to benefiting both participants in some way or another (Mendel, 2013). Mendel also mentions that it is common for nonprofits participating in partnerships to engage in shallow transactional and nonpermanent arrangements with other nonprofit organization. This is the outcome of nonprofit participants being more focused on discovering a funding source and lacking in the relational approach. Nonprofit teams are beginning to notice lack of retention from their partners and are improving on strengthening their approach and transforming to meaningful partnerships.

Purpose of the Study

The purpose of this study was to examine the best practices of Children's Miracle Network Hospitals and St Jude Children's Hospitals; compare and contrast the practices of each foundation and identify how they can learn from each other.

Research Questions

This study attempted to answer the following research questions:

1. What are CMN Hospital's and St Jude Children's Hospital's organizational structures?
2. What partnerships do CMN Hospitals and St Jude Children's Hospitals have?

3. What are CMNH and St Jude's doing to raise money and awareness for their causes?
4. How effective are their partnerships?
5. How effective are their fundraising and awareness tactics?

Chapter 2

METHODS

The purpose of this study was to examine the best practices of Children's Miracle Network Hospitals and St Jude Children's Hospitals; compare and contrast the best practices of each foundation and identify how they can learn from each other. This chapter includes the following sections: description of organization, description of the instrument, and description of procedures.

Description of Organizations

A comparative analysis of Children's Miracle Network Hospitals and St. Jude Children's Research Hospital best practices was conducted for this study. The two organizations both support sick children but have different approaches and missions to achieve their visions. CMN Hospitals raise funds and awareness for their local children's hospitals and support all pediatric illness, whereas St. Jude focuses on researching childhood cancers and supporting patients and families battling childhood cancers. Both organizations strive to remove the burden of treatment costs so the families can focus on their child's health and wellbeing.

Children's Miracle Network was founded in 1983 when Mick Shannon, a successful broadcaster, saw a grander vision for his telethon (Children's Miracle Network Hospitals, 2021). He partnered with others from the entertainment industry and hosted the first Children's Miracle Network telethon that raised over \$800,000 in the first year. CMN Hospitals currently raises funds and awareness for 170 member hospitals that

provide 32 million treatments each year to kids across the United States and Canada. Due to the wide variety in the location of hospitals, donations stay local to fund critical treatments and healthcare services, pediatric medical equipment and charitable care. CMN Hospitals have raised over \$5 billion through numerous fundraisers, most funds being collected from the \$1 charity's Miracle Balloon icon. Its copious fundraising partners and programs support the nonprofit's mission to save and improve the lives of as many children as possible.

St. Jude Children's Research Hospital was born over 70 years ago when Danny Thomas, a young entertainer fulfilled his vow that he'd build a hospital if he ever became famous. In 1955, the survival rate for childhood cancers was 20%, and for the most common form of childhood cancer (acute lymphoblastic leukemia), only a 4% survival rate. Danny and a group of Memphis businessmen he partnered with believed that St. Jude would help families in need and would become a unique research institution for the world's best doctors and scientists to gather and work together to cure childhood cancer. In 1962, Danny used his platform and fame to open St. Jude Children's Research Hospital in Memphis, Tennessee to change the lives of thousands of children and families (St. Jude Children's Research Hospital, 2021).

Description of Instrument

The instrument utilized in this study was a best practices analysis developed by the researcher (see Appendix A). The instrument was created after discovering and researching areas that contribute to a successful nonprofit organization in the Review of Literature. The instrument displays various areas of the success of a nonprofit

organization, such as leadership and organizational structure, fundraising and awareness, and partnership. A pilot test was conducted on two organizations within the same nonprofit sector, Lucile Packard Children's Hospital Stanford and Children's Hospital Association. After the pilot study, several adjustments were made regarding the questions being asked by the researcher. More specific questions about what makes a best practice were added as well as questions for an interview to be conducted. These adjustments further allow the researcher to gather and analyze necessary information about what practices make a nonprofit organization successful.

Description of Procedures

A comparative analysis was conducted between Children's Miracle Network Hospitals and St. Jude Children's Research Hospital. The instrument utilized in this study was a best practices analysis developed by the researcher. Research for this study was conducted for two weeks in February 2021. Both quantitative and qualitative information was gathered and organized into what each organization is doing well and what they can learn from each other.

The results in Chapter 3 will include the selected organization's organizational structure, partnership, fundraising and awareness, and social media. The researcher conducted the study by using information from CMNH's website and St. Jude's website and interviewing CMN Hospitals Director of Public and Media Relations, Kristen McCloy. Additionally, research was conducted using articles and journals from Cal Poly's academic databases including Academic Search Premier, Academic OneFile, ABI/INFORM Complete, and Google Scholar.

Chapter 3

PRESENTATION OF THE RESULTS

The purpose of this study was to examine the best practices of Children's Miracle Network Hospitals and St Jude Children's Hospitals; compare and contrast the practices of each foundation and identify how they can learn from each other. A best practices approach was utilized to examine St. Jude Children's Research Hospital and Children's Miracle Network Hospitals. This chapter includes the following subsections: organizational structures, partnerships, fundraising and awareness, and social media.

Organizational Structures

Children's Miracle Network Hospitals is the largest network of children's hospitals in the US and Canada. CMN Hospitals partner with leading providers of pediatric healthcare that is focused on a mission to help as many kids as possible live better, healthier lives. Paired with a national headquarters in Salt Lake City and local representatives throughout North America, their structure allows national fundraising efforts to be executed in local communities. Children's Miracle Network has 170 member hospitals across North America, treating over 10 million kids every year. Each member hospital has a leadership team with very similar organizational structure. Children's Miracle Network is led by a President and CEO, Chief Program Officer, and Executive Vice President and Chief Operating Officer. They also have a board of trustees that consists of six members as well as twenty other board members. All CMN member hospitals follow a similar organizational structure consisting of 10-20 members on their

Foundation Team or Board of Directors. The Foundation Team of each member hospital is responsible for the fundraising, awareness, and outreach aspects of their hospital. Each hospital has different positions but an example of CMN Hospital's organizational structure is Dell Children's in Austin, Texas. Dell Children's Foundation Team is made up of 10 members all fighting for the same cause. This team is led by the Executive Director, followed by the Development Coordinator, Associate Development Coordinator, Director of Development, Associate Director of Development, Office Manager, Senior Director of Annual Giving, Development Coordinator, Director of Development, and Senior Director of Events.

St. Jude's fundraising platform is the American Lebanese Syrian Associated Charities (ALSAC). ALSAC was founded by Danny Thomas in 1957 to be the fundraising and awareness organization for St. Jude Children's Research Hospital. The mission of ALSAC is to raise enough funds and awareness necessary to operate and maintain the hospital. In order for ALSAC to achieve its mission, it must raise 80% of the funds necessary to maintain and operate St. Jude. Similar to Children's Miracle Network Hospitals, St. Jude Children's Research Hospital has a Board of Directors, Board of Governors, along with other Board Members. As for ALSAC specifically, there is an ALSAC Board of Directors made up of 3 of the following 3 positions: A Chair, a Vice Chair, and a Secretary.

Partnerships

CMN Hospitals acknowledges that their partnerships play a large role in gaining funds for their organization. Since 1983, CMN Hospitals have raised more than \$7 billion

with the help of their strategic partners. CMN Hospitals Director of Public and Media Relations says that “CMN Hospital’s partners are passionate, diverse, powerful, and imperative!” With over 100 corporations and millions of employees, CMN Hospitals averages a 20+-year history with their corporate partners. Some of these partners have been a part of their network since the very beginning of their telethon days, which is a true testament of their organizational values. CMN Hospitals takes pride in the fact that their partnerships are viewed as relational rather than transactional. They create these relational partnerships by focusing on customer-intimacy and striving to build strong, meaningful relationships that join business and community impact.

St. Jude says that their corporate partners are involved in helping them continue to lead the way the world understands, treats, and defeats childhood cancer and other life-threatening diseases. St. Jude’s partnerships are based around aligning values within the company. They have different partners under each category. These categories include vision, hope, dream, inspire, and believe. They have 24 vision partners, 17 hope partners, 43 dream partners, 9 inspire partners, and 21 believe partners. Alike CMNH, St. Jude also has the option to become a partner on their website.

Fundraising and Awareness

Through CMN Hospital’s partners, programs, and events, they have great opportunities for awareness. A key component to awareness is gaining an understanding of who and where the nonprofits current and prospective supporters are. The primary component for awareness is their fundraising campaigns. These campaigns come in a variety of different forms, such as Dance Marathon, peer to peer fundraising, platform

campaigns, point-of-sale campaigns, radiothons, and in-network annual events. National Pancake day through IHOP is a perfect example of one of their platform campaigns. An example of their point-of-sale campaigns is any retail store campaign such as ACE. Their in-network annual events consist of events such as Children's Hospitals week which is considered to be an internal fundraising campaign. These fundraising campaigns provide the opportunity to drive awareness through education and experience as well as create the opportunity to amplify their brand by empowering and connecting others who are all passionate about the same vision, to change kids' health and change the future. One of their biggest fundraisers that have raised over \$330 million for the kids is their Mediathon. CMN Hospitals partners with over 350 radio and television stations across North America to conduct Mediathon events. These live, multi-hour events usually feature a local CMN Hospital and inform their community on how important donations are to aid patient care and services for their local children and families. Another very popular CMN Hospitals fundraiser that has raised over \$300 million for the kids is Dance Marathon. Dance Marathon involves college and university students at more than 300 campuses across the United States and Canada. Each Dance Marathon ranges from being an 8 to 40-hour event. Generally, Dance Marathon's will invite their local miracle families to share their stories, conduct in-event fundraising activities, have performers and guest speakers, along with much more fun-filled activities. All funds raised at a Dance Marathon go directly to their local CMN Hospital. Dance Marathon ensures that no child or family fights pediatric illness or injury alone.

St. Jude uses their social media platforms, partners, and events to increase awareness of its cause. St. Jude does not provide as much detail about their large-scale

fundraisers on their website. However, you can search for an event if you know the event name and city it will be taking place. They also provide a general idea of fundraising campaigns they conduct. These fundraisers consist of trail rides, collegiate events, car rallies, cruisin' for St. Jude, and martial arts. Their website also provides the opportunity to create your own fundraising page or contact their team about a big fundraising idea.

Social Media

CMN Hospital's uses social media platforms such as, Facebook, Instagram, and their website to enhance engagement and education about their cause. CMN Hospital's Public Relations Team has built a strategy based on what type of content their followers are most interested in. This is the largest component that helps them determine what type of content they publish. Children's miracle stories receive the most engagement. Figure 1 provides an example of one of CMN Hospital's miracle story posts on Instagram. Recently, posts about COVID-19 relief and content aligning with the bigger idea of giving back are aspects that CMN Hospitals have been focused on displaying as well. Children's Miracle Network Hospital's website provides statistics and graphics to emphasize the number of children and families they help each day. Their numbers are constantly changing, but as of February 18th, 2021, these facts hold true: 62 children enter a CMN Hospital every minute, 1 in 10 children in North America are treated by a CMN Hospital each year, and 32 million patients' visits are provided for 10 million kids every year by CMN Hospitals.



Figure 1. CMNH Instagram Post of Miracle Kid

St. Jude Children’s Research Hospital does not share as many graphics and statistics on their website. However, they do provide information on their background, care and treatment, research, training, ways to get involved, and ways to give. St. Jude also uses social media platforms such as Instagram and Facebook as a way to educate and engage with the community. On both social media platforms, they present children’s stories, partner recognition, and publicize fundraisers that the community can participate in. Figure 2 is an example of a post made by St. Jude about one of their patients and her story.



Figure 2. St. Jude Instagram Post of Cancer Patient

Chapter 4

DISCUSSION AND CONCLUSIONS

This study is aimed to explore what contributes to the best practices of children's hospitals. This concluding chapter will include the following: a discussion of the findings, limitations, conclusion based on research questions, implications of the finding, and recommendations for future research.

Discussion

Research on how children's hospital's foundations are structured and how they develop their practices showed what goes into creating, maintaining, and growing a successful nonprofit organization. A well-structured board of directors, strong partnerships, effective awareness and fundraising strategies are all important aspects of a thriving children's hospital.

A successful organization requires a strong and strategically developed organizational structure. Having a well-established organizational structure gives the nonprofit organization a better chance at raising the funds needed to succeed. As Milano (2021) states, the first step to creating a leadership structure is by forming a board of directors. Both Children's Miracle Network Hospitals and St. Jude Children's Research Hospitals began with a board of directors. The difference in their structure is that CMN Hospitals has 170 member hospitals with Foundation Teams/Board of Directors of 10-20 members responsible for the fundraising, awareness, and outreach aspects of their

hospitals. Whereas, St. Jude has a much smaller board made up of 3 positions that are focused on those same aspects. Both organizations have a strong structure, but for St. Jude to continue to grow, they should consider expanding their board by create a more diversified list of roles. They can do this by taking their current roles of Chair, Vice President, and Secretary, and create different committees to be in charge of more specific aspects. It would be helpful if they followed a similar structure as one of the CMN member hospitals and implemented more diversified roles. To do so, St. Jude's ALSAC board should construct specific positions for public relations, community engagement, donor relations, fundraising, etc.

A successful partnership stems from networking with companies who have aligning values with your organization and developing relational rather than transactional partnerships with them. CMN Hospitals and St. Jude both use the term "partnership" rather than "sponsorship," because they both maintain a relational partnership with the corporations that support them. In order for a nonprofit to obtain long-lasting sponsors, it must aim towards forming meaningful partnerships (Mendel, 2013). Both organizations do a substantial job at creating and maintaining relational based partnerships. CMN Hospitals has an average history of 20+ years with some of their corporate partners and St. Jude has over 100 corporate partners. Both organizations have developed an abundant number of partnerships that have helped their success as an organization tremendously.

For many children's hospitals and other nonprofit organizations, fundraising campaigns are a primary component for awareness. CMN Hospitals and St. Jude both use fundraising campaigns to drive awareness. Fundraising campaigns are not only important for awareness, but for raising enough funds to keep an organization running as well. In

2010, nonprofit organizations received more than \$290 billion in donations and \$22 billion of that sum was distributed between health organizations, providing support for nonprofit health facilities, specific diseases, disorders, conditions, and scientific research for medical prevention and treatment options or cures (Giving USA Foundation, 2011). CMN Hospitals provides an ample amount of information on their website on how to get involved and participate in fundraisers. St. Jude does not provide as much information about their fundraising campaigns and can improve their efforts by creating a more in-depth description of their events and how to participate.

There were multiple limitations of this study. One limitation was a possible bias and writing with a fully open mind. Having a lot of experience with and knowledge about CMN Hospitals made it challenging to focus on the facts and data discovered rather than previous knowledge and experience with CMN Hospitals. Another limitation involving potential bias, is the first-hand experience with one of St. Jude Children's Research Hospital's point-of-sale fundraising campaigns. HomeGoods is a national corporate partner of St. Jude and working there during their annual point-of-sale fundraiser for St. Jude demonstrated the copious amount of funds raised through that partnership. This limitation was overcome by interviewing Kristen McCloy at CMN Hospitals and learning about how successful their point-of-sale campaigns are as well.

Through this study, the researcher was able to conclude that both children's hospital foundation teams are led by a board of directors, some boards being smaller than others amongst other things. A main component for awareness and fundraising for children's hospitals is their fundraising campaigns. Both studied organizations have a large pool of effective corporate partners that aid their success. The fundraising and

awareness tactics allow both organizations the opportunity to educate and promote fundraising for their causes. All of these conclusions have led to what practices work best for children's hospitals and their success.

Conclusions

Based on the findings of this study, the following conclusions are drawn:

1. Each hospital has a board of directors for their foundation teams.
2. Both organizations have large national corporate partnerships that aid the success of their organizations.
3. CMN Hospitals and St. Jude's main component for awareness is their fundraising campaigns.
4. Both organizations have an impressive amount of effective corporate partnerships.
5. The fundraising and awareness tactics for both organizations are similar and effective.

Recommendations

Based on the conclusions of this study, the following recommendations are made:

1. Have a strong and strategically developed organizational structure for all affiliated organizations to enhance productivity and efficiency of the organization.

2. Invest time and effort to create life-long partnerships and good rapport with corporations to maintain positive practices on gaining partners for the organization.
3. Develop engaging fundraising campaigns to enhance awareness and education for the cause of the organization.
4. Continue to develop and maintain a personal relationship with all corporate partners to ensure retention for the organization's partnerships.
5. Promote consistent interaction within communities to grow awareness and involvement in fundraising campaigns for the organization's cause.

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APPENDIXES

Appendix A

Instrument

Table 1

	Children’s Miracle Network Hospitals	St. Jude Children’s Hospital
Organizational Structure (effectiveness)		
Leadership (size)		
Core Values (mission & vision)		
Partnerships (effectiveness)		
Fundraising (strategies, education & information)		
Awareness (education & fundraising campaigns)		
Social Media (platforms & function)		
Instagram (education, information, reach, likes, interaction)		
Facebook (education, information, reach, likes, interaction)		
Website (education, information, reach, likes, interaction)		