12-9-2024

Financial Strategies Nonprofit Organizations Use for Sustainability

Charlena Young
Walden University

Walden University

College of Management and Human Potential

This is to certify that the doctoral study by

Charlena Young

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee
Dr. Isabel Wan, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Yvonne Doll, Committee Member, Doctor of Business Administration Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2024

Abstract

Financial Strategies Nonprofit Organizations Use for Sustainability

by

Charlena Young

MBA, Columbia Southern University, 2010

BA, Kentucky State University, 2007

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2024

Abstract

Nonprofit organizations play a crucial role in providing essential resources to communities. However, research indicates that many nonprofit leaders lack the financial strategies needed to generate sustainable revenue for their organizations. Grounded in the resource dependence theory, the purpose of this qualitative single-case study was to explore the financial strategies that three nonprofit leaders used for revenue generation to sustain the organization. Data were collected from the literature review, semistructured interviews, and public documents. The thematic analysis included data coding and theme identification. The three key themes identified were revenue diversification, relationship-building, and internal financial processes. The key recommendations for nonprofit leaders are: (a) assess financial stability, (b) explore innovative financial strategies, and (c) develop a succession plan that includes a financial plan. The implication for positive social change includes the potential to provide financial strategies that nonprofit leaders can use to ensure sustainability and continue providing essential services to their communities.

Financial Strategies Nonprofit Organizations Use for Sustainability

by

Charlena Young

MBA, Columbia Southern University, 2010

BA, Kentucky State University, 2007

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2024

Dedication

I dedicate this study to my family and everyone who supported me on this journey. My sister Aaliyah always encouraged me to do something that makes me happy and to stay confident that I have what it takes. My sister Charlesa's determination to reach her goals and honest feedback kept me on the path to the finish. My brother Anthony (Jason) always told me to keep going and made sure I didn't doubt myself. My mom, Celean Young, always asked the right questions to help remove any doubt and showed up for me no matter the time. My dad, Anthony Slater, always dreamed bigger for me than I could ever imagine for myself and was never afraid to share those dreams. I love you all, and this accomplishment reflects your consistent support.

Acknowledgments

Thank you to all who supported me on this journey. I am grateful for my supportive committee. I would like to thank my committee chair, Dr. Isabel Wan for your encouraging words, making yourself available to answer my questions, and providing timely feedback. Thank you, Dr. Yvonne Doll, my second committee member, for your feedback and for sharing your wealth of knowledge.

I would like to thank the partner organization that took the time out of their schedule to allow me to conduct interviews. Thank you for allowing me to learn about your organization and the financial strategies used by a nonprofit organization. Your leadership and professionalism contributed to the success of my study.

Thank you to my family for supporting me and not allowing me to quit during challenging times. Thank you, God, for allowing me to realize a long-awaited dream.

Table of Contents

List of Tables

List of Figures

Section 1: Foundation of the Study

Financial sustainability is important to the success of nonprofit organizations and can be obtained through diverse funding strategies (Ilyas et al., 2020). Nonprofit organizations are responsible for providing a service to the community and need funding to achieve their mission. Nonprofit organizations fill the gap of unmet needs for public services in the community with or without the support of government funding resources (Cheng & Yang, 2019). The leadership in nonprofit organizations should have financial strategies in place to generate revenue for sustainability.

Background of the Problem

There is a long debate amongst scholars about the best strategy to combat revenue uncertainty for nonprofit organizations when they are asked to do more with little, especially during a time of crisis (Piatak & Pettijohn, 2021). The leaders of nonprofit organizations should have financial strategies to sustain their organization. Nonprofit organizations typically rely on four primary income sources that include: (a) income from donations (private individuals and enterprises); (b) income from government (through grants, contracts, and services); (c) income from revenue sources such as service fees and products sold; and (d) income from investments (von Schnurbein & Fritz, 2017). At a minimum, nonprofit organizations should have sufficient annual revenue growth to sustain current operations in future years to accommodate the growing demand for services (Denison et al., 2019). To pursue social missions, nonprofit organizations must generate revenue even though they are not profit-oriented (von Schnurbein & Fritz, 2017) and develop sustainable financial strategies. A nonprofit’s financial sustainability is directly tied to its ability to continually meet the needs of its servicing community through diverse revenue streams (Rottkamp, 2021). The primary focus of the doctoral study is to explore financial strategies nonprofit leaders can use to generate revenue for sustainability.

Problem and Purpose

The lack of funding for nonprofit organizations directly impacts their ability to provide needed resources and sustain the organization (Dadić & Ribarić, 2021). In 2018, 220,000 nonprofit organizations surveyed in the United States showed that 50% have less than one month of operating reserves, 30% have lost money over 3 years, and 7-8% are technically insolvent (Rottkamp, 2020). The general business problem is that nonprofit leaders lack financial strategies to sustain their organizations. The specific business problem is some nonprofit leaders lack the financial strategies for revenue generation to sustain their organizations.

The purpose of this qualitative single-case study was to explore the financial strategies that nonprofit leaders use for revenue generation to sustain their organizations. The sample population consisted of three senior leaders of a nonprofit organization located in the Northeast region of the United States, who implemented financial strategies for revenue generation to sustain their organizations. The implication for positive social change includes the potential for nonprofit organizations to provide needed resources to communities by maintaining adequate funding for programs and strategic initiatives.

Population and Sampling

The specific population group included three senior leaders of a nonprofit organization in the Northeast region of the United States. I used purposeful sampling to ensure the participants met the criteria for the study. The criteria for participating in the study were nonprofit leaders that have experience with the decision-making process for financial strategies for revenue generation to sustain their organization, know the structure of the organizations, and/or financial challenges. I used the snowball sampling method to secure the participants. I conducted semistructured interviews using the interview questions identified in the study. All interviews were recorded. I achieved data saturation when no new information was provided.

Nature of the Study

The basic function of qualitative research is to seek to understand and explore human behavior rather than to explain and manipulate variables (House, 2018; Nassaji, 2020). Researchers use qualitative research to understand how people see, view, approach, and experience the world and make meaning of their experiences and specific phenomena (Ravitch & Carl, 2016). Therefore, I used the qualitative method to explore financial strategies that nonprofit organization leaders use for revenue generation to sustain their organizations. Researchers use quantitative research to explain human behavior with a defined hypothesis by manipulating the research field, a potentially careful choice of subjects, and standardization of data collection (House, 2018). Researchers use the mixed method to strategically combine aspects of qualitative and quantitative methods to seek qualitative rigor and validity depending on the research questions, goals, and argument (Ravitch & Carl, 2016). As a result, I did not use the quantitative method for the study because I did not collect data using statistical or mathematical means. I did not use the mixed method because researchers use this method when using both qualitative and quantitative for data collection.

Researchers use the case study design to explore and illustrate the research topic in various ways by collecting the data with the context of the subject matter using "what, "why' and "how" questions (Alam, 2021). As a result, I used the single-case study design because I explored and analyzed complex data and information related to the financial strategies for revenue generation used by nonprofit leaders in a single organization. Ethnographic research is used to produce a description and make interpretations about the values, beliefs, and language of this specific group (Kassan et al., 2020). I did not select the ethnographic research design because the study did not focus on the values, beliefs, and language of specific groups. Researchers use the phenomenological design to provide a thinking perspective that emphasizes the focus on human subjective experiences and interpretations of the world (Dewi et al., 2020). I did not use the phenomenological design because the doctoral study did not focus on individual experiences and personal interpretations.

Research Question

What financial strategies for revenue generation do nonprofit leaders use to sustain their organizations?

Interview Questions

1. What strategies do you use for financial stability to sustain the organization?

2. What strengths does your organization have that contributed to the success of these strategies?
3. What key barriers/challenges have you encountered with implementing these strategies?
4. How did you overcome these key barriers/challenges?
5. How did you assess the effectiveness of these strategies?
6. What is your primary funding source to sustain the organization (i.e. grants, donations, etc.)?
7. How have you maintained this success of your primary funding source?
8. Is there a succession plan to ensure the financial sustainability of the organization?
9. What additional information would you like to share about financial strategies implemented for sustainability?

Conceptual Framework

Pfeffer and Salancik (1978) developed the resource dependence theory to explain organizations' need for resources, including financial and physical resources as well as information obtained from the environment that make organizations' management potentially dependent on external sources. The resource dependence theory demonstrates that the diverse functions of organizations are influenced by their dependence on vital resources and financial sustainability can become a driver of nonprofit success (Ilyas et al., 2020). Leaders of nonprofit organizations need strategies to provide continuous financial support for the programs offered. As applied to this study, I used the resource dependence theory to explore strategies to address the organizational management needs for sustainability. The findings from the study show how practitioners implement the resource dependence theory as a financial strategy for sustainability.

Operational Definitions

Dependence: Reliance on resources from suppliers that creates an uncertainty of available resources based on the supplier's wishes, failures, or both (Craighead et al., 2020).

Financial stability: The ability of an organization to maintain its operations while being resilient to social, political, and economic disruptions (A. F. Johnson, Rauhaus, & Webb-Farley, 2020).

Financial sustainability: The ability of an organization to provide resources to communities by diversifying revenue streams and not relying on one source of income (Dadić & Ribarić, 2021).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are unverified biases that create boundaries on the participants' responses to questions during the data collection process (Braun et al., 2021). A central assumption of the doctoral study was I would receive honest responses from the participants interviewed. Another assumption was that nonprofit leaders implement financial strategies that directly impact the organization's sustainability. My last assumption was a single-case study was the best approach for the doctoral study.

Limitations

Limitations are potential weaknesses in a study addressed by the researcher that they cannot control (Coker, 2022). A limitation of the research study was that it would include the experiences of only one nonprofit organization in the Northeastern region of the United States, hence a single-case study. Using only one nonprofit organization in a study could create biased results. The second limitation was the availability of experienced leaders to participate and provide enough information during the interview process. The last limitation is my ability to collect enough data during the interview process from each participant.

Delimitations

Delimitations are the boundaries set by the researcher to determine what to include and exclude to make the study manageable and focused on the researcher's question (Coker, 2022). A delimitation was that data can only be collected from leaders within the organization. The second delimitation was that the data will only focus on one nonprofit organization, which may limit the ability to apply the findings to other nonprofit organizations. The last delimitation was the small sample size of three senior leaders who were interviewed.

Significance of the Study

The value of this study to business leaders might be identifying financial strategies for revenue generation that can be used universally. Establishing revenue generation for nonprofit organizations is critical for their sustainability. Nonprofit organizations are forced to explore financial support for sustainability from donations, volunteers, and other revenue sources due to decreases in government funding (Paxton et al., 2020).

Contribution to Business Practice

Nonprofit organizations play a vital role in developed countries, such as the United States, to provide critical health, social, and human services, in particular to vulnerable and underserved communities (Lam, 2020). Nonprofit organizations should be financially equipped to successfully execute missions and programs to meet the needs of their servicing community. This study may contribute to business practices by exploring financial strategies for revenue generation needed to sustain their organizations. The contribution to professional or practitioner application could be identifying financial strategies implemented to fund and operate nonprofit organizations' programs adequately.

Implications for Social Change

The implications for positive social change include the potential to provide financial strategies that nonprofit leaders can use for sustainability to provide needed services in their communities. Nonprofit organizations provide services to communities in the arts, human services, education, and health care (Kuan & Thornton, 2022). These services benefit children and adults at any phase in their lives through after-school programs, housing assistance, workforce development, and senior assistance. Nonprofit organizations with leaders who developed sustainable financial strategies help the organization and community they serve.

A Review of the Professional and Academic Literature

In this literature review, I focused on the resource dependence theory as the conceptual framework. The research findings may help nonprofit leaders with financial strategies that can be used for sustainability.

The organization for this literature review consisted of the strategy for gathering information, conceptual framework analysis, an overview of nonprofit organizations, financial strategies, and sustainability. The strategy that I used for gathering information included details on collecting and protecting the privacy of individuals who participated in the study. The literature review included an analysis of the resource dependence theory that was used as the conceptual framework for the study. The alternative theories that were reviewed are the competitive advantage theory and the financial dependence theory. The analysis I completed in this section supported the best theory selected for the study. A section containing the overview of nonprofit organizations included an examination of the definition and purpose. The final section of the literature review consisted of an analysis of financial strategies and sustainability as they relate to nonprofit organizations. The literature review included previous research and findings related to financial strategies and the sustainability of nonprofit organizations to support the information provided.

To develop the literature review, I collected information from peer-reviewed literature in several research databases. Some databases include Emerald Management, Google Scholar, ProQuest Central, and SAGE Publications. Some of the search terms included *nonprofit organizations' financial strategies, nonprofit organizations, and* *sustainability, resource dependence theory, competitive advantage, institutional theory, nonprofit organizations' revenue, revenue diversification, nonprofit organizations funding diversity, nonprofit organization government funding, nonprofit organization donations,* and *nonprofit organization resource allocation*. I reviewed 151 sources for the doctoral study, with 120 of the sources published within the 2020-2024 period, which is 79%. The total peer reviewed sources for the doctoral study are 145, which is 96%. I reviewed 93 sources for the literature review, with 75 sources published within the 2020-2024 period, which is 81%. Additional information on the sources reviewed for the literature is demonstrated below in Table 1.

Table 1

Literature Review Source Content

Literature Review Content	Total #	# Within 5-Year Range (2020-2024)	% Total Within 5-Year Range (2020-2024)
Books	3	1	N/A
Other	3	2	N/A
Journal articles (Peer-reviewed)	87	72	83%
Total	93	75	81%

Resource Dependence Theory

The conceptual framework that I used for the doctoral study was the resource dependence theory developed by Pfeffer and Salancik in 1978. Pfeffer and Salancik (1978) defined the resource dependence theory as an organization’s need for resources, including financial and physical resources, as well as information obtained from the environment that made management potentially dependent on external sources. The financial sustainability of nonprofit organizational leaders depends on their ability to attract resources from donations, which is a challenging task in the resource-scarce external environment (Modi & Sahi, 2022). The ability of nonprofit leaders to attract resources for their organization is essential to the sustainability of the nonprofit organization (Modi & Sahi, 2022). Using resource dependence theory, I analyzed the external factors of organizations that impact their sustainability. The resource dependence theory can be used by organizations to enhance the efficiency of the organizations.

The use of the resource dependence theory comes with an evaluation of power. The resource dependence theory can be used to help nonprofit leaders evaluate the organization's internal and external factors, which create a dependence on resources from outside influences that can cause the organization to fail (Kulkarni et al., 2023). Researchers have found that the resource dependence theory can be used by leadership to determine strategies to mitigate challenges when depending on external factors by streamlining supply channel management practices (Kulkarni et al., 2023). The resource dependence theory’s three main factors that determine the dependency of a firm on scarce resources are the resources’ value, the availability of that resource, and the competition between firms to control that particular resource (Simo et al., 2022). Organizational leadership that uses the resource dependence theory must consider the vulnerability of being dependent on external factors and explore strategies to manage and reduce the risk (Plaisance, 2021). An organization that is not self-sufficient is very vulnerable because its existence is dependent on another organization and its resources for sustainability.

The foundation of nonprofit organizations is structured to depend on outside resources for financial sustainability. Researchers have defined the financial sustainability and volunteer engagement of nonprofit organizations as the supply side and the social cause or mission as the demand side for nonprofit organizations (Ilyas et al., 2020). The resource dependence theory benefits nonprofit leaders when there is an emphasis on enhanced volunteer engagement and financial soundness to mitigate the challenges of limited resources (Ilyas et al., 2020). Organizational leaders should explore financial sustainability strategies not heavily dependent on external resources to reduce the risk of discontinuing needed services (Craighead et al., 2020). The resource dependence theory is a strategy that can be used by leaders to develop a plan to sustain operations during and after an unexpected event such as a pandemic (Craighead et al., 2020). Nonprofit leaders can apply the resource dependence theory as a strategy for sustainability to achieve the organizations' mission while mitigating external challenges.

External Factors

The external factors of an organization are part of the core framework of the resource dependence theory. The resource dependence theory applies to an organization's ability to extract resources from its environment to build legitimacy from external stakeholders (Tyrowicz et al., 2020). Leaders can use the resource dependence theory to gain access to needed resources by building relationships with firms or individuals with external influences (Tyrowicz et al., 2020). Organizations that use the resource dependence approach for sustainability depend on external entities for needed resources while pursuing strategies and structures that reduce, minimize, or even eliminate the dependence on external entities (Craighead et al., 2020). Many public services are outsourced to nonprofit organizations and nonprofit leaders should have strategies in place for potential impacts from their external environment to ensure the services are provided to the community (McCrea et al., 2022). External influences and leadership awareness have an important role in the survival and financial performance of an organization.

Nonprofit leaders should effectively evaluate the current skill sets in the organization to leverage external factors. Leaders in the organization serve as a bridge to the external environment and can significantly increase the ability of organizations to access resources (An, 2021). Dalwai and Mohammadi (2020) explained there is a risk when leaders rely on external forces for resources, which can be mitigated by aligning board members with external forces that benefit the organization. Researchers have found other strategies to minimize the risk of relying on external resources, including mergers and acquisitions, interorganizational relationships, corporate political actions, and executive succession strategies (Başar et al., 2020). The resource dependence theory explains organizational performance, interorganizational arrangement, managerial behavior, and organizational design as a function of the organization's ability to acquire resources (Berrett & Holliday, 2018). Nonprofit leaders should know how to effectively evaluate the external environment to recruit influential board members and apply the skill sets within the organization to achieve sustainability.

The sustainability of a nonprofit is influenced by the leader's ability to adjust and make decisions based on external factors during a crisis such as the coronavirus disease 2019 (COVID-19) pandemic. During the COVID-19 crisis, nonprofit organizational leaders faced the consequences of not structuring their resources for the economic impact of a global crisis (Plaisance, 2021). In terms of the external environment, firms that were heavily impacted during the COVID-19 crisis should consider a responsive strategy and collective strategy (Wanga et al., 2020) to make decisions that positively contribute to the sustainability of organizations. The application of the resource dependence theory allows organizations to manage the impact of their external environment for long-term adaptation to adversities (Waerder et al., 2022). The COVID-19 crisis revealed the need for nonprofit leaders to evaluate their structure to mitigate potential economic and financial crises that would prevent the organization from providing needed services that have a positive social impact (Plaisance, 2021). The ability of nonprofit leaders to manage the organization's dependency on external factors contributes to mitigating resource vulnerabilities. Nonprofit leaders can apply the resource dependence theory to mitigate the impact of external factors.

Application to Nonprofit Organizations Leadership

The resource dependence theory is effective when nonprofit leaders build a solid network that provides financial or non-financial support to contribute to the sustainability of the organization. Pfeffer and Salancik (1978) stated that the resource dependence theory allows organizations to establish networks to gain and maintain external resources for sustainability. Researchers have found that nonprofit organizations that network with multiple entities and seek to diversify their revenue sources increase their probability of effectively mitigating the impact of external factors (Dong et al., 2023). Gaeta et al. (2021) found that formal and informal networking is a strategy used by leaders for financial gain and is dependent on the authenticity of the relationship. The networking strategy is influenced by the financial condition and structure of the organization (Gaeta et al., 2021). Nonprofit leaders should consider the governing structure when developing strategies for sustainability.

The governing structure of a nonprofit organization can impact the financial position and access to resources. The resource dependence theory focuses on the financial benefits and competitive advantages obtained from adopting good governance structures (Nguyen et al., 2021). A good governance structure can increase pressure on corporations to commit to environmentally friendly activities to meet the expectations of their principals and secure access to strategic resources (Nguyen et al., 2021). Nonprofit leaders’ prime responsibility is to implement an effective governing structure and develop relationships that align with the organization's mission (Morrison, 2023). The governing structure of a nonprofit organization can influence the leaders' decisions.

The decisions and contributions to the organization from nonprofit leaders are essential to the organization's sustainability. Many researchers have found that the makeup of the board contributes to the decisions on resource allocation, which impacts the sustainability of the organization (Oware et al., 2023). Board members engage in the organizations' finances, assist organizations' resource acquisition efforts, and ensure that resources are spent on key programs that resonate with the organizational mission (An, 2021). The selection of board members can correspond with an individual's access to valuable resources needed for the organization (Tyrowicz et al., 2020). The board members are essential to the success of an organization due to their involvement in making key decisions for the organization and their access to resources is an application of the resource dependency theory.

The board member's access to resources allows them to contribute value to the organization. The application of the resource dependence theory is effective for leaders when determining the role of board members (McLeod et al., 2021). It is beneficial to the organization to have board members in a role where they can add value and positivity contribute to the financial sustainability of an organization (McLeod et al., 2021). With the uncertainty of resources, Zhang et al. (2021) argued the importance of relationship exploration as a viable strategy in response to the volatile environment. Researchers have found that nonprofit organizations benefit when their board members build relationships with external stakeholders that align with the mission of the organization (Hao & Neely, 2023). Nonprofit leaders can use the relationships established by their board members to leverage the limited resources available to nonprofit organizations. The board members can influence the diversification of revenue received to achieve sustainability.

Revenue Diversification

Revenue diversification is a strategy that can be used by nonprofit leaders for sustainability. Researchers have found that the resource dependence theory framework can be used to determine if revenue diversification is an effective strategy for nonprofit leaders to use for sustainability (Berrett & Holliday, 2018). Berrett and Holliday (2018) found that revenue diversification contributes to organizations being less dependent on any one source, which directly correlates to the purpose of the resource dependence theory. In other industries, such as microfinance, researchers also found that revenue diversification is important to the financial sustainability of an organization and discourages dependence on a single revenue source (Githaiga, 2022). Nonprofit leaders should explore multiple revenue streams to mitigate the concern of delivering programs to the community and achieving the organization's mission (Feng & Neely, 2023). Nonprofit leaders can benefit from exploring opportunities for revenue diversification regardless of the services provided for sustainability.

Nonprofit leaders should consider revenue diversification to mitigate the vulnerability that the resource dependence theory may expose about the organization. The resource dependence theory can be used to show how organizations are influenced by external factors that impact their revenue streams and also affect the goal or mission of the organization (Shon et al., 2019). Researchers have found that the sustainability and financial stability of an organization are related to its revenue diversification strategies (Lu et al., 2020). The more dependent an organization is on other organizations for necessary resources, the more power it has in the services provided to the community (Berrett & Holliday, 2018). The vulnerability of nonprofit organizations is exposed when there is a lack of revenue diversification and external factors are not considered by leaders in the organization (Berrett & Holliday, 2018). Nonprofit leaders should consider the impact of revenue diversification as a financial strategy in the decision-making process. Additional research on financial strategies that nonprofit leaders can use for sustainability is provided later in the study. Based on the above research, I used the resource dependence theory in the study. I discuss the alternative theories below and the reasons that I chose resource dependence theory for the study.

Alternative Theories to Resource Dependence Theory

Competitive Advantage Theory

There are many theories that nonprofit leaders can use for the sustainability of the organization, such as the competitive advantage theory. The competitive advantage theory has four key elements that examine how companies gain national competitiveness in their industry. Porter's (1990) four key elements shown in Figure 1 are: (a) *Factor Conditions,* which are the nation's position in factors of production such as skilled labor or infrastructure necessary to compete in a given industry; (b) *Demand Conditions,* which are the nature of home-market demand for the industry's product or service; (c) *Related and Supporting Industries,* which are the presence or absence in the nation of supplier industries and other related industries that are internationally competitive; and (d) *Firm Strategy, Structure, and Rivalry,* which are the conditions in the nation govern how companies are created, organized, and managed, as well as the nature of domestic rivalry.

Figure 1

The Diamond of National Advantage

Note. Each point on the diamond and the diamond as a system affect essential ingredients for achieving international competitive success: the availability of resources and skills necessary for competitive advantage in an industry; the information that shapes the opportunities that companies perceive and the directions in which they deploy their resources and skills; the goals of the owners, managers, and individuals in companies; and most important, the pressures on companies to invest and innovate (Porter, 1990).

Nonprofit organizations can use the competitive advantage theory to identify ways to sustain their focus industry. The basis of the competitive advantage theory is the ability of an organization to align its services in the environment with its competitors and sustain (Peranginangin, 2015). Many nonprofit organizations' primary focus is to serve the community by filling the gap in a particular need. Competitive advantage is a strategy used by competitors to achieve long-term sustainability in a particular market (Bhandari et al., 2022). Nonprofit organizations experience competition from the public and private sectors that provide the same or similar services. Organizations achieve competitive advantages by promoting innovative strategies to maximize profits (Svensson et al., 2020). The competitive advantage theory would provide nonprofit organizations with the information needed to demonstrate their strengths to potential investors or grant approvals to sustain themselves in their industry.

The competitive advantage theory helps nonprofit organizations know how to market themselves effectively. Researchers found that organizations focusing on the quality of their products or services will sustain a competitive advantage in their industry (Zhiyu et al., 2008). Zhiyu et al. (2008) found that quality management or quality competence is critical for competitive advantage because of the difficulty of imitating other organizations. The competitive advantage theory primary focus is the corporate external environment, cost, and differentiation of its competitors in the same market (Peranginangin, 2015). The purpose of this doctoral study was to explore financial strategies for sustainability that will require more than just identifying the competitive advantages of nonprofit organizations, which makes the resource dependence theory the more suitable theory.

Institutional Theory

The final theory considered for the study was the institutional theory introduced in the late 1970s by Meyer and Rowan. The creators of institutional theory defined the central tenet of institutional theory as a social context where firms operate to influence the behavior in and or organizations and this will lead firms to adopt similar practices and become isomorphic (Meyer & Rowan, 1977). Some authors suggested that institutional theory can be used to determine the influences on the financial performance of an organization (Y. Yang et al., 2021). The purpose of this study was to research financial strategies for the sustainability of nonprofits and not the financial performance of nonprofit organizations.

Institutional theory can be applied to nonprofit organizations by analyzing how they adapt to internal and external environments for success. This theory could assist in providing the guidelines, strategies, and procedures to monitor and control social, religious, and accountability obligations (Karbhari et al., 2020) of nonprofit organizations. Nonprofit organizations could apply this theory to enhance their structure and performance by balancing their stakeholders' roles (Karbhari et al., 2020). One of the primary purposes of institutional theory is to inquire about the effect of external pressures or internal routines on the behavioral environment of an institution (Vadeboncoeur & Vadeboncoeur, 2020). This theory would assist in exploring how the organization's structure and external environments influence financial performance, which would not meet the purpose of the study. The resource dependence theory would allow me to explore different resources for the sustainability of nonprofit organizations rather than their current financial performance.

Nonprofit Organizations

There is a great need for the services and resources provided by nonprofit organizations. The nonprofit sector encompasses a rich and wide range of organizations operating across numerous industries and fields including health, education, arts and culture, social services, and other industries (Lam, 2020). Nonprofit organizations effectively address financial, personal, and community disadvantages due to greater motivation, sensitivity to, and knowledge about user needs (Bennett et al., 2023). These organizations assist in filling the gap that the government or for profit organizations do not provide the resources to meet the needs of local communities. In addition to meeting the community's needs, the nonprofit sector is the third-largest industry behind retail trade and accommodation and food services by employing nearly 10.2% of the total private sector workforce in the United States (Salamon & Newhouse, 2019). Nonprofit organizations provide needed services and resources to communities driven by their mission.

Nonprofits are mission-driven organizations that rely on the support of outside resources and board member connections for sustainability. By law, nonprofits must establish a board of directors responsible for performing a fiduciary function and raising funds for the organization (National Council of Nonprofits, 2021). Nonprofit board members add value to the organization by bringing their networks, such as personal, professional, and financial, and diversity skills set to ensure mission and sustainability are achieved (Hao & Neely, 2023). The leaders of nonprofit organizations primary responsibility are to align employee activities with the organization's mission, vision, and values (Smoyer et al., 2021). The positions of the board of directors can include the president, secretary, and treasurer at a minimum. The board of directors has a role in obtaining resources and ensuring the organization follows all laws.

Nonprofit leaders must adhere to all local, state, and federal laws to be classified as nonprofit organizations. In addition to creating a board of directors, a nonprofit organization must complete IRS Form 1023, Application for Recognition of Exemption under Section 501(c) (3) of the Internal Revenue Code (Gracia, 2021) to receive tax exemption status. Obtaining tax-exempt status is a crucial step in forming a nonprofit organization to acquire benefits such as tax deductibility of donations, access to grant funds, and income and property tax exemptions (Gracia, 2021). The tax exemption status is the most common benefit for nonprofit organizations that comes with limitations, such as the ability to endorse an individual running for a political office (Mayer, 2023). In addition to the limitations on political engagement, tax-exempt nonprofits must abide by the Internal Revenue Service reporting requirements (Gamble et al., 2023). The study did not provide additional research on the laws and requirements of nonprofit organizations but will focus on the financial strategies nonprofit leaders use for sustainability.

Financial Strategies for Nonprofit Organizations

The lack of unlimited resources for nonprofit organizations has forced nonprofit leaders to implement financial strategies for sustainability. Nonprofit organizations are historically funded by the government or private donors and during the 2008-2011 economic crisis, charitable donations decreased 3.6%, resulting in the steepest decline since 1956 (Arik et al., 2016). This crisis resulted in many nonprofits reevaluating their financial position and strategic planning practices (Arik et al., 2016). Nonprofit organizations experienced similar circumstances during the COVID-19 crisis that required leadership to reevaluate their dependence on external resources for sustainability (Plaisance, 2021). Due to the economic crisis, nonprofit leaders should develop financial strategies to sustain the organization.

Nonprofit organizations should be financially stable to provide resources needed in their servicing area. Nonprofit organizations rely on grants from government entities, as well as donations from foundations, for-profit organizations, and individuals to maintain their operations and provide financial stability (National Council of Nonprofits, 2019). Nonprofit organizations must take the opportunity to explore new, innovative means of funding to diversify revenue streams and seek new sources of revenue (A. F. Johnson et al., 2020) for financial stability. For the study, financial stability is defined as an organization’s ability to maintain its operations while being resilient to social, political, and economic disruptions (A. F. Johnson et al., 2020). Financial stability can be achieved through revenue diversification using charitable donations, government grants, volunteer service, corporate philanthropy, or other innovative funding approaches.

Charitable Donations

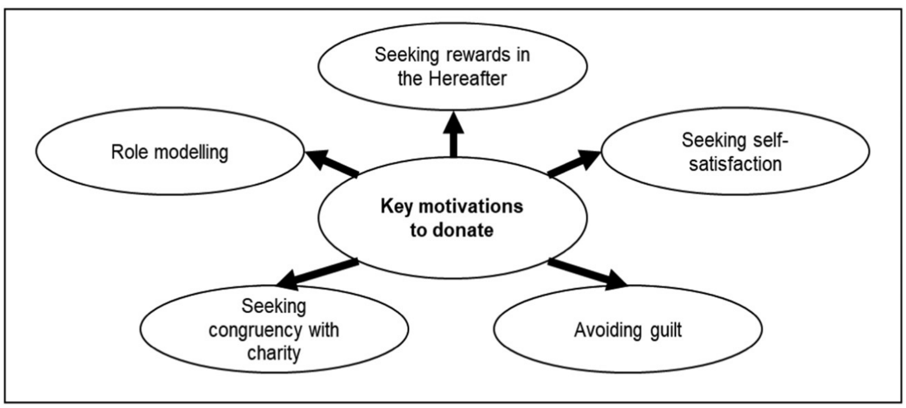
Nonprofit leaders use donations as a financial strategy to secure funding for their organization to achieve its mission. Donations are contributions from individuals or corporations and can be used to measure the success of nonprofit leaders (Brown & Harris, 2023). Donations received by individuals are tax-deductible if the nonprofit organization has a 501(c)(3) status (Gracia, 2021). Potential donors can be incentivized to give to a nonprofit organization because of the opportunity to receive a tax deduction (Hayashi & Hopkins, 2023). Nonprofit leaders should consider financial strategies that motivate donors to contribute to the mission.

Nonprofit leaders should have some knowledge of the services they provide so they can motivate potential donors to contribute. Determining the motivation behind what leads to individuals donating is an area that nonprofit leaders should explore. Altruistic and egoistic are two types of donor motivations (Konrath & Handy, 2017). Altruism is the motivation that explains why individuals willingly give up their private resources in exchange for goods and services that improve others' welfare (Konrath & Handy, 2017). Egoistic motivation reflects a desire to reduce one’s distress by helping others without any intention of enhancing the well-being of others (Jamal et al., 2019). Nonprofit leaders should be aware of their external environment to identify some motivators for potential donors.

Nonprofit leaders can add value to their organizations by developing stakeholder relationships and identifying what motivates their donors. Jamal et al. (2019) identified five key motivators to donate related to the Islamic region that can also be considered for nonprofit organizations in Figure 2. The five key motivators are role modeling, seeking rewards in the hereafter, seeking self-satisfaction, avoiding guilt, and seeking congruence with charity (Jamal et al., 2019). These key motivators to donate are grounded in altruistic or egoistic motivations.

Figure 2

Key motivations to donate grounded in Islamic religiosity



Note. Illustrates five emerging themes in relation to how and in what sense religiousness manifests in the context of charitable giving behavior: role modeling, seeking rewards in the hereafter, seeking self-satisfaction, avoiding guilt, and seeking congruence with charity (Jamal et al., 2019).

Researchers have found that donors are influenced by the legitimacy of the organization's mission because they are connected to the mission (Van Steenburg & Spears, 2022). It is beneficial for leaders of nonprofit organizations to know what motivates their donors to give donations and develop strategies to retain current donors and attract future donors.

Leaders of nonprofit organizations should prioritize building relationships with the community and other potential donors to gain their trust. Researchers found that transparency with government contributions to nonprofit organizations, including budget cuts, can encourage donations from additional donors to compensate for decreased resources (De Wit & Bekkers, 2020). A. J. Xu et al. (2020) determined through research that people are more generous when donating to causes that are spatially near than to those that are spatially far. Nonprofit leaders can influence an increase in donations if current and potential donors can see an alignment with their personal or professional interest in the mission (Van Steenburg & Spears, 2022). Nonprofit leaders have a responsibility to be transparent in executing the mission of the organization.

Nonprofit leaders can demonstrate transparency by making the program and financial data accessible to the general public. Nonprofit organizations have received increased scrutiny due to scandals related to the misuse of funds that have forced nonprofit leaders to improve the financial transparency of charitable spending (C. T. Dang & Owens, 2020). Researchers have found that the increase in donations has led to more opportunities for nonprofits to misuse funds and misreport their financial data (C. T. Dang & Owens, 2020). Nonprofit leaders have the responsibility to ensure financial information is accessible and reported accurately (Lauck & Bhattacharjee, 2023). An audit of financial and program activities is performed to assess the appropriate allocation of expenses (Lauck & Bhattacharjee, 2023). Nonprofit leaders should prioritize being transparent with financial data to gain public trust and assist with applying for grants for the sustainability of the organization.

Government Grants

Another financial strategy that nonprofit organizations' managers use to create financial sustainability is receiving funding through grants. Government agencies depend on the services and resources that nonprofit organizations provide to meet the needs of the community (Siliunas et al., 2019). Government agencies lack the resources (i.e., staff or expertise) to meet the needs of the community (Siliunas et al., 2019). Researchers have found that government grants awarded to nonprofit organizations are influenced by previously reported performance data and nonprofit leaders should prioritize establishing relationships with government agencies (Coupet & Schehl, 2022). Leaders of nonprofit organizations should regularly look for opportunities to build relationships with government agencies by attending local programs, public meetings, attending trainings, and regularly applying for grant opportunities.

Government grants are funding opportunities for nonprofit leaders to explore and contribute to the financial sustainability of the organization. Lee et al. (2023) found that government grants do not automatically result in a nonprofit organization achieving financial sustainability. Researchers have found that the grant process may interfere with a nonprofit's ability to deliver its program because of the application process and reporting requirements (Lee et al., 2023). The grant process is highly competitive and potentially adds an administrative burden to the organization due to the cumbersome reporting requirements required for the grant (Coupet & Schehl, 2022). Nonprofit leaders should ensure the grants they pursue do not add an administrative burden that is not sustainable and hurts delivering their programs.

Nonprofit leaders should not rely solely on government funding to operate their programs. Peng and Lu (2021) expressed that the government's bureaucratic payment structure can create challenges for nonprofits that are heavily dependent on funding from the government, which could impact their capacity to serve the community. Pfeffer and Salancik (1978) stated in their resource dependence theory that the operations of nonprofit organizations are heavily influenced by government expectations and preferences when they rely on government funding. Nonprofit leaders should create a diverse financial plan to prevent financial challenges from depending on one source of funding (Cheng & Yang, 2019). Financial challenges can be amplified when there is an economic or health crisis.

A global crisis can increase the financial challenges of nonprofit organizations while also increasing the need for their services. During economic hardships caused by the pandemic coronavirus disease, the resources provided by nonprofits grew, but access to government funding was challenging due to budgetary constraints (A. F. Johnson et al., 2020). A pandemic crisis can shift the immediate focus for nonprofit leaders and create financial challenges in meeting the increased demand for services (A. F. Johnson et al., 2020). Nonprofit leaders should diversify their revenue portfolios in response to the incremental changes in the government spending environment (Cheng & Yang, 2019) to ensure they can meet the needs of the community they serve. Nonprofit leaders should be prepared to adjust to limited government funding and ensure their financial plan explores opportunities to receive nonmonetary support such as in-kind services.

Volunteer Services

Nonprofit leaders can leverage their resources by using volunteer services as a financial strategy for sustainability. Researchers found that volunteers contribute to the sustainability of nonprofit organizations during volatile times (El-Amin, 2023). Many nonprofit organizations rely on the services provided by volunteers to carry out the mission of the organization (Windon et al., 2022). The Independent Sector (n.d.) reported that the average value per volunteer was $28.54 per hour in 2020. The recognition of volunteers as mission critical organizational resources highlights the importance of nonprofit organizations providing an account of their reliance on and use of volunteers (Tooley & Hooks, 2020) in their financial planning process. Utilizing volunteers will assist in mitigating the scarce resources available to contribute to the sustainability of the organization.

Nonprofit leaders should prioritize recruiting volunteers in their financial plans and share the benefits of having volunteers. Nonprofit leaders can use volunteer recruitment as a financial strategy for sustainability. Nonprofit organizations' sustainability depends on their ability to recruit new volunteers in an increasingly competitive nonprofit environment with a growing need for support (Clark & Mitchell, 2020). Nonprofit leaders should prioritize understanding what attracts volunteers to one organization rather than another is fundamental to securing service delivery and developing their marketing strategy (Clark & Mitchell, 2020). Nonprofit leaders must take time to understand what motivates their volunteers by learning their values and career experiences to align the volunteer experiences with their motivators, which could result in lower turnover rates from volunteers (Zollo et al., 2022). Hernandez Ortiz et al.

(2022) found that volunteers benefit nonprofit organizations by increasing the quality of services, providing cost savings, increasing public support for programs, providing services or levels of service the organization otherwise could not offer, providing more detailed attention to the people served, or affording access to specialized skills. Volunteers play an essential role in carrying out the mission of nonprofit organizations, and nonprofit leaders should emphasize the need for regular volunteer recruitment and retention activities.

Nonprofit leaders allocating resources to recruiting volunteers should also develop and find ways to retain volunteers through building relationships. A barrier to increasing volunteerism is a lack of understanding of the motivational factors involved, how such motivations translate to individuals' actual interest in volunteering, and whether these relationships vary across different phases in the life course (Yamashita et al., 2019). Motivation and satisfaction are two factors that influence volunteers to work with nonprofit organizations because they desire to feel useful and occupy their free time helping others (Nogueira et al., 2020). Volunteers are additional advocates of nonprofit organizations and continue to support them because of the relationships built within the organization and community (Harrison et al., 2021). Nonprofit leaders should explore implementing volunteer management practices, such as providing training and a volunteer recognition program to assist with the retention rate (Cho et al., 2020). Nonprofit leaders should continuously look for ways to foster relationships with volunteers while also being aware of the organization's capacity to ensure they effectively use the volunteers.

Before nonprofit leaders obtain volunteers, they should assess their capacity for volunteers. Volunteers are assets to nonprofit organizations that also come with financial impacts that require leaders to analyze the capacity of to maintain volunteers (El-Amin, 2023). Nonprofit leaders must monitor the activities of their volunteers to ensure there is no adverse impact on the financial sustainability of the organization and be prepared to make the necessary changes to internal processes (El-Amin, 2023). Researchers found that the internal processes of an organization impact the volunteer capacity of the organization (De Clerck et al., 2021). Operational sustainability is enhanced or undermined by the financial and human resources available to nonprofit organizations (Tooley & Hooks, 2020). To effectively use the services of volunteers, leaders of nonprofit organizations should know the management capacity to help with the sustainability of the organization. In addition to volunteers assisting with financial sustainability, nonprofit leaders have used corporate philanthropy as a resource.

Corporate Philanthropy

In more recent years, nonprofits have been linked to the term corporate social responsibility in terms of receiving support from for-profit firms. Researchers have found that firms are motivated to support nonprofit organizations that align with the values of the firm's leadership (Peterson et al., 2021). Corporate philanthropy signals to stakeholders that a firm is socially responsible, which may contribute to the firm's sustainable competitive advantage by improving its corporate image, establishing reputational capital, strengthening its marketing impact, consolidating consumer orientation, and establishing positive public relations (Nyuur et al., 2019; C. H. Yang, 2022). Corporate donations positively influence the performance of nonprofit organizations through funding and providing other resources and can improve the public image of the firm. (Finley et al., 2021; Peterson et al., 2021). Building relationships with corporations that share a similar interest or mission to meet the needs of their communities is a sustainability strategy that leaders can use for financial stability.

Nonprofit leaders are always looking for additional resources to improve performance and support the mission of the organization. For-profit business leaders engage in corporate social responsibility to fulfill their social responsibilities to give back to local communities or charitable causes by donating funding or volunteering (Ertas, 2020). For-profit businesses and nonprofit organizations can benefit each other when there are opportunities to influence the internal operations and decisions of the organization (Ertas, 2020). Chen et al. (2022) found that nonprofit leaders serving on corporate boards use their experience and influence to ensure these corporations meet the expectations of stakeholders by actively committing to corporate social responsibility. It is common for corporations to build relationships with nonprofit organizations to assist with their social impact contributions and the sustainability of nonprofits.

In addition to nonprofit leaders building relationships with corporations through serving on boards, nonprofit leaders can also build relationships through similar interests or missions that align. To gain investors' trust and support, managers can convey their altruistic motivations by expressing their emotional feelings for a particular cause (A. Dang & Nguyen, 2021). Corporations need the support of investors to sustain their business. Investors are likely to be more understanding and supportive of the corporation's philanthropy initiatives, which results in a positive shareholder reaction (A. Dang & Nguyen, 2021). According to Zolotoy et al. (2021), there is a positive relationship between the morale of employees working in a firm's headquarters and the executive's decisions to participate in corporate philanthropy. Corporations with employees who are encouraged and who experience self-fulfillment through volunteering create a positive work environment (Zolotoy et al., 2021). The relationships between nonprofit organizations and corporations are beneficial but do not come without challenges.

Nonprofit organizations and corporations should have a clear understanding of what the common interest is in the relationship. Peterson et al. (2021) proposed that charitable giving by corporations can be an attempt to enhance a tainted reputation by establishing a relationship with activities valued by relevant stakeholders. For example, employee turnover rates can be costly to a corporation, and it is reasonable to expect that firms in industries with high turnover rates might be motivated to use corporate philanthropy as a tool to improve employee morale and assist with the retention of employees (Peterson et al., 2021). In this case, corporate philanthropy efforts can be viewed as skeptical activities to increase profits by misleading consumers to believe corporations believe in the mission of the nonprofit organization (Wang & O'Connor, 2022). Nonprofit organizations have a responsibility to develop relationships that will positively contribute to meeting the needs of the community while executing innovative strategies for sustainability.

Innovative Nonprofit Funding

Nonprofit leaders should think of innovative financial strategies to ensure the sustainability of the organizations. Researchers have found that commercial nonprofit organizations experience less financial vulnerability than traditional organizations due to revenue structure (Mazanec et al., 2022). Nonprofit leaders have used revenue generating strategies, such as retail sales or fee-for-service, to combat the financial instability of traditional funding streams (Jones et al., 2021). With the financial instability and barriers of government grants, high volunteer turnover, constant changes in corporate initiatives, and unpredictable donations, nonprofit leaders cannot rely on traditional funding strategies (Dadić & Ribarić, 2021; Lee et al., 2023). Nonprofit leaders have explored revenue driven structures, such as social enterprises for financial sustainability, to meet the needs of the community.

Nonprofit leaders are forced to consider innovative funding strategies to generate revenue, such as the social enterprise structure. A social enterprise is a revenue strategy that can be used by nonprofits to generate income from commercial activities to achieve its social mission (Ko & Liu, 2021). Social enterprises seek out underserved populations where there are service gaps or where the financial viability of the market is insufficient to attract commercial enterprises (O'Reilly et al., 2023). The turbulent environment has increased the number of nonprofit organizations that have transformed into social enterprises (Chang et al., 2021). The social enterprise structure is claimed to potentially end dependency and achieve financial self-sufficiency (Guo & Peng, 2020). To maintain sustainability, many nonprofit organizations have transitioned to social enterprises to have a dedicated revenue source.

Nonprofit leaders have explored the opportunity of social enterprises to help with funding needs while still meeting the needs of the community. Nonprofit organizations can secure funding to perform activities required to accomplish their missions by engaging in commercial activities through selling products or providing services for a fee (Dadić & Ribarić, 2021). Transitioning from a traditional nonprofit organization into a social enterprise requires engaging commercial revenue strategies, creating a professionalized organizational form, and legitimating a socio-commercial business model (Ko & Liu, 2021) while maintaining the integrity of the organization. Nonprofit organizations have received criticism for engaging in commercial activities for revenue generation due to concerns of the organization being more focused on market competition than the social mission (Dadić & Ribarić, 2021). Researchers have found that nonprofit organizations that have transitioned to social enterprises can mitigate the mission/money conflict by ensuring the mission of the organization is a priority (Jones et al., 2021). Nonprofits have a social responsibility to ensure they meet the needs of the community while maintaining the integrity of the organization.

Another recent innovative approach that has been widely used by nonprofit organizations to generate funding to support a particular cause quickly is crowdfunding. Crowdfunding is a modern version of fundraising that began in the 21st century and allows organizations and individuals to quickly raise funds using the Internet for a specific purpose (Kędzierska-Szczepaniak, 2021) while removing barriers for donors, such as being physically in the exact location as the organization or individual in need (Raeymaeckers & Van Puyvelde, 2021). Crowdfunding includes donations, rewards, equity, and lending-based models with several platforms available to organizations and individuals (Kędzierska-Szczepaniak, 2021). Organizing a crowdfunding strategy requires organizations to rely on viral network strategies using social media for exposure and influence the funding needs (Zhou & Ye, 2019). Nonprofit organizations should ensure their presence is beyond their servicing community by building relationships through networking at in-person events or virtual platforms to help with the financial sustainability of the organization.

Sustainability of Nonprofit Organizations

The sustainability of the organization is important to the leadership and is beyond the organization's financial condition. Sustainability is defined as a term that conveys the concept of supporting, renewing, upholding, or confirming in the pursuit of a common idea (Donnellan, 2018). Donnellan (2018) defined sustainability for organizations as building a solid infrastructure and a culture of innovation, creativity, and growth for programs that can be replicated in other communities. Leaders in nonprofit organizations should ensure the organization's infrastructure is centered around a supportive and flexible environment and individual leaders (De Clerck et al., 2021). Nonprofit leaders should prioritize building a solid infrastructure that can sustain the volatile environment.

The infrastructure of an organization is important to its sustainability and is made up of many components. Donnellan (2018) identified the infrastructure as a core element of a successful nonprofit that includes the board and volunteer development, marketing, community involvement, programs, administration, and resource development. The financial sustainability of nonprofit organizations can be improved by expanding the scope of their activities and by more efficiently managing grants (Dadić & Ribarić, 2021). Researchers have found that nonprofit organizations contribute to the growth and sustainability of communities through the services provided (Moldavanova & Wright, 2020). Nonprofit leaders should ensure the organization's infrastructure is built to achieve its mission for sustainability.

Transition

In Section 1, I provided the foundation of the doctoral study by identifying the background of the business problem as it relates to financial strategies for nonprofit organization leaders. I identified the problem statement, the purpose of the study, the nature of the study, the research question, the interview questions, the conceptual framework, and the significance of the study. In addition, Section 1 included operational definitions and the assumptions, limitations, and delimitations as they relate to the study. In the literature, I provided an in-depth review of the resource dependence theory conceptual framework and alternative theories. In the literature, I explained the alignment between the resource dependence theory and the research question for the study. Lastly, I provided a review of financial strategies nonprofit organization leaders can use for sustainability.

In Section 2, I provided the research plan to include the role of the researcher, participants, research method, research design, population and sampling, ethical research, data collection instrument, data collection technique, data organization techniques, data analysis, and reliability and validity for the study. In Section 3, I presented the result of the findings, application to professional practice, implication for social change, recommendations for action, recommendation for further research, reflections, conclusion, and appendices/table content of the study.

Section 2: The Project

Nonprofit organizations are continuing to grow and be a necessity in the United States. The purpose of these organizations is to provide needed resources and services to communities. Services provided by nonprofit organizations are typically influenced by the interest of the funding providers, such as government grants or corporate donations (Shon et al., 2019). Nonprofit leaders must implement financial strategies with diverse revenue streams to demonstrate the organization's financial accountability (Shon et al., 2019), which will impact the sustainability of the organization.

In this research, I focused on financial strategies a nonprofit organization implemented for sustainability in the Northeastern region of the United States. In this section, I identify the steps I took to complete the study. The purpose statement, the role of the researcher, participants, research method, research design, population and sampling, ethical research, data collection instruments, data collection technique, data organization techniques, data analysis, and reliability and validity are key components of this section.

Purpose Statement

The purpose of this qualitative single-case study was to explore the financial strategies that nonprofit leaders use for revenue generation to sustain their organizations. The sample population consisted of three senior leaders of a nonprofit organization located in the Northeast region of the United States who implemented financial strategies for revenue generation to sustain their organizations. The implication for positive social change includes the potential for nonprofit organizations to provide needed resources to communities by maintaining adequate funding for programs and strategic initiatives.

Role of the Researcher

Researchers are essential in generating knowledge by conducting research, collecting, and analyzing data, and developing innovative ideas and approaches to promote sustainability (Mushafiq, 2023) that answer research questions. I was the primary researcher for this study to answer the research question. As the primary researcher, I developed the research question, participant criteria, interview questions, collect data, and ensured the strategy and approach for answering the research question were ethical. I reviewed the existing literature from peer-reviewed sources, government sources, and other educational resources to support the findings of the study. In addition, I collected data from the participants selected for the study using semistructured interviews. Researchers should acknowledge any relationships to the topic in the early stages of the study to identify any potential bias that can influence the decisions and actions throughout the study (J. L. Johnson et al., 2020). I have no prior relationship or experience analyzing or studying nonprofit organizations' financial strategies. I volunteered with several nonprofit organizations in the research area. I have not served in a leadership role or as a member of the board for a nonprofit organization in the research area for the study.

Ethically collecting data is important to the researcher, participants, and reviewers of the study. The U.S. Department of Health & Human Services developed *The Belmont Report* to identify ethical guidelines for conducting research for biomedical and behavioral research involving human subjects (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). *The Belmont Report* includes three basic ethical principles for research studies to serve as a basic justification for the many particular ethical prescriptions and evaluations of human actions that include (a) *respect for persons,* (b) *beneficence,* and (c) *justice* (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). I followed the ethical principles identified in *The Belmont Report* for the study by (a) ensuring all participants know their participation is voluntary and providing the informed consent form to them to sign documenting their willingness to participate, (b) assuring that the data collected are not intended to put the participants any harm, and (c) ensuring that all participants and data collected are following the Institutional Review Board's guidelines.

The lack of research integrity creates an opportunity for researcher bias to interfere with the results of the study (Shaw & Satalkar, 2018). Researchers found that the integrity of a study is based on honesty, objectivity, transparency, and sticking to the research question (Shaw & Satalkar, 2018). To mitigate bias from interfering with the results of the doctoral study, I ensured the data collected were directly related to the study and not filtered by my personal experience. Researchers have found that both implicit and unconscious bias can impact the decision-making process of a person (Suveren, 2022). Suveren (2022) defined biases as systematic errors experienced in the decision-making process. To ensure the study was not based on implicit or unconscious bias, the data collecting process aligned with the ethical principles provided in *The Belmont Report*.

Researchers should organize their interviews in a way that will allow them to answer their research questions by developing a well-developed interview protocol that can help build quality and consistency in the data collection (Braaten et al., 2020). Yin (2018) explained that the main purpose of establishing protocol questions is to keep the researcher on track during the data collection stage. The interviews for the study were conducted using a semistructured interview format. I asked all participants the same questions to ensure the integrity of the research and mitigate bias. Follow-up questions were asked as needed. Participants had the option to not respond to a question or participate in an interview at any time. Yin (2018) recommended that all interviews be documented using an audio recorder or written notes and the researcher's interpretation of the transcript will be shared with the participants to ensure the information was captured accurately. I used and shared the interview protocol found in Appendix B with all participants to ensure they understood the purpose and guidelines for the interview process.

Participants

The selection of participants is important to the success of the research study. Yin (2018) defined a participant as the person from whom case study data are collected. Participants are selected based on their lived experiences concerning the research question and the criteria they must meet (Prosek & Gibson, 2021). The participants that I selected for the single-case study are in leadership positions for a nonprofit organization in the Northeastern region of the United States. I selected participants who serve a key role in the decision-making process and have experience with implementing financial strategies that successfully contribute to the sustainability of the organization. Researchers use various methods to recruit participants for their study, including using personal or professional networks, flyers, focus groups, posters, newspaper advertisements, emails, or letters (Durdella, 2019). Researchers experience challenges with recruiting participants due to the potential cost of a limited, targeted population, geographical location, and type of recruitment approach (Darko et al., 2022). To mitigate this challenge for my doctoral study, I used assistance from a senior leader in the organization to help with finding volunteers to participate in the study. A senior leader in the organization was provided with a list of individuals who meet the criteria of leaders in the decision-making process for financial strategies. I used the list provided to select the participants.

Researchers indicated that communication between researchers and participants not only benefits the participant but also allows researchers to assess whether participants were willing to participate, whether they understood the study, and whether they would do well in the study (A. Xu, Baysari, Stocker et al., 2020). A working relationship was developed with the participants through an introductory meeting to provide information on the study and answer any questions. Informed consent is a part of the relationship building between the researcher and potential participant to assist with the participant's decision whether or not to participate in the study (A. Xu et al., 2020). A letter of consent was emailed to all participants agreeing to participate in the study that provided the criteria and participant expectations for the research study. Once consent was provided, I sent an introductory email and meeting request to the participants to establish a working relationship. The participants' characteristics should align with the research question to ensure the researcher's goal is attained (Durdella, 2019). The participants were nonprofit leaders possessing experience using financial strategies for the sustainability of their organizations.

Research Method and Design

Research Method

In research studies, researchers use one of the three following methods: qualitative, quantitative, and mixed. Qualitative research was created to examine a myriad of phenomena and address different types of research questions in a multitude of contexts to collect and analyze diverse data (Köhler et al., 2022). Aspers and Corte (2019) found that researchers use the qualitative method to analyze and understand data collected through an interactive process. I used the qualitative research method to conduct the study because this method allows an interactive approach to collect and understand the data to answer the research question. I conducted interviews and analyzing data for my study from a multitude of sources. Therefore, the qualitative method was the most suitable for the study.

Researchers use the quantitative research method to conduct studies. Quantitative research is an idea-type, with predetermined variables that are fixed but can vary in terms of dimensions, such as the frequency of numbers (Aspers & Corte, 2019). Quantitative research is conducted in a structured environment with numeric data, where researchers develop and test a hypothesis (Rutberg & Bouikidis, 2018). I gathered information through participant's experiences and not use a structured environment to test a hypothesis using numeric data. The quantitative method was not appropriate for the study.

The last method researchers can use is the mixed method. Hou (2021) stated that the mixed-method paradigm has emerged as a third alternative to qualitative and quantitative research in the past 3 decades. The mixed method refers to the integrated use of qualitative and quantitative approaches in a sustained program of inquiry with due consideration of the philosophical, methodological, and approaches in practice (Fetters, 2020). Researchers use mixed methods to collect extensive qualitative and quantitative data to address research questions (Yin, 2018). I did not collect quantitative data to test a hypothesis for the study. Therefore, the mixed method was not used for the study because I used only qualitative data.

Research Design

In qualitative research studies, researchers can use a case study, ethnography, or phenomenology as research designs. A case study is used to analyze data from multiple sources, either as a single or multiple case study design (Guetterman & Fetters, 2018). I used a single-case study design for the study. A multiple case study design is used to compare and contrast data collected from different cases (Guetterman & Fetters, 2018). I did not compare and contrast data collected from different cases, and therefore, a single-case study design was appropriate. I asked open-ended questions in semistructured interviews directly related to the study to ensure data saturation was reached.

Researchers use the ethnographic research design to explore complex cultural norms, values, beliefs, skills, and power dynamics through long-term engagement in the field of research (Andreassen et al., 2020). The role of the researcher using the ethnographic design is to identify areas of oppression, and voices of people's experiences and beliefs to inform recommendations for change which can result in redirecting the oppression or feelings of the participants (Hagues, 2021). Due to the history of ethnographic design, the relationship between the researcher and participants is fluid because of the engagement of culturally sensitive data collected (Kassan et al., 2020). I did not use the ethnographic research design because the study did not focus on the cultural norms, beliefs, and values of a specific group.

The last research design is the phenomenological design. The phenomenological design is one of the most widely used qualitative research designs to understand the fundamental dimensions based on the inner essence and structure of lived experiences (Urcia, 2021). Researchers collect and interpret data using the phenomenological design that focuses on lived experiences of human subjective experiences in the world (Dewi et al., 2020). I did not use the phenomenological design because I did not study the lived experiences of nonprofit leaders. Data saturation is achieving the highest position of informational redundancy or similarity without adding new contributions to any beneficial information to the body of the study (Alam, 2021). I achieved saturation when participants' responses to interview questions no longer yield any new relevant information or themes.

.

Population and Sampling

Researchers use varying sampling methods, such as purposeful or snowball, to justify the selection of participants for their research study. Researchers use purposeful sampling to identify participants from the available pool, using the same participant eligibility criteria to ensure participants possess the knowledge and experience in the phenomenon under investigation (Campbell et al., 2020). Purposeful sampling was used to ensure participants have experience in the phenomenon under study. I focused on the knowledge and strategies leaders use in a nonprofit organization for the study. J. L. Johnson et al. (2020) defined snowball sampling as participants being selected for the study by referral from other active participants. I used the snowball sampling method to secure the three participants using purposeful sampling.

The participants came from the population of a nonprofit organization in the Northeastern region of the United States. Researchers recommend that the sample size be consistent with the minimum number of participants needed to represent the phenomenon adequately (Prosek & Gibson, 2021). Yin (2018) stated that a case study may include one or several participants. The participants included three senior leaders in a nonprofit organization who are involved in the decision-making process for financial strategies used to generate revenue to sustain their organizations. The purpose of selecting at least three senior leaders to participate in the study was to get a broader perspective on the data collected from participants who work in different roles within the organization. Additional criteria for selecting suitable participants included leaders who knew the structure of the organizations, used financial strategies that had been successful or lessons learned, and/or financial challenges. The senior leaders were determined by the leadership in the nonprofit organization using the stated criteria. I did not focus on comparing the financial strategies used by multiple nonprofit organizations for the study. The participants were selected from one nonprofit organization to gather in-depth information on the financial strategies the leaders of the organization have used to generate revenue to sustain their organizations.

Alam (2021) defined data saturation as gathering sufficient data for accomplishing the research objective when no new data are provided. To ensure data saturation is achieved I asked open-ended questions to all participants. In addition, I asked follow-up questions for clarity related to the topic of the study. Data saturation was reached when no additional information was received from the participants.

Participants that are chosen for a particular purpose in a research study are defined as purposeful sampling (Duesbery & Twyman, 2020). I selected participants for the study who are in leadership positions and have experience implementing financial strategies for nonprofit organizations. I sent a request to at least three potential participants. Duesbery and Twyman (2020) defined interviews as verbal interactions between two people with the intent of collecting relevant qualitative data regarding a single participant’s experience. I conducted individual semistructured interviews with at least three leaders from the nonprofit organization. I conducted the interviews by telephone, video conference, or in person based on the preference of the participant. The interview setting should be comfortable for the participants to reduce anxiety and lack of interest in the proposed study (Williams, 2020). The interview setting for the study was comfortable and convenient for the potential participants to encourage an engaging dialogue. The interview setting was free of distractions and only included individuals actively participating in the interview process for the study.

Ethical Research

Ivey (2023) stated that participants provide consent to participate in a study with the expectation that they will honor their reported experience. I used Walden University's consent form, found in Appendix A, to request informed consent. The informed consent form includes information about the purpose of the study, procedures, expectations for volunteers, compensation, privacy guidelines, and contact information for the researcher and Walden University. I sent an email with the informed consent form to each potential participant and requested a reply with the words "I consent" if they wish to participate in the study. Researchers need to ensure that participants understand their right to withdraw from the study at any point and without penalty and that participants are encouraged to exercise that right if so desired (Shah et al., 2020). If a participant decided to withdraw from the study, the participants only needed to notify me and will not suffer any negative consequences. Researchers found that offering incentives to participants in research is a strategy to increase participation while also creating the opportunity for bias in the research (Roa & Biller-Andorno, 2022). There were no incentives for participating in the research study to mitigate potential bias.

Conducting research involving human subjects requires ethical consideration due to collecting personal and identifiable data that could be sensitive (Yin, 2018). To protect the participants in the study, I ensured ethical standards were followed to ensure the integrity of the study, as stated in Appendix A. All information collected for the study will be secured in an electronic file for 5 years to protect the rights of participants. I did not start data collection until I received IRB approval. My Walden IRB approval number is 05-30-24-0504490 and will expire on May 29, 2025.

Researchers have an ethical responsibility to protect participants from unnecessary harm by protecting their identities as much as possible (Marshall et al., 2022). The data collected from each participant will be anonymous. The results of the study do not reveal the specific individual that provided the data. All identifiable information from the data collected during interviews or other sources regarding the organization and individuals were redacted.

Data Collection Instruments

Researchers can use several data collection instruments in a study. The researcher is the primary data collection instrument in a qualitative case study (Bush et al., 2020). I was the primary data collection instrument for the doctoral case study. The most important part of the case study is the interview (Yin, 2018). Researchers use structured, semistructured, and unstructured interviews for data collection in research studies. Duesbery and Twyman (2020) defined the different types of interviews as follows: (a) structured interviews are formal predetermined questions given in the same order to different, (b) semistructured interviews contain a small set of predetermined general topical questions asked to multiple participants but allow for probing questions as they arise, and (c) unstructured interviews are informal, casual, and free-flowing with no pre-planned questions. I used semistructured interviews as the primary data collection process for the study. The semistructured interview was the preferred interview format because it allows for open-ended questions and follow-up questions for clarification (Theofanidis & Fountouki, 2019). The process for the semistructured interview in the study included open-ended interview questions I developed that allowed for discussion and follow-up. I collected data from semistructured interviews by telephone, video conference, or in person based on the participants' preferences. Interviews provided an opportunity for clarity questions to be asked to ensure the information provided is interpreted correctly. Researchers obtain the organization's documents as part of the data collection to gain a better understanding of the organization (Marshall et al., 2022). Data was collected from the organization's documents provided on their website which is available to the public. The data collected included information on the organization's revenue streams and structure.

Interview protocols are tools designed to guide, customize, and standardize the interviewing process, ensuring that the same general areas of information will be collected from each interviewee (Billups, 2021). I followed the interview protocol identified in Appendix B of the study. The interview protocol in Appendix B includes the process for all interviews to ensure consistency, informed the participant that their participation is voluntary and the data collected will not include any personally identifiable information, and the expectation for the participant to verify the data was collected promptly.

Researchers should perform member checking to provide the participants an opportunity to review, correct, confirm, or disconfirm the interpretation of the data collected during the interview to ensure creditability (Marshall et al., 2022). Rowlands (2021) found that allowing participants the opportunity to review the interpreted transcript encourages them to be more engaged in the research by ensuring the accuracy of the data while retaining the ability to ensure that sensitive information is protected. I performed member checking by providing a formatted coded transcript of my interpretation of the data collected during the interviews to the participants to verify the information collected was accurate. Participants received an advance copy of the questions to ensure the participants had the data to answer the questions. The interview protocol is provided in Appendix B and the interview questions are provided in Appendix C of the study.

Data Collection Technique

An interview is a dialogue or an exchange of information between people (American Psychological Association, 2020). Semistructured interviews include predetermined questions that allow for probing questions related to the research (Duesbery & Twyman, 2020). I used semistructured interviews that will be recorded to ensure the information is captured accurately for the study. Ivey (2023) recommended that researchers use audio or video-recorded interviews rather than relying only on written transcripts to remove potential subjective reviews of the researcher. I recorded the interviews to ensure the raw data was available for future needs for the study. I followed the interview protocol found in Appendix B of the study.

Researchers found that the advantages of semistructured interviews are the flexibility and adaptability of the format to allow the researcher to inquire and obtain more in-depth information while staying in alignment with the focus of the study (Ruslin et al., 2022). The semistructured interview was a good approach for the study because it allowed me the opportunity to ask participants follow-up questions as needed, that were in alignment with the study to reach data saturation. A disadvantage to semistructured interviews is that they provide an opportunity for researchers to interpret the data collected from their preconceptions, beliefs, and feelings and not from the experiences of the participants (Ruslin et al., 2022). I followed the interview protocol in Appendix B and interview questions in Appendix C to mitigate researcher bias in the study. Follow-up questions aligned with the focus of the study. Member checking allows the participants an opportunity to confirm the accuracy of the interpreted transcript to ensure the validity and credibility of the data collected (Zairul, 2021). I performed member checking from the recordings of the data collected to ensure the accuracy of the data collected and accurately reflect the experiences of the participants.

Data Organization Technique

The preliminary work in qualitative data analysis involves organizing data audio, video, and visual files; transcribing data files; redacting transcribed data files; moving data files into preferred platforms or programs that will be used for coding; and ensuring that you follow human subjects protocol requirements with data (Durdella, 2019). Yin (2018) explained the importance of not being careless and biased while maintaining the evidence received to ensure findings in the study receive appropriate attention. The data collected for the study was organized using an electronic filing system using a coding system to protect the identity of the participants. A master participant folder will be created for the semistructured interviews. I created subfolders for each participant that included the questions and responses to the questions. In addition to the electronic file, I kept handwritten notes in a notebook for the study. All handwritten notes about the participant's semistructured interview were transferred to an electronic file and saved in the participant's electronic folder. To minimize the risk of privacy concerns, researchers should inform participants that the data collected will be confidential and coded to remove all personal identifiers (Liu & Wei, 2023). I used a coding system to ensure the confidentiality of the participants. The coding system used was P1, P2, P3, etc. for each participant interviewed. Researchers should store data collected in private secure storage (Liu & Wei, 2023). All raw data collected for the study was securely stored in a password protected electronic filing system. The handwritten notes and electronic files will be securely stored for five years.

Data Analysis

Researchers define qualitative data analysis as a nonlinear, iterative process (Lester et al., 2020). The triangulation method can be used to collect and analyze the data to strengthen the research design by counterbalancing the deficiency of any single strategy (Azulai, 2021). I used the triangulation method for analyzing the data collected for the study. I collected data for the study from articles that aligned with the research question, semistructured interviews with participants who could contribute to the research study, and from the public documents on the participant’s website. Using multiple data collection sources will support the validity of the study.

Researchers recommend that the data analysis stage be conducted in phases to include preparing and organizing the data, transcribing the data, becoming familiar with the data corpus, memoing the data, coding the data, producing categories and themes from underlying coded passages, and making the analysis process transparent (Lester et al., 2020). I analyzed the data using the following order: (a) organizing the data in an electronic file, (b) transcribing and coding the data, (c) allowing participants to review the transcript, (d) making corrections as needed based on the member checking, and (e) identifying and documenting themes in a data analysis tool. Researchers chose the data analysis tool for their study based on the project size, the funds and time available, and the inclination and expertise required to effectively use the tool (Mattimoe et al., 2021). Some qualitative research software (such as NVivo and MAXQDA) can be expensive and may not be readily accessible across the research team, Microsoft Excel or Word can be used as an alternative option (Adeoye-Olatunde & Olenik, 2021). I used Excel to help analyze the data collected to identify the themes from the semistructured interviews and literature for the study. Excel was beneficial for the study over a data analysis technology tool because I had a small sample size. The participants were uniquely identified using a coded format in the study to keep their identities confidential. In thematic data analysis, using concepts the researcher develops, codes that segment data into meaningful parts and applies or elaborates concepts that are identified during an evaluative synthesis of both the conceptual and/or empirical literature and fieldwork (Durdella, 2019). I identified the key themes from the current literature in the study, future literature published after the study, and the conceptual framework.

Reliability and Validity

Reliability

Yin (2018) defined reliability in a research study as demonstrating that the operations of a study can be repeated with the same results while minimizing errors and bias. Dependability in qualitative research refers to the stability of data over time and the evaluation of the quality of the data collection, data, and theory generation that has been undertaken in a study (Ellis, 2019). I ensured the dependability of the data collected by performing member checking. The participants were asked to review coded transcripts from interviews to ensure the data was interpreted from their experience and relationship to the research question.

Validity

Validity refers to the likelihood that a study, designed in a particular way, would produce specific data and answer the research question in other words, that it does what it intends to do (Dibley et al., 2020). The data collected for the study was validated through creditability, transferability, confirmability, and data saturation. Researchers achieve credibility by developing a transparent description of data collection and analysis processes, the use of verbatim quotes from participants to support the findings being presented, and the demonstration of shared as well as varied experiences among participants (Dibley et al., 2020). The creditability of the study was achieved by performing member checking to ensure the accuracy of the data collected. A triangulation method was used for collecting and analyzing data to remove bias.

The transferability of the data collected for the study was achieved by ensuring the data provides relevant and concise details to allow readers and future studies to use the data accurately. Transferability allows the results from previous research studies to be applied to new studies (Tuval-Mashiach, 2021). This information included the number of participants, geographical location, research question, and industry/business type of the study. Tuval-Mashiach (2021) defined confirmability as ensuring that the interpretation of the findings of a research study is not an artifact of the inquirer's imagination but is derived from and embedded in the data. To ensure the confirmability of the study, I used the triangulation method and collected data from semistructured interviews, public documents on the organization's website, and articles related to the study. I allowed participants to review the data collected from their interviews for accuracy and the opportunity to expand on their responses. Data saturation is achieved when new information is no longer emerging from data collection, new coding is not feasible, and/or no new themes are emerging (J. L. Johnson et al., 2020). Data saturation was achieved when the themes from the semistructured interviews and literature were repetitive.

Transition and Summary

In Section 1, I identified the foundation of the study and the background of the business problem as it relates to financial strategies for nonprofit organization leaders. In Section 2, I provided the purpose of the study, the role of the researcher, participants, research method and design, population and sampling, ethical research, data collection instrument and techniques, data organization techniques, data analysis, and reliability and validity of the study.

In Section 3, I presented the result of the findings, application to professional practice, implication for social change, recommendations for action, recommendation for further research, reflections, conclusion, and appendices/table content of the study.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative single-case study was to explore the financial strategies that nonprofit leaders use for revenue generation to sustain their organizations. I interviewed three senior leaders at one nonprofit organization who shared the financial strategies used in their organization for sustainability. I conducted semistructured interviews where each participant was asked nine open-ended questions. The privacy of participants was maintained by labeling the participants as P1, P2, and P3. After each interview, I conducted member checking to ensure the accuracy of the data collected. I conducted the triangulation method to reach data saturation for the study. I identified themes captured during the semistructured interview that will be discussed in the findings of this section. The themes identified aligned with the literature review and conceptual framework used in the study.

Presentation of the Findings

The overarching research question for this study was: What financial strategies for revenue generation do nonprofit leaders use to sustain their organization? To answer the overarching research question, I conducted semistructured interviews with nine open-ended questions. I interviewed three senior leaders at one nonprofit organization that met the study's criteria. The criteria for participant selection were senior leaders who know the structure of the organization, financial strategies that have been successful or lessons learned, and/or financial challenges. Each participant provided consent to participate in the study and was informed that they could withdraw from the study at any time. All participants provided individual consent to participate in the study. I informed each participant about the process for keeping their and the organization's identity private before each interview. After all interviews were complete, I performed member checking to ensure the accuracy of data. I collected data from the website, including revenue streams and organizational structure. The data collected were supported by the responses provided by the participants in the semistructured interviews. I used Microsoft Excel to assist me in the data analysis to identify themes. During my data analysis process, I identified three themes in the study.

The themes I identified in the study were revenue diversification, relationship building, and internal financial processes. Each participant identified these themes during their interview. These themes are supported by the data collected on the organization's website.

Theme 1: Revenue Diversification

During the semistructured interview, each participant provided responses that identified revenue diversification as a financial strategy their organization used for sustainability. All participants stated that their organization's government grants, donations, and volunteer services are financial strategies for revenue diversification and sustainability. The primary funding source for the organization is government grants from the federal, state, and local levels. P1 and P3 emphasized their organization used a fee-for-service strategy for a key revenue stream. In addition to the financial strategies provided, P3 stated that the most beneficial financial strategy used by the organization is the merger and acquisition that occurred before the COVID-19 pandemic. Many nonprofit leaders had to terminate or furlough employees, cancel programs, and delay payments due to the financial hardships encountered during the pandemic (Almog-Bar et al., 2024). The merger and acquisition were key to the organization's sustainability during the COVID-19 pandemic.

In addition to the financial strategies provided above, each participant shared additional financial strategies implemented for sustainability. P1 shared that the organization has been successful with its grant writing, fundraising, and obtaining volunteers. This success contributed to the organization being financially stable by providing ways to bring in funding and assist with decreasing overhead costs. P2 shared that the organization is always looking for opportunities to diversify funding. The organization has been successful in obtaining contract expansion opportunities to include adding more skills that the organization can provide. For example, the organization will provide continuous training to expand the work experience they can provide under a contract. P3 shared that revenue diversification is vital to the success of the organization. The most successful financial strategy that the organization has implemented was the merger and acquisition with a larger organization. The merger and acquisition with a larger organization played a key role in the sustainability of the organization by providing access to industry experts and training to leverage overhead costs.

The data collected showed that revenue diversification is a theme that answered the overarching research question for this study. Lu et al. (2020) found that the financial success of a nonprofit organization is related to its ability to diversify revenue streams. Revenue diversification is positively associated with a nonprofit organization's performance (Hung et al., 2024). Nonprofit leaders use revenue diversification as a financial strategy for sustainability to achieve their mission (Chikoto-Schultz & Sakolvittayanon, 2020). The participants identified several different revenue streams, such as fees for service, donations, government grants, and a merger & acquisitions. These revenue streams were supported by the literature found during my research.

The conceptual framework for this study was the resource dependence theory, which Pfeffer and Salancik (1978) defined as an organization's dependence on its external environment for resources to sustain. Based on the analysis of the data collected during the interviews, this organization's financial stability is dependent on its external environment. Still, its ability to diversify its revenue streams minimizes the risk of depending on one revenue stream. Nonprofit leaders should develop strategies to withstand external factors that threaten the organizations' financial stability (Chikoto-Schultz & Sakolvittayanon, 2020). Chikoto-Schultz and Sakolvittayanon (2020) defined revenue diversification as a strategy used to mitigate against environmental conditions of uncertainty and scarcity by relying on diverse sources of income. The nonprofit leaders interviewed for this study identified four strong revenue streams that are actively used to mitigate risk from their external environment. The data collected from the interviews were supported by the literature in this study.

Theme 2: Relationship Building

The second theme identified during the interviews is relationship building. In addition to the data collected during the interviews, the public information about the organization on the website supported this theme. All participants stated that relationship building is important to the organization's success. The leadership makes it a priority to build relationships with all its stakeholders (funders and non-funders). P1 and P2 emphasized the importance of clear, concise, and continuous communication with all stakeholders is important to keep people engaged. P3 stated that the organization builds relationships by joining advocacy organizations to stay connected with industry trends. Relationship building has contributed to maintaining the success of obtaining government grants, which is their key funding source. P1 stated the organization has a reputation for being responsive to customer needs, providing timely documentation and billing, and providing quality service. P2 stated that project managers participate in monthly meetings, surveys, and provide quality assurance reports to stakeholders. Lastly, P3 stated that relationship management includes staying in compliance, establishing data driven performance measures, and constant analysis of impact. All participants provided examples of how the organization has been successful in maintaining its relationships with external stakeholders.

A key barrier/challenge the organization has encountered with building relationships is finding the talent needed to work for a nonprofit. They have had trouble recruiting qualified individuals who have an interest in working for a nonprofit. P3 stated that changing the motivation of the public or businesses to partner with nonprofit organizations has created challenges. They have found that businesses are motivated to partner with nonprofits because of the nonprofit tax-exempt status and ability to fundraise to offset financial costs. This motivator is substantially beneficial to the businesses but not the nonprofit as it relates to financial sustainability. The leadership of the organization has mitigated this challenge by putting the focus on the mission of the organization and not the financial gain. To mitigate the challenge of recruiting qualified individuals to work at nonprofits and the motivators for potential partners, the leadership has worked on building and maintaining relationships with stakeholders and nonprofit coalitions. The effectiveness of these strategies was measured by receiving referrals from other organizations on qualified individuals and potential partnering opportunities.

The nonprofit leaders interviewed for this study explained the importance of building relationships for the sustainability of the organization. Effective communication was a key strategy used to build relationships with stakeholders. Researchers found that effective communication with stakeholders is important when building relationships (Wrona et al., 2023). Nonprofit leaders can maintain and build relationships with stakeholders by using social media as a tool to communicate updates about the organization (Wrona et al., 2023) while also providing opportunities for engagement. Creating an environment to engage with stakeholders helps build relationships by allowing stakeholders the opportunity to provide feedback (Salvador et al., 2024). Stakeholders feel valued when their input about the organization is considered (Salvador et al., 2024). During the interview, P2 explained that they manage relationships with stakeholders by encouraging feedback during monthly meetings and surveys, which contributes to the decisions made by leadership.

The decisions made by leaders can impact how organizations build relationships with stakeholders. The organization’s success is attributed to relationship management strategies, such as providing timely and transparent information. Researchers have found that external factors influence the decisions and communication strategies made by leadership that contribute to the relationships with stakeholders (Dong et al., 2023), as supported by the resource dependence theory. The resource dependence theory suggests that organizations focus on building relationships to obtain resources they lack (Pfeffer & Salancik, 1978). Pilon and Brouard (2023) found that organizations demonstrate accountability by communicating information that helps maintain a good relationship with stakeholders that provide resources. Relationship building is essential to the sustainability of an organization.

Theme 3: Internal Financial Processes

The last theme that I identified was internal financial processes, which was supported by the data collected from interview question 8 regarding a succession plan to ensure the financial sustainability of the organization. The organizational leaders established a succession plan during the merger and acquisition process. The succession plan included creating a business structure that allowed all units/functions to operate independently for sustainability. This structure prevented the organization from being dependent on one source of funding. The organization depends heavily on financial performance reports to assess the current financial status and to assist with future projects. In addition to using financial reports, the leadership focuses on good budgeting processes that are regularly analyzed to apply lessons learned and successful practices for future projects.

A succession plan is important to the sustainability of an organization. Researchers found that developing a succession plan can be overwhelming for organizations but should include administrative, financial, information technology, legal, and professional areas (Carlson, 2023). Leadership can benefit from using the resource dependence theory when developing a succession plan it requires consideration of the organization's external environment (Mans-Kemp & Flanegan, 2022). The organization was a part of a merger and acquisition, which played a vital role in its succession planning. The merger and acquisition contributed to the financial stability of the organization during the pandemic. In addition to the merger and acquisition, the organization has strong financial processes that ensure sustainability is not dependent on one stream of income. This practice is supported by the revenue diversification theme provided in the study.

Applications to Professional Practice

The findings from this study are useful to nonprofit leaders, employees of nonprofits, external stakeholders, and future nonprofit leaders. The purpose of this qualitative single-case study was to explore the financial strategies that nonprofit leaders use for revenue generation to sustain their organizations. I reviewed literature related to the topic and interviewed three senior leaders at one nonprofit that implemented successful financial strategies for sustainability. I identified three themes to answer the overarching research question after analyzing the data collected. The themes are revenue diversification, relationship building, and internal financial processes.

The financial stability of a nonprofit organization directly contributes to its ability to achieve its mission and provide resources to the community (Rottkamp, 2021). Nonprofit leaders should evaluate their internal and external environments to establish financial strategies for sustainability. I used the resource dependence theory developed by Pfeffer and Salancik in 1978 to identify factors that contribute to the financial stability of an organization. Nonprofit leaders should have strategies in place to obtain resources from their external environment to assist with the organization's sustainability (Modi & Sahi, 2022). This is important because nonprofit organizations are structured to depend heavily on resources from their external environment.

Nonprofit leaders can use the findings from this study to explore financial strategies for revenue generation. I identified several revenue streams nonprofit leaders can use, including donations, government grants, volunteer services, corporate philanthropy, and other innovative strategies. Nonprofit leaders who implement different revenue streams can use that as a financial strategy to mitigate challenges from external factors (Feng & Neely, 2023). Nonprofit leaders should consider their external environment when developing financial strategies for sustainability.

Implications for Social Change

The implications for social change in this study include financial strategies that nonprofit leaders can use for sustainability. This study is important because the services provided by nonprofit organizations benefit adults and children from all backgrounds. Nonprofit organizations provide services for after-school programs, workforce development, disability services, housing assistance, and senior assistance. This is beneficial because the purpose of nonprofit organizations is to provide needed resources and services to their communities. To provide these services, nonprofit leaders should have financial strategies in place to generate revenue. The findings from this study are beneficial to the sustainability of nonprofit organizations and the servicing community.

Recommendations for Action

Nonprofit leaders should develop financial strategies for revenue to sustain the organization. Many communities depend on the services provided by nonprofit organizations. The data collected in this study were from prior research and semistructured interviews of three senior leaders from one nonprofit organization. The findings from this study show that it is important that leadership focuses on developing financial strategies for sustainability. The recommendations for action by nonprofit leaders are (a) evaluating financial stability, (b) exploring innovative financial strategies, and (c) developing succession plans that include a financial plan.

The first recommendation is for nonprofit leaders to evaluate the financial stability of the organization regularly. Assessing the financial stability of an organization allows the leadership to implement strategies early before challenges occur. This evaluation should be done at least twice a year to mitigate any challenges early. This also allows an opportunity for leadership to provide effective and transparent communication with internal and external stakeholders. Effecting and transparent communication about the financial condition of the organization is important to all stakeholders.

The second recommendation is to explore innovative financial strategies. Nonprofit leaders should explore innovative strategies for funding the needs of the organizations to mitigate the risk depending on the traditional funding streams such as donations or grants. Some innovative financial strategies for nonprofit organizations include the social enterprise structure or mergers and acquisitions.

The last recommendation is nonprofit leaders should develop a succession plan that includes a financial plan. Many leaders develop a succession plan that focuses on who will fill the leadership vacancies when there is a departure. Leaders must include a financial plan in the succession planning to ensure that the organization can mitigate financial challenges that may occur. During the COVID-19 pandemic, many nonprofit organizations were forced to close due to the inability to adjust to their current environment. A succession plan that includes a financial plan can positively impact the sustainability of a nonprofit organization.

The findings of the study are primarily beneficial to the leaders of nonprofit organizations. The findings are also beneficial to employees of nonprofit organizations, all stakeholders, and the community. I will explore opportunities to share the results at conferences related to nonprofit organizations, publish in trade journals, or provide training.

Recommendations for Further Research

The recommendation for further research includes expanding the sample size and geographical location. The results of this study were developed from a sample of three senior leaders in one organization. Future research can expand the sample size to get more data to analyze. The other recommendation is expanding the geographical location. Expanding the geographical improves the ability to apply the findings universally for nonprofit organizations.

Reflections

My journey to complete my doctoral was exciting and very challenging. I learned a lot about the research process, nonprofit organizations, and myself. I completed research in the past for previous academic assignments that helped prepare me for this journey. The Walden research process and resources provided helped with completing the literature review. During the literature review process, I learned a lot about the structure and financial conditions of nonprofit organizations. Before beginning the doctoral program, I had experience volunteering with nonprofit organizations. My experience was beneficial to understanding some of the data collected, but I quickly learned that there was so much more to learn. One of the most rewarding parts of this journey was interviewing the senior leaders at a nonprofit organization. During this process, I was able to learn so much about the structure and challenges that nonprofit organizations experience. After completing this study, I not only value the work of the nonprofit but also the dedication of all stakeholders to continue the mission even when there is a lack of resources.

Conclusion

In this single-case study, I explored successful strategies used by nonprofit leaders to generate revenue for sustainability. I used the resource dependence theory as the conceptual framework to explore strategies nonprofit leaders can use for sustainability. The resource dependence theory allows an organization’s leaders to evaluate its dependence on internal and external environments to access resources. The literature review included data from prior research on the resource dependence theory, alternative theories, nonprofit organizations, financial strategies, and the sustainability of nonprofit organizations. I conducted semistructured interviews with three senior leaders at one nonprofit organization. After analyzing the data collected, I identified three themes that contribute to the sustainability of nonprofit organizations: revenue diversification, relationship building, and internal financial process. These strategies can be used by any nonprofit organization to ensure sustainability to achieve its mission. The services provided by nonprofit organizations are important to the servicing communities they serve. Nonprofit leaders must have financial strategies in place for revenue generation to meet the needs of the communities.

References

Adeoye-Olatunde, O. A., & Olenik, N. L. (2021). Research and scholarly methods: Semi-structured interviews. *Journal of the American College of Clinical Pharmacy*, *4*, 1358–1367. https://doi.org/10.1002/jac5.1441

Alam, M. K. (2021). A systematic qualitative case study: questions, data collection, NVivo analysis, and saturation. *Qualitative Research in Organizations and Management: An International Journal*, *16*(1), 1–31. https://doi.org/10.1108/QROM-09-2019-1825

Almog-Bar, M., Greenspan, I., Schmid, H., & Oreg, A. (2024). The three P's in nonprofit human service mergers: Strategic response to coping with a crisis. *Human Service Organizations: Management, Leadership & Governance*, *48*(3), 305–322. https://doi.org/10.1080/23303131.2024.2335985

American Psychological Association. (2020). *Publication manual of the American Psychological Association* (7th ed.). https://doi.org/10.1037/0000165-000

An, S. (2021). Nonprofit board turnover and financial performance: Examining optimal board turnover rate in United Way organizations. *Nonprofit Management & Leadership*, *32*(1), 79–98. https://doi.org/10.1002/nml.21461

Andreassen, P., Christensen, M. K., & Moller, J. E. (2020). Focused ethnography as an approach in medical education research. *Medical Education*, *54*(4), 296–302. https://doi.org/10.1111/medu.14045

Arik, M., Clark, L., & Raffo, D. (2016). Strategic responses of non-profit organizations to the economic crisis: Examining through the lenses of resource dependency and resourced-based view theories. *Academy of Strategic Management Journal, 15*(1), 48–70. http://www.alliedacademies.org/academy-of-strategic-management-journal/

Aspers, P., & Corte, U. (2019). What is qualitative in qualitative research? *Qualitative Sociology*, *42*(2), 139–160. https://doi.org/10.1007/s11133-019-9413-7

Azulai, A. (2021). Are grounded theory and action research compatible? Considerations for methodological triangulation. *Canadian Journal of Action Research, 21*(2), 4–24. https://doi.org/10.33524/cjar.v21i2.485

Başar, S., Kucuk Yilmaz, A., Karaca, M., Lapçın, H. T., & Başar, S. İ. (2020). Fleet modeling in strategic multi-criteria decision-making of approved training organization from capacity building and resource dependency theory perspective: Risk taxonomy methodology. *Aircraft Engineering & Aerospace Technology*, *92*(6), 917–923. https://doi.org/10.1108/AEAT-03-2020-0051

Bennett, E., Dayson, C., Rees, J., Patmore, B., & Damm, C. (2023). The role of smaller nonprofit human service organizations during the COVID-19 pandemic: Evidence from England and Wales. *Human Service Organizations: Management, Leadership & Governance*. https://doi.org/10.1080/23303131.2023.2248611

Berrett, J. L., & Holliday, B. S. (2018). The effect of revenue diversification on output creation in nonprofit organizations: A resource dependence perspective. *Voluntas: International Journal of Voluntary & Nonprofit Organizations*, *29*(6), 1190–1201. https://doi.org/10.1007/s11266-018-00049-5

Bhandari, K. R., Ranta, M., & Salo, J. (2022). The resource-based view, stakeholder capitalism, ESG, and sustainable competitive advantage: The firm's embeddedness into ecology, society, and governance. *Business Strategy & the Environment (John Wiley & Sons, Inc)*, *31*(4), 1525–1537. https://doi.org/10.1002/bse.2967

Billups, F. (2021). *Interview protocols*. SAGE Publications, Inc. https://doi.org/10.4135/9781071878699

Braaten, B., Kramer, A., Henderson, E., Kajfez, R., & Dringenberg, E. (2020). Accessing complex constructs: Refining an interview protocol. *2020 IEEE Frontiers in Education Conference (FIE), Frontiers in Education Conference (FIE), 2020 IEEE*, 1–3. https://doi.org/10.1109/FIE44824.2020.9274260

Braun, V., Clarke, V., Boulton, E., Davey, L., & McEvoy, C. (2021). The online survey as a qualitative research tool. *International Journal of Social Research Methodology*, *24*(6), 641–654. https://doi.org/10.1080/13645579.2020.1805550

Brown, V. L., & Harris, E. E. (2023). The association of female leaders with donations and operating margin in nonprofit organizations. *Journal of Business Ethics*, *185*(1), 223–243. https://doi.org/10.1007/s10551-022-05182-2

Bush, A. A., Amechi, M., & Persky, A. (2020). An exploration of pharmacy education researchers' perceptions and experiences conducting qualitative research. *American Journal of Pharmaceutical Education, 84*(3), 334–344. https://doi.org/10.5688/ajpe7129

Campbell, S., Greenwood, M., Prior, S., Shearer, T., Walkem, K., Young, S., Bywaters, D., & Walker, K. (2020). Purposive sampling: Complex or simple? Research case examples. *Journal of Research in Nursing*, *25*(8), 652–661. https://doi.org/10.1177/1744987120927206

Carlson, M. (2023). Succession Planning: Business Contingency Strategy. *Journal of Nurse Life Care Planning*, *23*(2), 14–16.

Chang, Y., Peng, X.-E., & Liang, C. (2021). Transforming nonprofit organisations into social enterprises: An experience-based follow-up study. *Voluntas: International Journal of Voluntary & Nonprofit Organizations*, *32*(1), 3–12. https://doi.org/10.1007/s11266-020-00261-2

Chen, S., Hermes, N., & Hooghiemstra, R. (2022). Corporate social responsibility and NGO directors on boards. *Journal of Business Ethics*, *175*(3), 625–649. https://doi.org/10.1007/s10551-020-04649-4

Cheng, Y., & Yang, L. (2019). Providing public services without relying heavily on government funding: How do nonprofits respond to government budget cuts? *American Review of Public Administration*, *49*(6), 675–688. https://doi.org/10.1177/0275074018806085

Chikoto-Schultz, G. L., & Sakolvittayanon, N. (2020). *Revenue diversification, growth, and stability*. Taylor and Francis. https://doi.org/10.4324/9780429265419-10

Cho, H., Wong, Z., & Chiu, W. (2020). The effect of volunteer management on intention to continue volunteering: A mediating role of job satisfaction of volunteers. *SAGE Open, 10*(2). https://doi.org/10.1177/2158244020920588

Clark, M., & Mitchell, S. (2020). Volunteer choice of nonprofit organization: An integrated framework. *European Journal of Marketing*, *55*(1), 63–94. https://doi.org/10.1108/EJM-05-2019-0427

Coker, D. C. (2022). A thematic analysis of the structure of delimitations in the dissertation. *International Journal of Doctoral Studies*, *17*, 141–159. https://doi.org/10.28945/4939

Coupet, J., & Schehl, M. (2022). Government grants, donors, and nonprofit performance. *Journal of Public Administration Research & Theory*, *32*(1), 97–110. https://doi.org/10.1093/jopart/muab022

Craighead, C. W., Ketchen, D. J., & Darby, J. L. (2020). Pandemics and supply chain management research: Toward a theoretical toolbox. *Decision Sciences*, *51*, 838–866. https://doi.org/10.1111/deci.12468

Dadić, L., & Ribarić, H. M. (2021). Improving the financial sustainability of nonprofit organizations through tourism-related activities. *Journal of Philanthropy & Marketing*, *26*(2), 1–12. https://doi.org/10.1002/nvsm.1692

Dalwai, T., & Mohammadi, S. S. (2020). Intellectual capital and corporate governance: An evaluation of Oman's financial sector companies. *Journal of Intellectual Capital*, *21*(6), 1125–1152. https://doi.org/10.1108/JIC-09-2018-0151

Dang, A., & Nguyen, T. (2021). Valuation effect of emotionality in corporate philanthropy. *Journal of Business Ethics*, *173*(1), 47–67. https://doi.org/10.1007/s10551-020-04551-z

Dang, C. T., & Owens, T. (2020). Does transparency come at the cost of charitable services? Evidence from investigating British charities. *Journal of Economic Behavior & Organization*, *172*, 314–343. https://doi.org/10.1016/j.jebo.2020.02.020

Darko, E. M., Kleib, M., & Olson, J. (2022). Social media use for research participant recruitment: Integrative literature review. *Journal of Medical Internet Research*, *24*(8), e38015. https://doi.org/10.2196/38015

De Clerck, T., Aelterman, N., Haerens, L., & Willem, A. (2021). Enhancing volunteers capacity in all-volunteer nonprofit organizations: The role of volunteer leaders' reliance on effective management processes and (de)motivating leadership. *Nonprofit Management & Leadership*, *31*(3), 481–503. https://doi.org/10.1002/nml.21444

Denison, D., Yan, W., & Butler, J. S. (2019). Managing risk and growth of nonprofit revenue. *Journal of Public and Nonprofit Affairs*, *5*(1), 56–73. https://doi.org/10.20899/jpna.5.1.56-73

Dewi, D. P. N., Sudana, I. P., Dwirandra, A. A. N. B., & Wirajaya, I. G. A. (2020). Debt refinancing decision making: A phenomenological study in a not-for-profit organization. *Russian Journal of Agricultural and Socio-Economic Sciences*, *104*(8), 3–14. https://doi.org/10.18551/rjoas.2020-08.01

De Wit, A., & Bekkers, R. (2020). Can charitable donations compensate for a reduction in government funding? The role of information. *Public Administration Review*, *80*(2), 294. https://doi.org/10.1111/puar.13154

Dibley, L., Dickerson, S., Duffy, M., & Vandermause, R. (2020). *Reflexivity and rigour*. SAGE Publications, Inc. https://doi.org/10.4135/9781529799583

Dong, C., Zhang, Y., Li, Y., Lee, E., & Chen, L. (2023). What makes nonprofit organizations (NPOs) talk transparently about their connections with businesses on Twitter? Insights from nonprofit-business network portfolios and resource dependencies. *Public Relations Review*, *49*(2), N.PAG. https://doi.org/10.1016/j.pubrev.2023.102314

Donnellan, M. L. (2018). *The top twenty sustainability strategies for nonprofits.* CreateSpace.

Duesbery, L., & Twyman, T. (2020). *In general, what are the different kinds of interviews?*. SAGE Publications, Inc. https://doi.org/10.4135/9781544305455

Durdella, N. (2019). *Working with data sources: Selecting research participants and forming research samples*. SAGE Publications, Inc. https://doi.org/10.4135/9781506345147

El-Amin, A. (2023). Utilizing effective volunteer management to elevate nonprofit organizational capacity. *Journal of Nonprofit Education & Leadership*, *13*(2), 101–111. https://doi.org/10.18666/JNEL-2022-11716

Ellis, P. (2019). The language of research (part 20): Understanding the quality of a qualitative paper (2). *Wounds UK*, *15*(1), 110–111.

Ertas, N. (2020). How public, nonprofit, and private-sector employees access volunteer roles. *Journal of Nonprofit & Public Sector Marketing*, *32*(2), 105–123. https://doi.org/10.1080/10495142.2018.1526744

Feng, N. C., & Neely, D. G. (2023). Walden conservatory of music: A case of nonprofit financial analysis and strategic planning. *Issues in Accounting Education*, *38*(3), 105–118. https://doi.org/10.2308/ISSUES-2020-052

Fetters, M. (2020). *Identifying a topic, rationale, and potential feasibility issues for conducting a mixed methods research or evaluation project*. (Vols. 1-0). SAGE Publications, Inc. https://doi.org/10.4135/9781071909713

Finley, A. R., Hall, C., Harris, E., & Lusch, S. J. (2021). The effect of large corporate donors on non-profit performance. *Journal of Business Ethics*, *172*(3), 463–485. https://doi.org/10.1007/s10551-020-04516-2

Gaeta, G. L., Ghinoi, S., Silvestri, F., & Trasciani, G. (2021). Exploring networking of third sector organizations: A case study based on the quartieri spagnoli neighborhood in Naples (Italy). *Voluntas: International Journal of Voluntary & Nonprofit Organizations*, *32*(4), 750–766. https://doi.org/10.1007/s11266-020-00241-6

Gamble, E. N., Muñoz, P., & Fox, K. A. (2023). Is it time to clean up US tax-exempt nonprofit reporting? *Sustainability Accounting, Management and Policy Journal*, *14*(1), 1–20. https://doi.org/10.1108/SAMPJ-09-2021-0373

Githaiga, P. (2022). Revenue diversification and financial sustainability of microfinance institutions. *AJAR (Asian Journal of Accounting Research)*, *7*(1), 31–43. https://doi.org/10.1108/AJAR-11-2020-0122

Gracia, A. (2021). How nonprofits obtain and maintain their nonprofit tax status. *GPSolo*, *38*(6), 23–26.

Guetterman, T. C., & Fetters, M. D. (2018). Two methodological approaches to the integration of mixed methods and case study designs: A systematic review. *American Behavioral Scientist*, *62*(7), 900–918. https://doi.org/10.1177/0002764218772641

Guo, B., & Peng, S. (2020). Do nonprofit and for-profit social enterprises differ in financing? *Voluntas: International Journal of Voluntary & Nonprofit Organizations*, *31*(3), 521–532. https://doi.org/10.1007/s11266-020-00218-5

Hagues, R. (2021). Conducting critical ethnography: Personal reflections on the role of the researcher. *International Social Work*, *64*(3), 438–443. https://doi.org/10.1177/0020872818819731

Hao, X., & Neely, D. G. (2023). Nonprofit board network and total contributions. *Journal of Management Accounting Research*, *35*(2), 97–114. https://doi.org/10.2308/JMAR-2022-042

Harrison, V., Buckley, C., & Xiao, A. (2021). The roles of donation experience and advocacy: Extending the organization–donor relationship model. *Journal of Communication Management*, *25*(1), 85–103. https://doi.org/10.1108/JCOM-06-2020-0057

Hayashi, A., & Hopkins, J. J. (2023). Articles: The charitable tax deduction and civic engagement. *University of Illinois Law Review, 23,* 1179. https://advance.lexis.com/api/document?collection=analytical-materials&id=urn:contentItem:698V-1NF1-F0R8-C00B-00000-00&context-1516831

Hernandez Ortiz, T. L., Hager, M. A., & Brudney, J. L. (2022). What do nonprofits value in their volunteers? *Human Service Organizations: Management, Leadership & Governance*, *46*(1), 96–110. https://doi.org/10.1080/23303131.2021.1967246

Hou, S. (2021). A mixed methods process evaluation of an integrated course design on teaching mixed methods research. *International Journal for the Scholarship of Teaching & Learning*, *15*(2), 1–9. https://doi.org/10.20429/ijsotl.2021.150208

House, J. (2018). Authentic vs elicited data and qualitative vs quantitative research methods in pragmatics: Overcoming two non-fruitful dichotomies. *System, 75,* 4–12. https://doi.org/10.1016/j.system.2018.03.014

Hung, C., Tsai, C.-C., & Wu, W.-N. (2024). Does revenue diversification really improve mission performance? Evidence from a sample of human service nonprofits. *Public Performance & Management Review*, 1–23. https://doi.org/10.1080/15309576.2024.2382443

Ilyas, S., Butt, M., Ashfaq, F., & Maran, D. A. (2020). Drivers for non-profits' success: Volunteer engagement and financial sustainability practices through the resource dependence theory. *Economies*, *8*(4), 101. https://doi.org/10.3390/economies8040101

Independent Sector. (n.d.). *Value of volunteer time by state 2001-2020* [Data set]. https://independentsector.org/wp-content/uploads/2018/04/Value-of-Volunteer-Time-byState-2001-2020.pdf

Ivey, G. (2023). Interpreting hidden meaning in qualitative research interview data: Opportunities and challenges. *Qualitative Research in Psychology*, *20*(1), 21–51. https://doi.org/10.1080/14780887.2022.2067509

Jamal, A., Yaccob, A., Bartikowski, B., & Slater, S. (2019). Motivations to donate: Exploring the role of religiousness in charitable donations. *Journal of Business Research*, *103*, 319–327. https://doi.org/10.1016/j.jbusres.2019.01.064

Johnson, A. F., Rauhaus, B. M., & Webb-Farley, K. (2020). The COVID-19 pandemic: A challenge for US nonprofits' financial stability. *Journal of Public Budgeting, Accounting & Financial Management, 33*(1), 33–46. http://dx.doi.org/10.1108/JPBAFM-06-2020-0076

Johnson, J. L., Adkins, D., & Chauvin, S. (2020). A review of the quality indicators of rigor in qualitative research. *American Journal of Pharmaceutical Education*, *84*(1), 138–146. https://doi.org/10.5688/ajpe7120

Jones, J. A., Krasynska, S., & Donmoyer, R. (2021). Mission-first social enterprises: A case study of how three nonprofit organizations avoided mission drift when forming and operating social enterprises. *Journal of Philanthropy and Marketing*, *26*(4), 1–6. https://doi.org/10.1002/nvsm.1701

Karbhari, Y., Alam, K., & Rahman, M. (2020). Relevance of the application of institutional theory in Shariah governance of Islamic banks. *PSU Research Review*, *5*(1), 1–15. https://doi.org/10.1108/PRR-05-2020-0015

Kassan, A., Goopy, S., Green, A., Arthur, N., Nutter, S., Russell-Mayhew, S., Vazquez, M. S., & Silversides, H. (2020). Becoming new together: Making meaning with newcomers through an arts-based ethnographic research design. *Qualitative Research in Psychology*, *17*(2), 294–311. https://doi.org/10.1080/14780887.2018.1442769

Kędzierska-Szczepaniak, A. (2021). Crowdfunding–innovative financing of cultural ventures by society. *Procedia Computer Science*, *192*, 4348–4357. https://doi.org/10.1016/j.procs.2021.09.211

Ko, W. W., & Liu, G. (2021). The transformation from traditional nonprofit Organizations to social enterprises: An institutional entrepreneurship perspective. *Journal of Business Ethics*, *171*(1), 15–32. https://doi.org/10.1007/s10551-020-04446-z

Köhler, T., Smith, A., & Bhakoo, V. (2022). Templates in qualitative research methods: Origins, limitations, and new directions. *Organizational Research Methods*, *25*(2), 183–210. https://doi.org/10.1177/10944281211060710

Konrath, S., & Handy, F. (2017). The development and validation of the motives to donate scale. *Nonprofit and Voluntary Sector Quarterly*, *47*(2), 347–375. https://doi.org/10.1177/0899764017744894

Kuan, J., & Thornton, J. (2022). Nonprofit organizations as multisided platforms. *Academy of Management Review*, *47*(4), 600–616. https://doi.org/10.5465/amr.2019.0216

Kulkarni, P. M., Nayak, G., & PA Kumar, A. (2023). Applying the resource dependence theory to enhance supply chain management of small and medium scale enterprises (SMEs) in the context of Covid-19. *Asia-Pacific Management Accounting Journal*, *18*(1), 179–214. https://doi.org/10.24191/apmaj.v18i1-08

Lam, M. (2020). Public leadership under resource constraints: An examination of the U.S. nonprofit sector. *Journal of Leadership Studies*, *14*(1), 89–95. https://doi.org/10.1002/jls.21686

Lauck, J. R., & Bhattacharjee, S. (2023). The role of board financial monitoring strength and donor pressure in nonprofit auditors' assessment of changes in program expense allocations. *Auditing: A Journal of Practice & Theory*, *42*(3), 71–86. https://doi.org/10.2308/AJPT-2020-031

Lee, J., Park, Y. J., & Gong, X. (2023). How do government grants affect nonprofit financial effectiveness? The mediation role of process accountability. *Administration & Society*, *55*(1), 122–157. https://doi.org/10.1177/00953997221112824

Lester, J. N., Cho, Y., & Lochmiller, C. R. (2020). Learning to do qualitative data analysis: A starting point. *Human Resource Development Review*, *19*(1), 94–106. https://doi.org/10.1177/1534484320903890

Liu, B., & Wei, L. (2023). Unintended effects of open data policy in online behavioral research: An experimental investigation of participants' privacy concerns and research validity. *Computers in Human Behavior*, *139*. https://doi.org/10.1016/j.chb.2022.107537

Lu, J., Shon, J., & Zhang, P. (2020). Understanding the dissolution of nonprofit organizations: A financial management perspective. *Nonprofit & Voluntary Sector Quarterly*, *49*(1), 29–52. https://doi.org/10.1177/0899764019872006

Mans-Kemp, N., & Flanegan, J. N. (2022). Prudent and proactive board succession planning: A case study of selected companies in South Africa. *Acta Commercii*, *22*(1), 1–11. https://doi.org/10.4102/ac.v22i1.970

Marshall, C., & Rossman, G., & Blanco, G. (2022). *Designing qualitative research*. (7th ed.). Sage.

Mattimoe, R., Hayden, M. T., Murphy, B., & Ballantine, J. (2021). Approaches to analysis of qualitative research data: A reflection on the manual and technological approaches. *Accounting, Finance & Governance Review*, *27*(1), 1–14. https://doi.org/10.52399/001c.22026

Mayer, L. H. (2023). Nonprofits, taxes, and speech. *Loyola of Los Angeles Law Review, 56*(4), 1291–1354.

Mazanec, J., Bartosova, V., & Bohm, P. (2022). Logit model for estimating non-profit organizations' financial status as a part of non-profit financial management. *Mathematics*, *10*, 2162. https://doi.org/10.3390/math10132162

McCrea, A. M., Zhu, L., & Johansen, M. S. (2022). Managing diversity differently: The external environment and cross-sector differences in diversity management. *Journal of Public Administration Research & Theory*, *32*(2), 436–454. https://doi.org/10.1093/jopart/muab027

McLeod, J., Shilbury, D., & Ferkins, L. (2021). Board roles in Scottish football: An integrative stewardship-resource dependency theory. *European Sport Management Quarterly*, *21*(1), 39–57. https://doi.org/10.1080/16184742.2019.1699141

Meyer, J. W., & Rowan, B. (1977). Institutionalized organizations: Formal structure as myth and ceremony. *In American Journal of Sociology, 83*(2), 340–363. https://doi.org/10.1086/226550

Modi, P., & Sahi, G. K. (2022). Who gets the money? Strategic orientations and resource attraction by not-for-profit organizations. *Journal of Nonprofit & Public Sector Marketing*, *34*(4), 475–499. https://doi.org/10.1080/10495142.2021.1926044

Moldavanova, A. V., & Wright, N. S. (2020). How nonprofit arts organizations sustain communities: Examining the relationship between organizational strategy and engagement in community sustainability. *The American Review of Public Administration*, *50*(3), 244–259. https://doi.org/10.1177/0275074019884316

Morrison, J. B. (2023). Transcending false nonprofit governance dilemmas. *Journal of Leadership, Accountability & Ethics*, *20*(3), 1–8. https://doi.org/10.33423/jlae.v20i3.6426

Mushafiq, M. (2023). Towards green development: Role of researchers. *Innovation and Green Development*, *2*(4). https://doi.org/10.1016/j.igd.2023.100075

Nassaji, H. (2020). Good qualitative research. *Language Teaching Research*, *24*(4), 427-431. https://doi.org/10.1177/1362168820941288

National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research. (1979). *The Belmont report: Ethical principles and guidelines for the protection of human subjects of research*. U.S. Department of Health and Human Services. https://www.hhs.gov/ohrp/regulations-and-policy/belmont-report/read-the-belmont-report/index.html

National Council of Nonprofits. (2019). Nonprofit impact matters: How America's charitable nonprofits strengthen communities and improve lives. *National Council of Nonprofits*, https://www.nonprofitimpactmatters.org/site/assets/files/1/nonprofit-impact-matters-sept-2019-1.pdf

National Council of Nonprofits. (2021). Board roles and responsibilities. *National Council of Nonprofits,* https://www.councilofnonprofits.org/tools-resources/board-roles-and-responsibilities

Nguyen, T. H. H., Elmagrhi, M. H., Ntim, C. G., & Wu, Y. (2021). Environmental performance, sustainability, governance, and financial performance: Evidence from heavily polluting industries in China. *Business Strategy and the Environment*, *30*(5), 2313–2331. https://doi.org/10.1002/bse.2748

Nogueira, M., Santarém, F., & Gomes, S. (2020). Volunteer brand equity? Exploring the adoption of employee brand equity (EBE) Dimensions to understand volunteers' contributions to build nonprofit organizations' brands. *Journal of Nonprofit & Public Sector Marketing*, *32*(1), 73–104. https://doi.org/10.1080/10495142.2019.1689222

Nyuur, R. B., Ofori, D. F., & Amponsah, M. M. (2019). Corporate social responsibility and competitive advantage: A developing country perspective. *Thunderbird International Business Review*, *61*(4), 551–564. https://doi.org/10.1002/tie.22065

O'Reilly, C., Walsh, L., & Mottiar, Z. (2023). Considerations for scaling a social enterprise: Key factors and elements. *Irish Journal of Management*, *42*(1), 16–32. https://doi.org/10.2478/ijm-2023-0008

Oware, K. M., Amoako, G. K., & Halidu, O. B. (2023). Does the gender of board members influence the choice of sustainability report format of listed firms? Empirical evidence from India. *Managerial Finance*, *49*(3), 492–511. https://doi.org/10.1108/MF-05-2022-0242

Paxton, P., Velasco, K., & Ressler, R. W. (2020). Does use of emotion increase donations and volunteers for nonprofits? *American Sociological Review*, *85*(6), 1051–1083. https://doi.org/10.1177/0003122420960104

Peng, S., & Lu, J. (2021). When government is late to fulfill its end of the bargain: The relational effects of payment delays on nonprofit organizations. *Public Performance & Management Review*, *44*(1), 216–242. https://doi.org/10.1080/15309576.2020.1798788

Peranginangin, J. (2015). A conceptual mapping resource advantage theory, competitive advantage theory, and transient competitive advantage. *Expert Journal of Business and Management*, *3*(2), 140–149.

Peterson, D. K., Landuyt, C., & Pham, C. (2021). Motives for corporate philanthropy and charitable causes supported. *Journal of Strategy and Management*, *14*(4), 397–412. https://doi.org/10.1108/JSMA-09-2020-0241

Pfeffer, J., & Salancik, G. R. (1978). *The external control of organizations: A resource dependence perspective*. Harper & Row.

Piatak, J. S., & Pettijohn, S. L. (2021). Within source diversification when the going gets tough: Examining alterations to human service nonprofit funding by levels of government. *Journal of Health & Human Services Administration 44*(1), 45–66. https://doi.org/10.37808/jhhsa.44.1.3

Pilon, M., & Brouard, F. (2023). Accountability theory in nonprofit research: Using governance theories to categorize dichotomies. *Voluntas: International Journal of Voluntary & Nonprofit Organizations*, *34*(3), 585–599. https://doi.org/10.1007/s11266-022-00482-7

Plaisance, G. (2021). French Nonprofit Organizations Facing COVID-19 and Lockdown: Maintaining a Sociopolitical Role in Spite of the Crisis of Resource Dependency. *Canadian Journal of Nonprofit & Social Economy Research / Revue Canadienne de Recherche Sur Les OSBL et l'économie Sociale, 12,* 65–81. https://doi.org/10.29173/cjnser.2021v12nS1a411

Porter, M. E. (1990). The competitive advantage of nations. *Harvard Business Review*, *68*(2), 73–93.

Prosek, E. A., & Gibson, D. M. (2021). Promoting rigorous research by examining lived experiences: A review of four qualitative traditions. *Journal of Counseling & Development*, *99*(2), 167–177. https://doi.org/10.1002/jcad.12364

Raeymaeckers, P., & Van Puyvelde, S. (2021). Nonprofit advocacy coalitions in times of COVID-19: Brokerage, crowdfunding, and advocacy Roles. *Nonprofit & Voluntary Sector Quarterly*, *50*(6), 1304–1317. https://doi.org/10.1177/0899764021991675

Ravitch, S. M., & Carl, N. M. (2016). *Qualitative research: Bridging the conceptual, theoretical, and methodological*. Sage.

Roa, T. M., & Biller-Andorno, N. (2022). Financial incentives for participants in health research: When are they ethical? *Swiss Medical Weekly*, *152*, w30166. https://doi.org/10.4414/smw.2022.w30166

Rottkamp, D. M. (2020). Helping nonprofit entities achieve sustainability through improved financial health. *CPA Journal*, *90*(4), 28–31.

Rottkamp, D. M. (2021). Reimagining strategic vision for nonprofits. *CPA Journal*, *10*(3), 22–27.

Rowlands, J. (2021). Interviewee transcript review as a tool to improve data quality and participant confidence in sensitive research. *International Journal of Qualitative Methods*, *20*. https://doi.org/10.1177/16094069211066170

Ruslin, R., Mashuri, S., Rasak, M. S. A., Alhabsyi, F., & Syam, H. (2022). Semi-structured interview: A methodological reflection on the development of a qualitative research instrument in educational studies. *IOSR Journal of Research*

& Method in Education, *12*(01). https://www.iosrjournals.org/iosr-jrme/papers/Vol-12%20Issue-1/Ser-5/E1201052229.pdf

Rutberg, S., & Bouikidis, C. D. (2018). Focusing on the fundamentals: A simplistic differentiation between qualitative and quantitative research. *Nephrology Nursing Journal*, *45*(2), 209–213.

Salamon, L. M., & Newhouse, C. L. (2019). *The 2019 nonprofit employment report, nonprofit economic data bulletin no. 47*. Baltimore: Johns Hopkins Center for Civil Society Studies. ccss.jhu.edu

Salvador, K., Knapp, E. J., & Mayo, W. (2024). Moving beyond data collection: Fostering community engagement in community music schools. *International Journal of Music Education*, *42*(2), 203–216. https://doi.org/10.1177/02557614231163556

Shah, S. K., Rid, A., Vaswani, V., Saxena, A., & Palacios, R. (2020). Informed consent for controlled human infection studies in low- and middle-income countries: Ethical challenges and proposed solutions. *Bioethics*, *34*(8), 809. https://doi.org/10.1111/bioe.12795

Shaw, D., & Satalkar, P. (2018). Researchers' interpretations of research integrity: A qualitative study. *Accountability in Research: Policies & Quality Assurance*, *25*(2), 79–93. https://doi.org/10.1080/08989621.2017.1413940

Shon, J., Hamidullah, M. F., & McDougle, L. M. (2019). Revenue structure and spending behavior in nonprofit organizations. *The American Review of Public Administration*, *49*(6), 662–674. https://doi.org/10.1177/0275074018804562

Siliunas, A., Small, M. L., & Wallerstein, J. (2019). We can help, but there's a catch : Nonprofit organizations and access to government-funded resources among the poor. *Journal of Organizational Ethnography*, *8*(1), 109–128. https://doi.org/10.1108/JOE-04-2018-0018

Simo, C., Tchakoute Tchuigoua, H., & Faugere, C. (2022). The determinants of micro finance institutions' decision to receive a social rating: An institutional and resource-dependence perspective. *Sustainability*, *14*(19), 11986. https://doi.org/10.3390/su141911986

Smoyer, C. B., Dwyer, R., Garfield, J. K., & Simmons, B. D. (2021). Developing workforce capability in nonprofits through effective leadership. *International Journal of Applied Management and Technology, 20*, 167–182. https://doi.org/10.5590/IJAMT.2021.20.1.09

Suveren, Y. (2022). Unconscious bias: Definition and significance. *Psikiyatride Guncel Yaklasimlar*, *14*(3), 414–426. https://doi.org/10.18863/pgy.1026607

Svensson, P. G., Mahoney, T. Q., & Hambrick, M. E. (2020). What does innovation mean to nonprofit practitioners? International insights from development and peace-building nonprofits. *Nonprofit & Voluntary Sector Quarterly*, *49*(2), 380–398. https://doi.org/10.1177/0899764019872009

Theofanidis, D., & Fountouki, A. (2019). Limitations and delimitations in the research process. *Perioperative nursing, 7*(3), 155–163. http://doi.org/10.5281/zenodo.2552022

Tooley, S., & Hooks, J. (2020). Accounting for volunteers: Enhancing organizational accountability and legitimacy. *Nonprofit & Voluntary Sector Quarterly*, *49*(1), 93–112. https://doi.org/10.1177/0899764019853041

Tuval-Mashiach, R. (2021). Is replication relevant for qualitative research?. *Qualitative Psychology*, *8*(3), 365–377. https://doi.org/10.1037/qup0000217

Tyrowicz, J., Terjesen, S., & Mazurek, J. (2020). All on board? New evidence on board gender diversity from a large panel of European firms. *European Management Journal*, *38*(4), 634–645. https://doi.org/10.1016/j.emj.2020.01.001

Urcia, I. A. (2021). Comparisons of adaptations in grounded theory and phenomenology: Selecting the specific qualitative research methodology. *International Journal of Qualitative Methods*, *20*. https://doi.org/10.1177/16094069211045474

Vadeboncoeur, L. R., & Vadeboncoeur, J. A. (2020). Institutional theory. *Salem Press Encyclopedia*.

Van Steenburg, E., & Spears, N. (2022). How preexisting beliefs and message involvement drive charitable donations: An integrated model. *European Journal of Marketing*, *56*(1), 209–251. https://doi.org/10.1108/EJM-01-2020-0031

von Schnurbein, G., & Fritz, T. M. (2017). Benefits and drivers of nonprofit revenue concentration. *Nonprofit and Voluntary Sector Quarterly*, *46*(5), 922–943. https://doi.org/10.1177/0899764017713876

Waerder, R., Thimmel, S., Englert, B., & Helmig, B. (2022). The role of nonprofit–private collaboration for nonprofits' organizational resilience. *Voluntas:*

International Journal of Voluntary & Nonprofit Organizations, *33*(4), 672–684. https://doi.org/10.1007/s11266-021-00424-9

Wang, R., & O'Connor, A. (2022). Can corporate–nonprofit partnerships buffer socially irresponsible corporations from stakeholder backlash? *Corporate Communications*, *27*(4), 674–689. https://doi.org/10.1108/CCIJ-06-2021-0066

Wanga, Y., Hongb, A., Lib, X., & Gaob, J. (2020). Marketing innovations during a global crisis: A study of China firms' response to COVID-19. *Journal of Business Research, 116*, 214–220. https://doi.org/10.1016/j.jbusres.2020.05.029

Williams, P. (2020). 'It all sounds very interesting, but we're just too busy!': Exploring why 'gatekeepers' decline access to potential research participants with learning disabilities. *European Journal of Special Needs Education*, *35*(1), 1–14. https://doi.org/10.1080/08856257.2019.1687563

Windon, S. R., Robotham, D., & Echols, A. (2022). What explained nonprofit organizations' satisfaction with volunteer Retention during the COVID-19 pandemic?. *Journal of Human Sciences and Extension, 10*(1). https://doi.org/10.54718/YIUB2599

Wrona, S., Powierska, A., Milewska, E., & Bogacz-Wojtanowska, E. (2023). The relationship-building role of non-profit organizations' communication on social media during the Covid-19 pandemic. *Organization Review / Przegląd Organizacji*, *3*, 121–131. https://doi.org/10.33141/po.2023.03.12

Xu, A., Baysari, M. T., Stocker, S. L., Leow, L. J., Day, R. O., & Carland, J. E. (2020). Researchers' views on, and experiences with, the requirement to obtain informed consent in research involving human participants: a qualitative study. *BMC Medical Ethics*, *21*(1), 1–11. https://doi.org/10.1186/s12910-020-00538-7

Xu, A. J., Rodas, M. A., & Torelli, C. J. (2020). Generosity without borders: The interactive effect of spatial distance and donation goals on charitable giving. *Organizational Behavior and Human Decision Processes*, *161*, 65–78. https://doi.org/10.1016/j.obhdp.2020.01.007

Yamashita, T., Keene, J. R., Lu, C. J., & Carr, D. C. (2019). Underlying motivations of volunteering across life stages: A study of volunteers in nonprofit organizations in Nevada. *Journal of Applied Gerontology*, *38*(2), 207–231. https://doi.org/10.1177/0733464817701202

Yang, C. H. (2022). Corporate philanthropy and employee wellbeing: do types of corporate philanthropy matter? *Eurasian Business Review*, *12*(4), 803–828. https://doi.org/10.1007/s40821-022-00211-6

Yang, Y., Jia, F., Chen, L., Wang, Y., & Xiong, Y. (2021). Adoption timing of OHSAS 18001 and firm performance: An institutional theory perspective. *International Journal of Production Economics*, *231*. https://doi.org/10.1016/j.ijpe.2020.107870

Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). Sage

Zairul, M. (2021). Can member check be verified in real time? Introducing ARC (asking, record, confirm) for member checking validation strategy in qualitative research. *Engineering Journal, 25*(1), 245–251. https://doi.org/10.4186/ej.2021.25.1.245

Zhang, T. J., Tse, S. Y., Wang, D. T., & Gu, F. F. (2021). The effect of distributors' relationship exploration on relationship quality under market uncertainty. *Industrial Marketing Management, 93*, 344–355. https://doi.org/10.1016/j.indmarman.2020.12.005

Zhiyu, W., Quanhui, C., & Yanlin, Q. (2008). Quality management: A research in the approach of competitive advantage Theory. *2008 4th International Conference on Wireless Communications, Networking and Mobile Computing, Wireless Communications, Networking and Mobile Computing,* 1–4. https://doi.org/10.1109/WiCom.2008.1861

Zhou, H., & Ye, S. (2019). Legitimacy, worthiness, and social network: An empirical study of the key factors influencing crowdfunding outcomes for nonprofit projects. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, *30*, 849–864. https://doi.org/10.1007/s11266-018-0004

Zollo, L., Faldetta, G., Pellegrini, M. M., & Ciappei, C. (2022). Eyes for eyes, teeth for teeth: Positive and negative reciprocity in NPOs. *Management Decision*, *60*(6), 1626–1644. https://doi.org/10.1108/MD-12-2020-1671

Zolotoy, L., O'Sullivan, D., Seo, M., & Veeraraghavan, M. (2021). Mood and ethical decision making: Positive affect and corporate philanthropy. *Journal of Business Ethics*, *171*(1), 189–208. https://doi.org/10.1007/s10551-020-04432-5

Appendix A: Interview Protocol

The purpose of this qualitative single-case study is to explore the financial strategies for revenue generation that nonprofit leaders used to sustain their organizations. I will complete the following steps for all interviews conducted for the study.

1. The interview will start with letting the participant know the interview will be recorded to allow me an opportunity to ensure I captured the data correctly. I will provide a brief introduction of myself, an overview of the study, and the time required for the interview.
2. I will go over the informed consent form previously signed by the participant. I remind the participant that (a) it is voluntary for them to participate in the study and they can stop the interview at any time, (b) the interview will be documented via audio recorder or handwritten notes, (c) a follow-up interview may be needed, and (d) an emailed copy of the transcript will be provided for the participant to provide any changes to.
3. I will take notes during the interview by using a coding system to keep the participant's information confidential. The coding system I will use is P1, P2, P3, etc. for each participant interviewed.
4. The interview will include the open-ended questions previously prepared for all participants to answer. Follow-up questions may be asked for clarification.
5. After the last question is asked I will remind the participant that a follow-up interview may be needed. I will also remind the participants of their

responsibility to review and provide changes as needed by the date provided in the email.

6. I will end the interview by thanking the participant for their time.

Appendix B: Interview Questions

1. What strategies do you use for financial stability to sustain the organization?
2. What strengths does your organization have that contributed to the success of these strategies?
3. What key barriers/challenges have you encountered with implementing these strategies?
4. How did you overcome these key barriers/challenges?
5. How did you assess the effectiveness of these strategies?
6. What is your primary funding source to sustain the organization (i.e. grants, donations, etc.)?
7. How have you maintained this success of your primary funding source?
8. Is there a succession plan to ensure the financial sustainability of the organization?
9. What additional information would you like to share about financial strategies implemented for sustainability?