Capacity Building Constructs

Contact Info	1, 2, 3, 4, 5, 6,
Descriptors	10, 12, 13, 14,
Stratifiers	11, 15, 15a

Critical Area	Sub-Area
Leadership Development	Board Development
Leadership Development	Staff Development
Leadership Development	Volunteer Development
Organizational Development	Mission & Strategies
Organizational Development	Management
Organizational Development	Staff Management
Organizational Development	Volunteer Management
Organizational Development	Financial Management
Organizational Development	IT Management
Organizational Development	Board Composition and Functions
Organizational Development	Board Best Practices
Organizational Development	Nonprofit Incorporation
Organizational Development	Revenue Sources
Organizational Development	Funding Readiness
Program Development	Program Design
Program Development	Service Delivery
Program Development	Monitoring & Evaluation

Community Engagement	Community Outreach
Community Engagement	Collaborative Relationships

7, 8, 9
15b, 15c, 19.1, 19.2, 19.3, 43, 57

Definition (is measured by…)
>the types of training and development activities in which members of the board of directors have participated
>the types of training and development activities in which the executive director, paid, and unpaid staff have participated
>the types of training and development activities in which volunteers have participated
>whether the board sets goals and strategies for the organization
>the existence of a written mission statement
>the existence of a written strategic plan
>the use of regular organizational assessments to reassess the mission and strategies
>the use of regular organizational assessments
>consistency of leadership in the organization
>whether the head of the organization is a paid position
>the number and type of staff in the organization
>the use of HR best practices, such as the existence of job descriptions
>the use of HR best practices, such as annual performance reviews for staff
>the existence and size of an organization's volunteer program
>the existence of volunteer job descriptions
>annual performance reviews for volunteers
>the ratio of an organization's total expenditures to its revenue
>the existence of financial management procedures (regular budget preparation inclusive)
>the existence of an individual responsible for financial management (as distinct from executive director)
>acquisition of computers
>use of software
>use of the Internet
>the existence of an organization's board of directors
>the number of active members
>the board's primary activities in governing the organization
>whether the board keeps minutes at meetings
>whether the board's bylaws specify a finite number of seats
>whether the board provides formal orientation to new members
> 501c3 status
>total revenue
>diversity of funding sources of an organization
>501(c)3 status
>existence of a fund development plan
>actions to improve grant-writing: hiring a grant writer
>actions to improve grant-writing: sending staff to grant-writing training
>interest in best practices as through staff attending training on service delivery
>percentage increase in service recipients being served
>focus areas of the organization in working with clients
>methods of recordkeeping being used
>collection of data on service recipient satisfaction

>use of this data to assess formal program outcomes
>whether the organization has rethought the way in which it markets is work/mission in community and whether it has implemented new or improved methods of doing so
>whether the organization has rethought the way in which it gains understanding of its community and whether it has implemented new or improved methods of doing so
>whether the organization is engaged in partnership arrangements other than CEY
>the diversity of relationships with other organizations in the community

Survey q's
16d (orientation), 16e (board training)
22.1a, 22.1b, 22.1c, 22.2a, 22.2b, 22.2c, 23a, 23b, 23c
23.1a, 22.1b, 23.1c
16d
29.1
29.2
28
28
25
24
17.1, 17.2, 18.1, 18.2
20.1, 20.2
16d (performance review), 21.1, 21.2
17.3, 18.3
20.3
21.3
32.1, 32.2, 33, 33a
16d (financial review), 29.5, 31, 36
30
37, 38, 39
36, 44, 48
40, 40a
16
16b, 16c
16c
16e (board best practices)
16c
16d (orientation)
27
32.1, 33, 33a
34
27
29.3
35
22.1b, 22.2b, 22.3b, 23b
22.1c, 22.2c, 22.3c, 23c
42, 46
14 (Descriptor)
44, 48
45.1, 49.1

45.2, 49.2	
52.3, 52.4	
52.1, 52.2	
51	
51a	

Partnership Constructs

Contact Info	1, 2, 3, 4, 5, 6, 7,
Descriptors	54, 55, 56, 57, 58
Stratifiers	11, 15, 15a

Critical Area	Sub-Area
Leadership Development	Trust
Leadership Development	Relationship-building
Organizational Development	Shared Mission & Objectives
Organizational Development	Communication
Organizational Development	Action Plan
Organizational Development	Sustainability Plan
Program Development	Evaluation
Community Engagement	Community Outreach

+ indicates question to be include

, 8, 9

, 59, 64, 65

Definition (is measured by…)
>partners perceptions of three of four components of trust: dependability, competence, collegiality
>the use of teambuilding activities to build trust
>the existence of an action plan with defined roles and responsibilities on which partners must follow through
>partners perceptions of how well the lead organization builds relationships among project partners
>the extent to which partners can identify the other organizations involved in their collaborative project
>partners perceptions of how well the lead organization balances the process/product tension
>the existence of a written mission statement and the extent to which project partners know about it
>the extent to which all project partners contributed to the development of the mission statement
>the extent to which the goals of the collaborative project align with the goals of individual partner orgs
>the extent to which goals of individual partner organizations align with each other
>the extent to which partners all have similar goals they want to achieve through their collaborative project
>the extent to which the partnership provides regular while appropriate formal and informal opportunities for partners to communicate with each other
>the extent to which partners partake in these opportunities
>the existence of an action plan that outlines roles and responsibilities of project partners
>the existence of a sustainability plan
>the extent to which members across all levels of partner organizations are involved in/aware of CEY project activities
>whether a partnership plans to conduct an evaluation of its collaborative work
>whether the partnership has taken action to increase awareness about its collaborative work to clientele, funders, and the community at-large

ed on 2006 baseline module

Survey q's
72.7+, 72.9+, 72.11+
62+
68+
72.6, 72.8
63
72.4+
67, 72.1
72.2+
72.3+
72.5+
66
60+, 60a+
60a+, 61+
68+
69+, 73
70
On follow-up
71+