SOCIAL CAPITAL AND EXTERNAL RESOURCING OF PROGRAM SERVICES IN A DONATIVE MULTISITE SOCIAL SERVICE NONPROFIT ORGANIZATION

by

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Abstract

This single case study of a donative multisite nonprofit organization (NPO) examined the use of social capital theory to explain the organization's resourcing functions (financial contributions, in-kind donations, and volunteer recruitment) at the local site level. Semi-structured interviews of 21 organizational leaders were converted into sociograms to reveal dyadic ties employed in the resourcing functions. Ten donation activities were identified that were enabled by support from the national headquarters, media exposure, partner NPOs, and the sales, recruiting, and entrepreneurial acumen of the leaders. Using the definition of social capital proffered by Portes (1988), that social capital represented an actor's ability to secure benefits through membership in social networks or other social structures, this study found half of the donation activities explained by bridging social capital. The concept of bonding social capital was also demonstrated to support three of those donation activities. Social entrepreneurship was offered as an alternative theory to explain donation activities not explained by social capital theory, suggesting multiple theoretical constructs could be applied to the multisite-resourcing problem.

Dedication

To Laurie, Jacob, Stephanie, and Shelby.

Acknowledgments

While only one name appears on this document's byline, several people deserve recognition in getting me to the finish line. I'd like to thank the support of Mr. Steve Perry in giving me the idea to pursue this topic and helping me coordinate with the Case NPO leadership to make this study possible. I'd like to thank the study participants who not only granted me access to their insights but selflessly volunteer their time and energy to contribute to the healing of our nation's wounded military heroes.

I would like to thank Dr. Steve Callender for his support and guidance over this journey and the contributions of Dr. Clifford Butler and Dr. John Machnic in reviewing my study plan and this document to make it substantively better than it would have been otherwise.

While this works addresses the topic of social capital, I am reminded of the large number of people in my network that have contributed to my success. While this study shows an example of how weak ties between people are linked to multiple donation activities, it is the strong ties of family and close friends that certainly I hold dearest. I want to thank those of you in this close circle (who have hung on reading up to this point) for your love, friendship, and support through the years.

To Laurie, Jacob, Stephanie, and Shelby—I love you all. I chose to pursue this goal and you supported me. I simply could not have done this without you.

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CHAPTER 1. INTRODUCTION

Introduction to the Problem

Many non-profit organizations (NPOs) exclusively organized and operated for charitable purposes rely on direct financial contributions, noncash (in-kind) donations, and volunteer time to operate. In some cases, charitable-purposed NPOs may be organized in a hierarchy with paid headquarters staff and multiple subordinate organizations each led by a volunteer. Each of these subordinate leaders may be responsible for both the execution of program services at his or her level as well as securing the necessary resources to provide these services. These leaders, while attempting to secure vital donations, may call upon existing dyadic relationships or cultivate new personal connections to meet these needs. While researchers have reported *social capital theory* (SCT) (Kwon & Adler, 2014; Hollenbeck &Jamieson, 2015; Milana, & Maldaon, 2015) as an explanation for a variety of relationship phenomena, it is currently unknown whether SCT can explain the dyadic relationship between multisite NPO leaders and those making charitable donations.

This topic was of interest to this researcher due to personal involvement leading and participating in fundraising activities for NPOs for over 35 years. These previous experiences led to several anecdotal observations that leaders varied widely in their ability to muster resources for their respective NPOs. These differences raised questions regarding the wide variability of donations despite similar venues and execution techniques by different organizers. Following the study of SCT, the exploration of the theory's connection to NPO donations piqued the researcher's interest.

This research addresses a gap identified in the literature and scholar-practitioners may wish to compare the findings of this study to future social capital theory studies involving charitable NPOs. Practitioners consulting for or directing an NPO's fundraising, donation, or volunteer recruitment efforts may be interested in the outcome of this qualitative case study. While the intent of this study is not to provide generalizable results to all multisite NPOs, findings may illuminate beneficial or counterproductive practices for introduction, reinforcement, or elimination.

This research contributes to the corpus of SCT knowledge by providing a single case-study examination of SCT in a multisite charitable NPO setting at a dyadic level. This study provides insights into the role personal relationships play in leaders securing the resources necessary to provide services to their clients. Despite its appearance in the literature for over a hundred years, social capital theory remains a relevant area of specialization with articles calling for this research (O'Connor & Shumate, 2014; Simpson et al., 2011; Yan, Wilkenson, Potangaroa, & Seville, 2010).

Background of the Study

Fitting a niche between the commercial and the government sectors, public charities provide a public good. However, the unique characteristics of the *third sector* (Etzioni, 1973; Levitt, 1973) do not allow categorization under existing resourcing constructs for government and for-profit entities. Salamon (2010) cited staffing structure and revenue and as two unique characteristics of nonprofit organizations (NPOs) since they are largely reliant on volunteer manpower and donations to enable the delivery of program services to their constituents. The resourcing of these services requires investments of time and direct donations from benefactors. In addition to volunteer hours, these contributions typically take the form of either direct monetary gifts or in-kind donations. While the backing of NPOs occurs globally, the level of reported commitment in the United States illustrates the extent of this support.

Within the United States 1.41 million NPOs registered with the Internal Revenue Service at the end of 2013 (McKeever, 2015). Over 950,000 of these tax-exempt nonprofit organizations were public charities as specified under Section 501(c)(3) of the United States Internal Revenue Code (McKeever, 2015). In fiscal year 2014, 62.8 million volunteers age 16 and older, representing 25.4 percent of the U.S. population, supported these organizations with an annual median volunteer commitment of 50 hours (Bureau of Labor Statistics, 2015). To fund their activities, McKeever (2015) reported public charities generated $1.73 trillion in total revenues to resource $1.62 trillion in total expenses, while holding $3.22 trillion in total assets. The level of funding and the millions of people engaged in NPO volunteer work supporting a diverse range of causes present many opportunities for scholarly research. One such area of inquiry exists at the nexus of NPO resourcing and *social capital theory*.

The concept of social capital has been under development for almost a century. Although Pawar (2006) reported no consensus among the research community as to the first use of the term, contemporary researchers have compared social capital to both physical and human capital (Burt, 1992; Coleman, 1988, Putnam, 1995). Coleman explains social capital as an extension of physical and human capital in which social capital embodies personal relationships, which can be used to enable productive action.

While Adler and Kwon (2002) cite 20 definitions for social capital, a unifying theme in social capital theory is that personal relationships have value. Based on scholarly articles published, literally thousands of researchers have found this value extensible across a variety of social and organizational settings (Kwon & Adler, 2014).

Investigators have utilized social capital theory to explain individual, family, group, community, and societal behaviors engaged in a wide range of commercial, non-profit, and private pursuits (Adler & Kwon, 2000; Adler & Kwon, 2002; Ramström, 2008; Robison, Schmid, & Siles, 2002). Previous work related social capital to: (a) organizational performance (Leana & Pil, 2006; Leana & Van Buren, 1999), (b) economic activity (Akçomak & ter Weel, 2009; Leonard, Croson, & de Oliveria, 2010), and (c) group and team performance (van Emmerik & Brenninkmeijer, 2009). Each of these studies is consistent with the findings of Adler and Kwon (2002) and Pawar (2006) that social capital is developed through human interactions. These connections often occur by individuals interacting across organizational boundaries (Mitchell & Nicholas, 2006; Nahapiet, Gratton, & Rocha, 2005) and are of particular interest in this study as they can be mapped and analyzed.

Statement of the Problem

As volunteers attempt to secure resources to support an NPO's program services, they may span organizational boundaries in order to interact with benefactors for both monetary and in-kind donations. In these boundary-spanning cases, it is unknown what role a volunteer leader's social capital plays in securing resources to fund his or her NPO's program activities. Specifically, a gap exists in the literature explaining the relationship between social capital and program resourcing in multisite NPOs. This line of research comports with the recommendations of Simpson, Lefoy, and Tsarenko (2011) and others calling for study of corporate-NPO relationships at the dyadic level.

Purpose of the Study

This study proposes to look at how leaders, operating within a nationwide multisite program network, resource their programs needed to ultimately provide therapeutic recreational services to disabled veterans at the local level. Additionally, this study answers a need addressed either directly or implicitly by multiple scholars (O'Connor & Shumate, 2014; Kwon & Adler, 2014; Simpson et al., 2011; Yan, Wilkenson, Potangaroa, & Seville, 2010).

The solicitation of resources from NPOs to donors occurs continually and on a global scale. NPO fundraising is a $1.59 trillion enterprise (NCCS, 2014) and garners significant coverage in scholarly articles and practitioner journals. Social capital researchers have produced over 800 scholarly journals articles annually since 2010 (Kwon & Adler, 2014). This line of research is relevant since the survival of many charitable NPOs depends on each leader's ability to secure monetary, in-kind donations, and volunteers to deliver program services to clients.

Rationale

This study is rooted in the seminal authors in the field of SCT as well current researchers calling for research in the application of SCT to NGO resourcing. Table 1 identifies the initial SCT researchers, upon which observational definitions of social capital are based. In a current review of the literature in the field of social capital, Kwon and Adler (2014) cited a tremendous opportunity for the topical intersection of social network research and social capital research and encouraged study at the juncture of these two disciplines.

As an example, O'Connor and Shumate (2014) conducted a quantitative network examination of 695 NGOs partnerships with 155 Fortune 500 companies to explore the motivations of NGO-corporate partnerships. The authors reported sacrificing the study of dyadic relationships in order to capture large corporate-NGO relationship phenomena at the macro-level, but advised that future research should examine relationship characteristics.

As previously mentioned, O'Connor & Shumate (2014) called for a study of corporate-NGO relationships at the dyadic level as well as the differences between successful and unsuccessful partnerships. Similarly, while looking at social networks to resource NGO disaster relief efforts; Yan, Wilkenson, Potangaroa, and Seville (2010) recommended that future research focus on the operational aspects of NGO resourcing and successful resource practices. This dissertation incorporates the recommendations of previous researchers as summarized in Table 1.

Table 1. Researcher Recommendations and Study Applications

Author(s)	Recommendation for future research	Study application
O'Connor and Shumate (2014)	--"Examine the characteristics of relationships that highly central NGOs have with businesses" (p. 127). --Acknowledged that depth was sacrificed for breadth	--Examined the characteristics volunteer NPO leaders had with all resource providers. --Qualitative inquiry achieved depth for breadth and generalizability.
Kwon and Adler (2014)	--Explore the nexus of social capital and social network research fields	--Incorporates elements of both disciplines as first recommended by Burt (2000).
Simpson, Lefoy, and Tsarenko (2011)	--Study Corporate-NGO relationships at the dyadic level	--Examined the relationships between NPO leaders and resource providers at the dyadic level.
Yan, Wilkenson, Potangaroa, and Seville (2014)	--Focus on operational aspects of NGO resourcing and successful resourcing practices.	--Focused on operational aspects of NPO resourcing at the dyadic level. --Developed list of best practices.

Research Question

How is a leader's ability to secure external resources in a multisite NPO explained by social capital theory?

Significance of the Study

Charitable NPOs provide services to members of society not otherwise served by the government. Some rely on exclusively on donations to function and will shutter their operations if NPO leaders are unable to gather sufficient resources. This study is significant because it provides an in-depth look at the dyadic relationships between leaders and individual or corporate resource donors who sustain the NPOs.

By contributing to the understanding of social capital in resourcing NPOs, this dissertation builds upon previous work and implements the call to action made by previous researchers in this field. Hopefully, this work may expand the corpus of social capital knowledge, and provide best practices for NPO leaders to possibly apply to their resourcing efforts.

Definition of Terms

Previous researchers have cited problems with SCT research traced to inconsistent definitions applied across the field of study (Adler & Kwon, 2002; Tittenbrun, 2014). While this project does not intend to standardize terms, the following definitions ground this research for comparison with other SCT studies.

Donative. A type of NPO reliant on “gifts, grants, and volunteers” (Galaskiewicz, Bielefeld, & Dowell, 2006, p. 337).

External resources. Resources originating outside an organization as opposed to a revenue-generating product or service produced within an organization (O’Regan, 2001).

In-kind donations. Noncash donations of goods or services.

Financial contributions. Monetary contribution to an NPO.

Multisite NPO. A hierarchically organized NPO operating with multiple subordinate organizations under Section 501(c)(3) of the Internal Revenue Code.

NPO leader. A formal leader within an NPO at any level of the organizational hierarchy.

Social capital. “The ability of actors to secure benefits by virtue of membership in social networks or other social structures” (Portes, 1998, p. 6).

Volunteers. Non-paid workers supporting the NPO not affiliated with in-kind donations.

Assumptions and Limitations

This research was based on philosophical underpinnings and interview methods described by Asmussen and Creswell (1995), Creswell (2009), Fontana and Frey (2005), Stake (1995, 2005a, 2005b) and Yin (2014). Interviews were conducted and data evaluated using a specific *metaphysical paradigm* (Morgan, 2007) with consideration given to ontology, epistemology, axiology, and methodology.

Table 2. Constructivist Metaphysical Paradigm Employed in This Study

Assumption	Description
Ontological (nature of reality)	Reality is subjective and cannot exist without the contextual background of the interpreter (Hatch, 2006).
Epistemological (how we know what we know)	Reality is subjectively interpreted by each person based on experiences, culture, memories, or self-reflection (Hatch, 2006; Richardson, 2009).
Axiological (role of researcher's values)	Researchers make subjective determinations throughout the research process and introduce bias into their findings (Stake, 1995; Patton, 2002).
Methodological (research strategies)	Researchers predominantly employ qualitative methods such as case studies where the researcher is the key data collection instrument (Stake, 2005a).

The metaphysical components of the *constructivist* worldview described by Denzin and Lincoln (2005) adopted for this study are summarized in Table 2 and articulate the fundamental assumptions of this inquiry. Additional theoretical, topical, and methodological assumptions follow as well as limitations imposed by this constructivist metaphysical paradigm.

Theoretical Assumptions

1. Social capital is a viable phenomenological construct from which to center this study (Bourdieu, 1986; Coleman, 1988; Portes, 1998; Putnam, 1995).
2. The researcher can make an assessment of a leader's social capital based on linking a leader's relationships and the resourcing of an individual site within a

charitable multisite NPO. The following assumptions are used in this assessment and are diagrammed in Figure 1.

a. Relationships have value (Bourdieu, 1986; Coleman, 1990; Portes, 1998; Putnam, 1995).

b. Social capital exists among actors as a subcomponent of human capital in varying degrees along a continuum (Sturman, Walsh, & Cheramie, 2008).

c. Social capital is related to community involvement (Putnam, 1995).

d. Social capital requires effort to develop and maintain (Bourdieu, 1986).

e. Social capital can be viewed from multiple perspectives (Portes, 1998).

f. Social capital is vested at multiple levels (Coleman, 1990).

Topical Assumptions

1. Participants can comprehensively explain the processes and relationships they use to secure resources for their organizational unit (Yan et al., 2010).

2. A relationship diagram based on interview transcripts can depict a study participant's resource network will reveal an actor's (participant or intermediary) boundary spanning across structural holes in the network. (Burt, 2000).

Methodological Assumptions

1. A heterogeneity sampling technique will produce a diverse data set (Patton, 2002).

2. Participants will be candid in their responses to open-ended questions.

Limitations

1. The researcher was required to make subjective determinations throughout the research process that introduced bias into the findings (Stake, 1995, Patton, 2002). The extent of this bias is unknown although the researcher made every attempt to minimally influence the outcome by adhering to guidelines established by Stake (2005a).

2. With only one researcher involved in this study, the benefits of multiple coders and analysts looking at the data set were not realized (O'Connor & Shumate, 2014; Williamson, 2005).

3. This study only looked at relationships and resourcing from the standpoint of the multisite NPO leader. Had the researcher interviewed those people donating the resources to the NPO, the study outcome could have been different.

4. As a qualitative case study using purposeful heterogeneity sampling, the results of this study are specific to the case and not generalizable outside of this study.

Conceptual Framework

This study was designed to answer the research question: *How is a leader's ability to secure external resources in a multisite NPO explained by social capital theory?* Social capital theory has been explored using a variety of methodological techniques to include quantitative, qualitative, and mixed-methods research and conducted through the lens of multiple epistemological, ontological, and axiological perspectives. While the research question could possibly have been answered using any of the methodological techniques, the desired depth of understanding of the social capital-resource conversion process led the researcher to select a non-experimental qualitative case study methodology using a single-case instrumental approach.

This approach follows a linear process linking theory to research. The researcher conceptualized social capital as a multi-faceted construct aggregated from the works of multiple prominent researchers in the field. Each facet of this construct was operationalized such that rich descriptions provided by study participants could be consistently analyzed and evaluated for the presence of social capital linked to the resourcing activities of a multisite NPO. Figure 1 illustrates this approach.

SCT lacks a consistent definition across the research field, which creates ambiguity unless specifically explained. Adler and Kwon (2002) cite over 20 definitions of social capital while Tittenbrun (2014) eschews the concept all together, positing that the lack of definitional consistency renders the concept useless. This research attempts to avoid these pitfalls by defining all elements of the research question with special attention paid to social capital such that future researchers can compare the construct used in this study with others cited in the literature or their own.

The data collection focus shown in Figure 1, illustrates the interplay between NPO leaders and other entities as they obtain resources for their organizations. This study was designed to study the relationships between NPO leaders and donors (indicated by two-way arrows) and the resources proffered to the NPO by these donors in terms of financial contributions, in-kind donations, and volunteer hours.

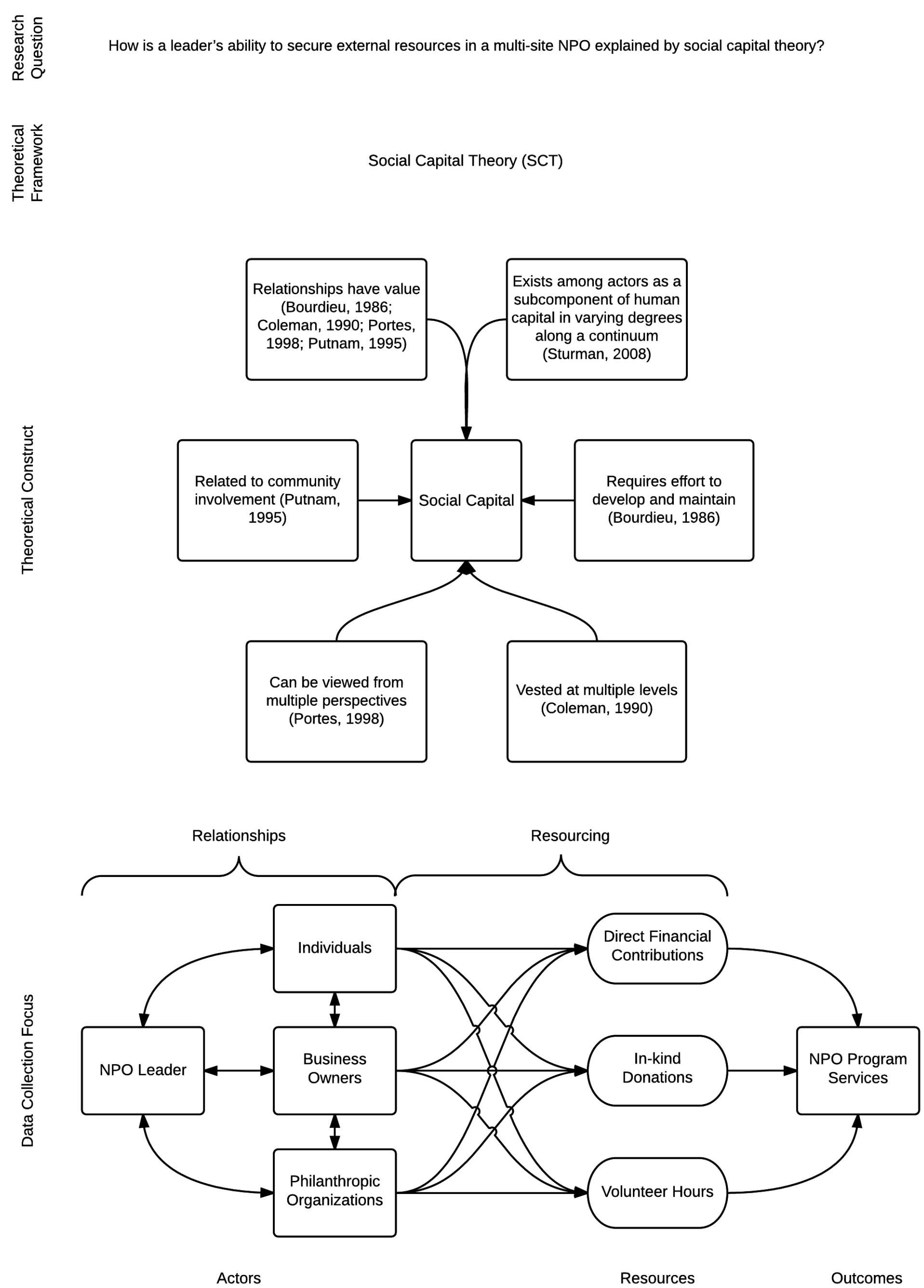

Figure 1. Conceptual framework.

Organization of the Remainder of the Study

The remainder of this dissertation is organized as four chapters. Chapter Two presents a literature review and provides the theoretical underpinnings for the topical and methodological components of this study. Additionally, Chapter Two will provide a synopsis of the current state of social capital research as it pertains to resourcing charitable NPOs. Chapter three will describe and justify the study design to include the study sample, data collection, and analysis plans. This chapter will also address validity and reliability concerns and ethical considerations. Chapter Four presents the data and results before culminating in a presentation of findings and conclusions. Chapter Five concludes with the implications of this study for scholars and practitioners, an interpretation of the findings and conclusions, and recommendations for further research.

CHAPTER 2. LITERATURE REVIEW

This chapter provides the theoretical foundation for this qualitative exploratory case study. This literature review highlights the significance of this inquiry and informed the development of the research question: *How is a leader's ability to secure external resources in a multisite NPO explained by social capital theory?* While social capital theory dominates the emphasis of this study, other theoretical constructs were called upon to improve understanding of the case as a multisite NPO dependent upon financial donations, in-kind donations, and volunteers as resources required to deliver therapeutic fly fishing services to disabled veterans. Research in the areas of charitable giving in terms of cash and in-kind donations, volunteerism, and resource dependency theory were considered prior to data collection. During the analysis phase of this research it became apparent that while some donation activities could be adequately explained under the umbrella of social capital theory, others could not. The researcher reviewed the literature and applied the concepts of social entrepreneurship and sales theories where applicable to aid in the understanding of the resourcing dynamics in this case.

Previous scholarly research informed every aspect of this study--from the theoretical, conceptual, and observational definitions of social capital, external resourcing, and social entrepreneurship--to the selection of the specific methodological approach driving data collection, analysis, and reporting of results. This chapter begins with a review of the work of seminal researchers in the field of social capital theory to buttress arguments for the theoretical, operational, and observational constructs that serve as the foundation for this inquiry. An exploration of resource dependency theory follows before discussions of charitable giving (both financial and in-kind donations) and volunteer recruitment. Finally, the decision to employ social network analysis is supported as a valid analytical technique to analyze the content in the transcribed interviews.

Social Capital Theory

Since researchers have described social capital as a multidimensional construct obfuscated by multiple meanings (Adler & Kwon, 2002; Burt, 2000; Durlauf, 2002; Li, Savage, & Pickles, 2003; Portes, 1998; Quibria, 2003; Westerlund & Svahn, 2010). Sabatini (2009) argued that the concept had two significant problems, lack of definitional clarity and no means to universally detect and measure it. Faced with these identified challenges, this section seeks to identify seminal ideas on the subject and present a definition which can be operationalized for this purposes of this inquiry.

Researchers typically view the concept of social capital as either an individual or collective phenomenon. Coleman (1990) credited Sabine's (1937) *History of Political Theory* as tracing this philosophical bifurcation to a debate over the societal primacy of the individual or the collective originating with the ancient Greeks. Sabine (1937) credited the origins of the individualist philosophy to the Epicureans and the collectivist perspective from the Stoics. These perspectives differ significantly in the ideal of life-focus of individuals—the promotion of self or society.

Table 3 compares the essential elements of these philosophical views as adapted from Coleman (1990) and establishes a foundation to explore the tension that exists between these two competing yet complementary concepts in the exploration of social capital theory.

Table 3. Comparison of Individual and Collective Perspectives of Coleman (1990)

Individual	Collective
Self-sufficiency	Social responsibility
Self-interest	Benevolence
Individualism	Charity towards others

Note. Compiled from *Foundations of Social Theory* by J. S. Coleman, 1990.

As reported by Putnam (2000), the term *social capital* first appeared in an article written by Hanifan (1916). Hanifan, a West Virginia schools supervisor, promoted community involvement in rural community schools and acknowledged that "good-will, fellowship, mutual sympathy and social intercourse" (p. 130) played a role in the effectiveness of these schools. Hanifan encouraged the proliferation of community events such as public entertainment and picnics and community meetings to facilitate social interaction among citizens. Through neighborly contact, the author argued that citizens created social capital and that an effective leader could harness these relationships to improve the community. While Hanifan may have been the first to coin the term social capital, Halpern (2005) asserted that Alexis de Tocqueville incorporated this concept into his *Democracy in America* treatise.

Tocqueville (1840/2012) described the development of relationships among members of society as vital to the survival of democracy. The following excerpt highlights Tocqueville's thoughts on the importance of association among countrymen in sustaining democracy.

> In democratic countries, the science of association is the mother science; the progress of all the others depends on the progress of the former. Among the laws that govern human societies, there is one that seems more definitive and clearer

> than all the others. For men to remain civilized or to become so, the art of associating must become developed among them and be perfected in the same proportion as equality of conditions grows (p. 902).

In Tocqueville's writing, individual interactions at the dyadic level were essential building bocks to societal development. Tocqueville's work serves as an example of the two schools of current social capital thought--either vested in individuals or aggregated in organizations and consistent with the philosophical juxtaposition illuminated in Table 1.

Following Hanifan (1916), publications on social capital remained relatively dormant until mid-1970s when a renaissance of the concept began to emerge. Over the next quarter century prominent theorists Glen Loury (1977), Pierre Bourdieu (1986), James Coleman (1988), Robert Putnam (1995), Alejandro Portes (1998), and Nahapiet and Ghoshal (1998) emerged to add both depth and breadth to the concept. While Hanifan advised readers in the first paragraph that the reference to *capital* was purely figurative and not representative of any tangible asset, some of these subsequent researchers have married the concept to other forms of capital and as a link to items of value.

Loury (1977) highlighted the stratification of education and job skills in America along economic lines by reporting that a person's initial economic position impacts their lifetime earning potential. Loury theorized that wealthier families had had greater ties to the community which facilitated access to educational and developmental opportunities generally not available or realized by the lower income population. In the following passage, Loury linked the ability to acquire human capital in the form of education and training to social position.

> It may thus be useful to employ a concept of "social capital" to represent the consequences of social position in facilitating acquisition of the standard human capital characteristics. While measurement problems abound, this idea does have the advantage of forcing the analyst to consider the extent to which individual earnings are accounted for by social forces outside an individual's control (p. 176).

Loury claimed that while obtaining social capital is out of reach by those who do not possess it, it is created as a byproduct of wealth and used by those who possess it to accumulate even more assets. Loury did not consider the possibility of creating social capital through the development and maintenance of relationships that can then be used to create wealth as was later explored by Bourdieu (1986).

Bourdieu (1986) introduced social capital as the "aggregate of the actual or potential resources which are linked to the possession of a durable network of more or less institutionalized relationships of acquaintance and recognition" (p. 248). This definition, supported Loury's (1977) contention that access to externally controlled resources is contingent on a network of people with access to resources. However, Bourdieu did not adopt the Loury's stance with regard to the static nature of a person's social network. Instead, Bourdieu took the opposite position that individuals can and actively influence their accrual of social capital through an active campaign of relationship development and maintenance.

> The network of relationships is a product of investment strategies, individual or collective, consciously or unconsciously aimed at establishing or reproducing social relationships that are directly usable in the short or long-term, i.e., at transforming contingent relations, such as those of neighborhood, the workplace, or even kinship, into relationships there at once necessary and elective, implying durable obligations subjectively felt (feelings of gratitude, respect, friendship, etc.) or institutionally guaranteed (rights) (pp. 249-250).

Applied to an individual actor, Bourdieu (1986) asserted that a person's social capital may be assessed in terms of the number of connections an actor can mobilize in his network and the volume of economic, cultural, or symbolic capital held by the connections available for the actor's use. He also claimed relationships are established and maintained through material or symbolic exchanges, all of which require an investment of time or money to initiate or maintain at a level that can produce desired results. As social capital is embedded in relationships, Bourdieu claimed that the deliberate production of social capital requires constant effort to develop relationships and a persistent willingness to maintain them.

Coleman (1988) expanded of the work of Bourdieu (1986) by presenting the argument that neither a pure social model of norms, rules, or obligation not a pure economic model of maximizing utility drive an actor's actions. In the first case, Coleman cited no catalyst to inspire action; in the second, actors seldom behave wholly in their best interest without regard to others. To address these concerns, Coleman defined social capital as a theoretical construct, which could better explain an actor's behavior than pure sociological or economic theories. While Coleman considered the existence of aggregated social capital in organizations, he focused on explaining social capital as an individual's resource.

In defining the theoretical construct, Coleman (1988) stipulated that social capital required both (a) some aspect of a social structure and (b) facilitating certain actions by actors within the structure. He characterized the structure as possessing (a) normative behaviors and effective sanctions upon discovery of a violation, (b) obligations, expectations, and trustworthiness of those actors operating in the structure, and (c) exclusive information channels. He was also agnostic with the characterization of the benefits of social capital citing it could beneficial for in-group actors but be harmful to persons outside the group.

Putnam (1995) extended Coleman's work by using a similar social capital definition, but applied the concept to explain the governance and performance of communities, regions, and nations. Putnam defined social capital as the, "features of social organization such as networks, norms, and social trust that facilitate coordination and cooperation for mutual benefit" (p. 67). In a 20-year study of differences among Italian regions, Putnam discovered that areas of the country where the citizens demonstrated the most civic engagement and the people were the most connected to each other produced the most effective governments. While Putnam illustrated the expansion the of the social capital construct to analyze societal activity—clearly an instantiation of the Stoic collective ideal, Portes (1998) tempers the scope back at the dyadic level as it applied to individual actors.

Portes (1998) cited the civic engagement requirement of Putnam (1995) as an example of applying the social capital concept too broadly and diluting its effectiveness as theory. Portes also criticized the work of Coleman (1990) by citing the author for sacrificing definitional precision by aggregating the concepts of social capital donors, recipients, and resources. Portes urged researchers to consider discriminating among: (a) those who possess social capital to obtain resources, (b) those who provide resources, and (c) the specific resources provided. Portes offers a definition of social capital that generally comports with the writings of Loury (1977), Bourdieu (1986), Coleman (1990), and Putman (1995). In Portes' definition, "social capital stands for the ability of actors to secure benefits by virtue of membership in social networks or other social structures" (p. 6). The views of Putnam and Coleman where norms and social trust are a requirement for the creation and maintenance of social capital are absent from Portes' definition. The simplicity of Portes' definition and ease of operationalization for data collection and analysis made it the definition of choice for use in this study. An additional definition and operationalization proposed by Naphapiet and Ghoshal (1998) follows for not only comparison with another considered definition and technique but also because it provided indicators for the structural dimension used in the study.

Naphapiet and Ghoshal (1998) used an amalgam of definitions by Bourdieu (1986) and Burt (1992) to create their social capital definition.

> The sum of the actual and potential resources embedded within, available through, and derived from the network of relationships possessed by an individual or social unit. Social capital thus comprises both the network and the assets that may be mobilized through that network (Bourdieu, 1986; Burt, 1992) (p. 243)

The authors further deconstructed the social capital concept into *structural*, *relational*, and *cognitive* components. Table 4 provides both definitions and indicators of these dimensions.

Table 4. Social Capital Dimensions and Their Definitions and Indicators

Dimension	Definition	Indicators
Structural	Overall pattern of connections between actors—that is who you reach and how you reach them	Existence of dyadic network ties, measurable network topology, and an *appropriable organization* where networks may be repurposed
Relational	Those assets created and leveraged through relationships	Trust and trustworthiness, norms and sanctions, obligations and expectations, and identity and identification
Cognitive	Those resources providing shared representations, interpretations, and systems of meaning among parties	Shared language, codes, and narratives

Note: Data in this table are from "Social capital, intellectual capital, and the organizational advantage," by J. Naphapiet and S. Ghoshal, 2008, *Academy of Management Review, 23*(2), p. 244

This subsection has provided background on the evolution of social capital theory before arriving at the definition developed by Portes (1998) for use in this study. The following section describes the concept of external resourcing as it applies to NPOs.

External Resourcing

During its *2014 Ice Bucket Challenge*, The Amyotrophic Lateral Sclerosis (ALS) Association reported earning $115 million in its annual financial report (Windes, 2015). According to the ALS Association (2015), 440 million people watched over 17 million videos totaling 10 billion views. Through humble beginnings as a grassroots effort started by two impassioned ALS patients, this fundraising campaign captured worldwide attention. It serves as an exemplar of fundraising creativity coupled with the power of social networks.

Unless a NPO generates money internally or relies on government support, it relies on external donated resources for survival. The dependence is at the heart of *resource dependency theory*, which provides a conceptual framework from which the resourcing needs of NPOs can be viewed. Pfeffer and Salancic (2003) initially reported resource dependency theory in *The External Control of Organizations* in 1978 and explained their rationale for its development in a reprint of the same work.

> The need for resources, including financial and physical resources as well as information, obtained from the environment, made organizations potentially dependent on the external sources of these resources—hence the characterization of the theory as *resource dependence.* (p. xii)

Applying the theory to the development of new NPO management techniques, Vantilborgh et al. (2011) described the concept, "Organizations require resources and must interact with others in their environments to acquire these" (p. 657). Guo and Acar (2005) operationalized the concept in an NPO environment as teaming to reduce uncertainty and resourcing risk.

Since the NPO explored in this study was a multisite NPO with an external dependency requirement to solicit resources at the local level, the focus of this literature review section is on privately donated resources from sources external to the organization. This section reviews selected literature with ties to social capital in terms of financial contributions, in-kind donations, and volunteer recruitment.

Financial Contributions

NPO leaders set the conditions for their organizations in terms of service offerings and in doing so establish fundraising requirements (James, 1983). While some NPOs sell services in order to break even, others operate exclusively on donations and represent a distinct class of NPOs, termed as *donative* by Galaskiewicz, Bielefeld, and Dowell (2006). In *federally* constructed NPOs as described by Young, Bania, and Bailey (1996) where a national headquarters provides direction and guidance to multiple local chapters, programs, offices in a multisite NPO construct, the fundraising burden can be shared among the local entities and the national headquarters (Chenhall, Hall, & Smith, 2010). Grossman and Rangan (2001) surveyed five large multisite NPOs in the United States and found that the fundraising burden was often shared, in varying proportions, between the national headquarters and local sites. The role of social capital in meeting these fundraising goals has been previously reported in the literature.

Galaskiewicz, Bielefeld, and Dowell (2006) conducted a mixed methods study of 156 public charities in Minneapolis-St. Paul to evaluate networks and organizational growth over a 14-year period. The researchers positively correlated the growth rate of donative NPOs to the expansiveness of networks possessed by the NPOs' leaders. Esparza and Jeon (2013) studied the role of board of trustee members in securing grants in 523 NPOs with missions to assist the homeless. The authors reported that when NPOs had board of trustee members serving on other NPO governance boards with successful grant writing programs, the likelihood of that the NPOs would win grants improved. Esparza and Jeon attributed this uptick to the enhanced networks gained by the interlocking boards that improved access to information and legitimacy.

The examples provided by Galaskiewicz et al. (2006) and Esparza and Jeon (2013) pertain to the social capital use by leaders or board of trustee members in NPOs. Von Schnurbein (2010) conducted a case study of the BMW sponsored Eberhard von Kuenheim Foundation. The foundation served as a catalyst for social capital development as it linked over 60 partners from the private and public sector to save a historic crystal glass manufacturer in Germany. In a case study of 20 of the partners and a review of the foundation's documentation Von Schnurbein reported the foundations CEO and vice director managed the network, linking the partners to create to keep the crystal manufacturer in business. The previous selected examples provide a background as to the nature of previous studies linking NPO fundraising and social capital. The next subsection takes a similar approach with in-kind donations.

In-kind Donations

In-kind donations can constitute a significant portion of an NPO's resource stream. When individuals or organizations donate in-kind, NPOs avoid the retail cost of the provided goods or services and allows the NPO to deliver more program services than would be possible with financial services alone. The following examples from the literature present studies which link social capital to in-kind donations.

Bin and Edwards (2009) surveyed 463 local business owners and managers in North Carolina operating in the geographic area damaged by Hurricane Floyd in 1999 to determine if donations to relief efforts were related to social capital using the Putnam model to assess civic engagement, chamber of commerce membership, and religiosity. The researchers also used the Portes (1998) definition of social capital to secure resources through existing personal networks. Bin and Edwards reported a positive correlation between a business managers' and owners' social capital and their commitment of their companies to supporting local disaster relief and recovery efforts. Those study participants self-reporting activity in religious organizations were more likely to make cash donations while those belonging to civic organizations were more likely to contribute in-kind donations. This study illustrated an amalgam of two social capital concepts—community connectedness as advocated by Putnam and the role of personal relationships in securing or, in this case, contributing resources. The researchers attributed the in-kind donations to (a) being connected to the community recognize need and (b) being visible by other networked members who could reach out to the business owners for support.

Layton and Moreno (2014) explored the relationship between social capital and donating both cash and in-kind donations in Mexico, a country they characterized as low in trust and social capital, yet high in giving—a departure from typical social capital models. The authors used a Putnam (1995) construction of social capital using the following proxy measurements (a) membership in associations, (b) informal personal networks, (c) a belief in reciprocity, and (d) interpersonal trust. These variables were extracted from the *National Survey on Philanthropy and Civil Society* administered to 3,000 Mexican adults over a three-year period. Results indicated that two of the social capital indicators, reciprocity and organizational membership were significantly linked to volunteering and all forms of giving to include in-kind donations.

Sullivan (1997) used embedded ethnography to report on the existence of social capital among inner-city neighborhood crews in the 1990s. Sullivan reported that informal social ties were frequently used to secure in-kind donations to support block parties and other community social events. The crews also solicited local storeowners to contribute to events with in-kind donations. These examples from the literature demonstrated an interest from the research community into the linkage between in-kind donations and social capital, which is similarly mirrored in the literature with volunteer recruitment.

Volunteer Recruitment

Donative NPOs can be highly dependent on volunteers. Grossman and Rangan (2001) conducted a multiple case study inquiry of five large federally constructed multisite NPOs where all managers interviewed confirmed their dependence on volunteers to support operations. The following examples from the literature highlight selected studies on NPO volunteers with a social capital nexus. In the quantitative studies shown, researchers used proxy measurements for social capital as established by Putnam (1995).

Lee and Brudney (2012) classified the volunteer population as either formal (working inside an organizational construct) or informal (volunteering outside of an organization on an individual basis). The authors reported that for both types of volunteer, participation in social networks increased the likelihood of volunteering while higher levels of human capital increased the likelihood of volunteering. Wilson and Musick (1997) used the *Americans' Changing Lives* survey instrument in a two-year longitudinal quantitative assessment to determine the likelihood of formal volunteerism. The authors reported a positive correlation to formal volunteering with human capital, informal social interaction, religiosity, and the number of children in a household.

Forbes and Zampelli (2014) analyzed an existing data set from the 2006 Social Capital Community Survey conducted by the Saguaro Seminar on Civic Engagement in America at Harvard University's John F. Kennedy School of Government. The data set included responses from 1,539 adults in the United States. The researchers reported people were more likely to volunteer who had (a) a diversity of friendships, (b) more education although those with advanced degrees were less likely to volunteer, (c) more group involvement both formally and informally, and (d) greater religious participation. Also, volunteerism increased with the intensity of religious beliefs.

Darcy, Maxwell, Edwards, Onyx, and Sherker (2014) conducted a case study analysis using focus groups of volunteers supporting Surf Life Saving Australia (SLSA), a multisite NPO. Participants reported the development of relationships, a sense of family, and mutual support resulting from their experiences as volunteers supporting their conclusion that the volunteering experience was an antecedent to social capital development.

Schneider (2007) used the case method to explore the link between civic engagement and social capital in two emergency services NPOs located in Kenosha, Wisconsin and Washington, D.C. While essential to operations, Schneider reported that an overabundance of volunteers from other NPOs (church and civic organizations) volunteered to staff soup kitchens, to the point where some volunteers were turned away.

> Poverty Prevention does not recruit volunteers because they do not need to. They also have an equal number of organizations and individuals who donate in-kind goods and financially contribute to the organization (p. 586).

Using the definition of social capital similar Coleman (1988) which stressed the role of norms of reciprocity, Schneider concluded that social capital did exist on an NPO to NPO level, since NPOs volunteered from year to year and their participation numbers were available for all other NPOs to view.

While the intent of this study was to determine if social capital theory could explaining the resourcing of multisite NPOs, this researcher is aware that several other theories could help explain the resourcing phenomena in this case study. Two other theories are proposed which researchers have proposed work in concert with social capital that may have applicability to this study.

Complimentary Theories

Entrepreneurship and Social Entrepreneurship Theories

Just as researchers have both celebrated social capital for its versatility and derided the concept for its multidisciplinary aspects and multiple definitions, so too has the concept of social entrepreneurship theory been beset by conceptual and definitional imprecision. Mason (2012) stated the topic was the subject of " seemingly endless definitional debate among academics" (p. 123), explaining that the concept lacked foundational consistency in that the embodiment of multiple concepts. These concepts were either interpreted as (a) a broad social movement with potential applicability to all organizations or (b) narrowly applied to specific organizational types.

Tracey and Phillips (2007) cited two primary directions scholars take when addressing social entrepreneurship. One is focused on the development of an organization that exists for a socially responsible purpose where it is economically sustainable based on *earned income*. An example includes the production and sale of Newman's Own brand of food items funding the Newman's Own Foundation (Peredo & McLean, 2006). The other direction referred to by Tracey and Phillips (2007) is an adaptive approach where the path to positive social change is not as important as the change itself. In this line of thought, the entrepreneur adapts to the resource environment, obtaining resources in a catch-as-catch-can manner either from a for-profit business or alternate means to include grants, individual donations, or the government.

Smith, Bell, and Watts (2014) sought to determine if personality trait differences existed between entrepreneurs and social entrepreneurs. Smith et al. conducted a literature review of published work on entrepreneurial personality traits and binned them into eight areas shown in the first column in Table 5.

Table 5. Comparison of Entrepreneur and Social Entrepreneur Personality Traits

Entrepreneur Personality Traits for literature review	Traits tested on General Enterprise Tendencies Test	Social Entrepreneur Traits
Creativity	Creative/innovative tendencies;	Statistically significantly higher level
Risk-taking	Calculated/moderate risk-taking;	Statistically significantly higher level
Need for independence/autonomy	Need for autonomy/independence;	Statistically significantly higher level
Achievement motive	Need for achievement;	
Inner locus of control/ drive and determination	Drive and determination.	
Aptitude/drive for innovation		
Problem-solving style		
Unconventional perspective/deviancy		

Note: Data in this table are from "Personality trait differences between traditional and social entrepreneur," by R. Smith, R. Bell, and H Watts, 2014, *Social Enterprise Journal, 10*(3), pp 200-221.

These researchers then selected the *General Enterprise Tendencies* test as a test instrument developed by the Small Enterprise Development Unit at Durham Business School. This instrument was designed to measure the *ideal entrepreneurial personality* based on responses to 54 questions in five subgroups shown in the middle column of Table 6. The researchers administered the instrument to 75 traditional entrepreneurs and 74 social entrepreneurs segmented using the definitions shown in Table 6.

Table 6. Traditional Entrepreneur and Social Entrepreneur Definitions

Type of Entrepreneur	Definition	Source
Traditional	"A person who habitually creates and innovates to build something of recognized value around perceived opportunities."	Bolton and Thompson (2000)
Social	"One who seeks to maximise the social value or social capital from nonprofit pursuits, creating economically sustainable solutions for social problems."	Adapted from Tracey and Phillips (2007)

Note: Data in this table are from "Personality trait differences between traditional and social entrepreneur," by R. Smith, R. Bell, and H Watts, 2014, *Social Enterprise Journal, 10*(3), pp 200-221and "The facets of the entrepreneur: Identifying entrepreneurial potential," by J. L. Thompson, 2004, Management Decision, 42(1/2), p. 244).

Smith et al. (2014) found three traits existing at significantly statistically higher levels in the social entrepreneur group: Creativity, risk taking, and the need for independence or autonomy.

As in the case of defining social capital, this researcher had the burden of either accepting one of many available options or developing one informed by previous research. Similarly, the researcher was left with a similar array of choices with the concepts of entrepreneurship and social entrepreneurship, and opted to use the definition adopted by Smith et al. (2014) informed by Bolton and Thompson (2000) and Tracey and Phillips (2007), respectively (Table 6).

While entrepreneurship and social entrepreneurship theories were considered to provide alternate explanations to observations in this case, a social network analysis theory is offered in the following subsection to explain the background and utility of social network analysis and sociograms in illuminating the dyadic networks in this case study.

Social Network Analysis Theory

Moreno (1947) reported tracking the interrelationships of up to 500 racially segregated teenage girls in 1934 at the New York State Training School for Girls, a correctional facility near Hudson, New York. In this work, Moreno introduced the science of charting relationships as *sociometry* with charts called *sociograms*. Hogan, Carrasco, and Wellman (2007) cited sociograms as a proven and prolific visualization technique to provide researchers with insights into the structure of interpersonal relationships. Sociograms continue in widespread use today under the nomenclature of social network analysis and have the advantage of presenting several types simultaneously to observe emergent patterns (Molina, Petermann, and Herz, 2015).

Burt (2000) provided a seminal linkage between social network analysis and social capital. Burt, using the foundational definitions of social capital provided by Bourdieu (1986), Coleman (1988), and Putnam (1995) asserted that the proxy indicators for social capital were insufficient for detailed analysis and preferred, instead to a social network analysis approach. Burt wrote, “Individuals [in a network] are variably connected to one another as a function of prior contact, exchange, and attendant emotions” (p. 348). Burt proposed sociograms as a method of depicting the connectivity of actors in a social network as dots with the relative strength of their relationships or *ties* depicted as either solid (for strong relationships) or dashed (weak relationships) lines. Burt characterized closed networks as having improved levels of trust and internal communications while open networks represented improved organizational growth opportunities. Burt described those actors who connected with other networks or spanned organizational boundaries (Behrend & Erwee, 2009), as *bridging structural holes* and were in unique positions of information access, which could produce a competitive advantage.

Szreter and Woolcock (2004) extend the discussion to *bridging social capital*, explaining the concept as “relations of respect and mutuality between people who know that they are not alike in some socio-demographic (or social identity) sense (differing by age, ethnic group, class, etc)” (p. 655). Alternately, the authors present the case of those actors who have closer, more intimate bonds characterized by, “trusting and co-operative relations between members of a network who see themselves as being similar, in terms of their shared social identity" (p.654-655). Szreter and Woolcock term these instances of increased familiarity as *bonding social capital*. In Bourdeau's conceptualization of social capital, power is not evenly distributed—creating relationship inequalities and conflict (Adhikari and Goldey, 2010).

Szreter and Woolcock (2004) address power discrepancies among actors by further refining the concept of bridging social capital by carving out those relationships characterized by formalized power and position inequities and reclassifying them as *linking social capital*. Linking social capital, then refers to relationships where significant political or financial differences exist such that the actors are not considered peers (Adhikari and Goodley, 2010) as they could be in bridging social capital.

The following examples from the literature are provided to illustrate the diverse application of social network analysis and social capital in previous studies in order to lend credibility to the approach used in this study. Hollenbeck and Jamieson (2015) advocated the use of conjoining of social network analysis and social capital theory in order to discover informal relationships in a work environment. A mapping of these reported relationships revealed the centrality of actors in an informal network with the intent of revealing which employees were central to organizational function and those on the periphery, citing the relevance of this information from a human resources standpoint when considering retention impacts at the individual level.

Sabatini (2009) observes the agnostic nature of social capital, similar to Coleman (1988) in that the value of social capital can be used for nefarious purposes alongside producing positives outcomes for individuals and society. As an example, Perliger and Pedahzur (2011) explored social networks used in the cultivation of terrorism as they presented a social network analysis of Jewish terrorist cells in Israel. The authors described that the informal nature of terrorist cells were perfectly suited to study using social network analysis with the frequency and density of ties used to identify cell leaders.

Borg, Toikka, and Primmer (2015) conducted a study of the social capital dynamics resident in a Finnish forest biodiversity protection initiative. The authors utilized a mixed-methods approach to first survey public lands administrators and private forest landowners to develop sociograms of the interactions and assess the strength of ties similar to the bonding, bridging, and linking construct proposed by Szreter and Woolcock (2004). The second part of the study involved organizing meetings among members of the identified forest biodiversity community of interest to assess actual interactions and judge the fidelity of the developed sociograms. The study revealed that 36% of the ties among actors were motivated by trust, 30% by sharing common goals, and 26% knowledge creation. The authors found that in some cases actors extended more trust through dyadic ties to external actors than to people in their own organizations due to positive working relationships and despite incongruent organizational goals.

The role of trust, relationships, and inter-organizational knowledge sharing was studied in the Madrid Science Park by Díez-vial and Montoro-sánchez (2014). The authors used a menu-based questionnaire during 1-hour structured interviews listing all research organizations and technology transfer businesses on the park’s two campuses.

The researchers asked study participants (*n*=78) to evaluate those organizations with whom they interacted in terms of levels of interaction, knowledge sharing, and trust. Díez-vial and Montoro-sánchez constructed sociograms following the interviews which revealed significantly different levels of interaction and knowledge sharing among each of the two campuses and high correlations between relationship and knowledge sharing in a regression analysis.

Kapucu and Demiroz (2015) using social network analysis explored the role of relationships and trust in a small NPO incubator in Florida operated under a grant from the United States Department of Health and Human Services. In a departure from accepted quantitative inquiry practices, the researchers employed a purposeful as opposed to a random sampling technique involving a 7-month longitudinal study of 19 small NPOs involved in the program. While their findings may be suspect in terms of generalizability, the authors concluded that trust and reputation supported the reestablishment of ties with former collaborative partners in creating opportunities for the small NPOs. Kapucu and Demiroz also found that established friendships were equally effective at creating opportunities as the ties with former collaborative partners.

These examples illustrate the role social network analysis can play in the evaluation of social capital. It has been used extensively in the evaluation of NPOs to include access to resources. It is through the lens of social network analysis and the concepts of bonding, bridging, and linking social capital that allow the exploration of the relevance of social capital theory in describing the resourcing of externally resourced non-profit organizations in this single case study research.

Conclusion

This literature review has established that the concepts of social capital, entrepreneurship, social entrepreneurship, and social network analysis have drawn the attention of researchers for decades. These concepts have continued to evolve and with meanings modified and refined. At some point all researchers must make a value judgment and establish the definitional and procedural standards for a study.

This research draws upon the seminal researchers in social capital theory, which Burt (2000) distills the concept down at the dyadic level to its most simple form, "Better connected people enjoy higher returns" (p. 348). Several studies support the exploration of social capital theory with regard to resourcing in the areas of financial donations, in-kind donations, and volunteers for the donative multisite NPO in this case.

The literature supports using the definition of social capital proposed by Portes (1998), entrepreneurship and social entrepreneurship by Smith et al. (2014), and social network analysis using the same sociogram development techniques first proposed by Moreno over 80 years ago. The academic literature links the past to the present and supports the design of this study that is covered in the following chapter.

CHAPTER 3. METHODOLOGY

This chapter describes the research design and data analysis process utilized in this study. The intent of this chapter is to describe the study in sufficient detail such that future researchers could replicate this case study in another multisite NPO to compare results, if desired. This chapter describes the research design to include the researcher's worldview. A description of the population and sample will follow along with a compendium of research questions supporting the omnibus research question, sampling methodology and data collection. The data analysis process is described followed by a discussion on credibility, transferability, dependability, and trustworthiness and the ethical considerations and precautions the researcher employed.

Research Design

This study endeavored to answer an omnibus research question of how a leader's ability to secure resources for a multisite NPO can be explained by social capital theory. While initially not predisposed to any specific research methodology, the researcher sought an appropriate research design to identify both membership in social networks as well as the resources secured. Specifically, design requirements needed to allow sufficient exploration of the formation and maintenance of dyadic relationships before explaining these relationships in the context of social capital and donations to a multisite NPO.

Additionally, the design considered the role of the researcher in influencing the study's outcome. The researcher recognized the *constructivist* worldview described by Denzin and Lincoln (2005) with multiple metaphysical components outlined in Table 2.

These assumptions place the researcher in the roles of both research and interpreter as described by Stake (2005a).

This research employed a qualitative methodology and explanatory case study method as described by Yin (2014). The case study method was selected because it allowed investigation of the research question in the context of a single case—a multisite NPO with site leaders largely responsible for resourcing their activities. Additionally, researchers had successfully used this method in previous social capital studies (Galli & Müller-Stewens, 2012; Hanibuchi et al., 2012; and Woodhouse, 2006). This fact, both added credibility in the application of this research process to study social capital phenomena and bolstered researcher confidence in the ability to obtain meaningful results.

Sample

The population in this proposed study consisted of volunteer leaders in multisite NPOs charged with resourcing their affiliate's activities. Due to the impact of United States tax law on charitable donations, this population was restricted to NPOs operating under Section 501(c)(3) of the Internal Revenue Code.

The sample frame consisted of volunteer leaders in a multisite NPO organized under Section 501(c)(3) of the Internal Revenue Code (IRS, 2015). The NPO was organized in what Young, Bania, and Bailey (1996) characterized as a *federal* construct where a national headquarters and its affiliates share authority for operations and programs. In this instance, the national organization exercised control over the activities of its programs through a hierarchical structure involving three management levels (national, area, and site).

At the time of this study, the NPO was organized with a national headquarters consisting of six paid employees and two volunteers. Fifteen geographically aligned areas led by a volunteer *area director* and possibly a deputy reported to the national headquarters and oversaw between six and 20 sites each. Volunteer leaders at the local site level (*site leads*) led each of the NPO's 157 sites distributed among 45 states. The NPO would generally appoint area directors or deputies from the pool of site leads. The size of the sample frame for this study was approximately 180 organizational leaders at all levels. Figure 2 depicts the NPO's organizational structure.

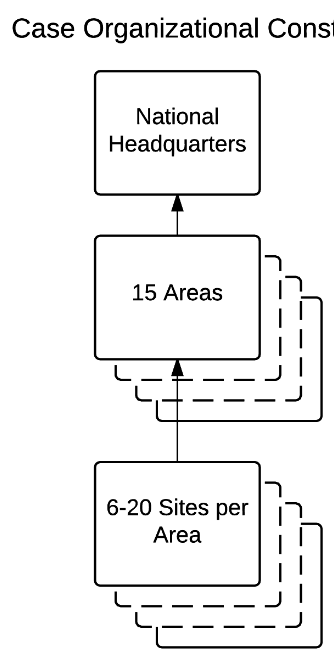

Figure 2. Case organizational construct. This diagram illustrates the federal organizational construct of the multisite NPO under study.

The initial research plan called for a *heterogeneous or maximum variance* sample drawn from the sample frame as described by Patton (2002), Miles and Huberman (1994), and Suri (2011). Researchers typically employ this technique by sampling extreme instances of a phenomenon in order to document both unique qualities and shared patterns (Patton, 2002). Patton recommended that a researcher discover similarities in perspectives from participants as dissimilar as possible in order to draw conclusions about a case. Suri opined that this sampling technique exposed relevant phenomena from dissimilar stakeholders in different contexts, which applies to this study as participants are geographically dispersed

The initial criteria for inclusion in the heterogeneous sample was historical and projected budget data by year and site that included (a) cash contributions, (b) in-kind donations, (c) number of day trips taken with participants and costs per trip, (d) number of overnight trips taken with participants and costs per trip, (e) number of participants in classes and other non-trip events with associated costs. This database also included rich narratives written by PLs describing the state of their sites and their justification for more funds if they feel they will be unable to generate required resources.

Following authorization and release of the records from the participating NPO, an examination of these records revealed they were unsuitable for guiding maximum variance sampling as the available data set had significant reliability issues to include inconsistent reporting intervals, missing data, aggregated data among multiple sites, and inaccurate data. After abandoning this numerically-informed approach, the researcher elected to apply the maximum variance technique by asking area directors to identify those sites which were well resourced and those that were not. This snowball technique was consistent with an approach used by Hanibuchi et al. (2012) who asked participants to identify other network contacts in a social capital study.

The NPO's CEO authorized the researcher in writing to conduct interviews with organizational leaders volunteering as study participants (Appendix A). The recruitment strategy involved the CEO sending an email to all organizational leaders in the sample frame asking them to participate. Participants (generally area directors) contacted the researcher and set up interview times. In an effort to gain additional site lead participation and satisfy a heterogeneous sample, the researcher asked area directors to recommend site leads for study participation who were either well resourced or operated their program with minimal external resources. The researcher would contact the site lead via e-mail and request study participation. If interested, site leads would contact the researcher and volunteer to participate. A recruitment process flow diagram is shown in Figure 3.

Participant Recruitment

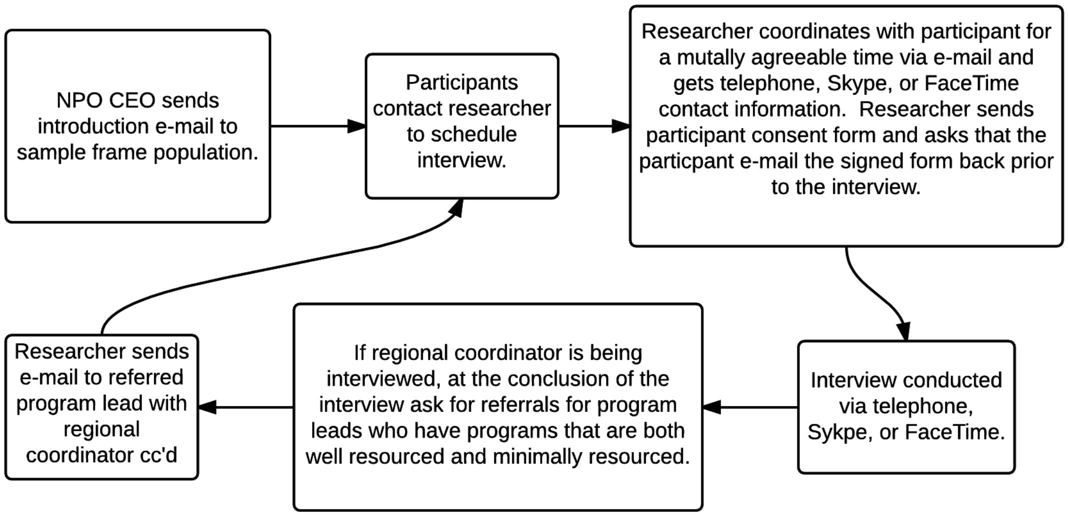

Figure 3. Participant recruitment. Diagram shows the recruitment of participants to include leaders who are well resourced and those resourced at minimum levels.

With the recruitment process for study participants planned, the researcher estimated 20 participants would be required. This estimate was based on an assumption of thematic saturation, suggested by Suri (2011) as a point when continued inquiry is unlikely to produce substantive gains of new knowledge, insight, perspectives, or themes. While it was unknown before the interviews at what point this convergence would occur, a literature review of single-case studies using heterogeneity sampling demonstrated sample sizes ranging from 10 to 60 clustered at the lower end of this range (Bhanji, 2012; Bruce and Lack, 2009; Haimes, Taylor, & Turkmendag, 2012; Kwak, Kramer, Lang, & Ledger, 2013).

Two data sources, financial documents and interviews, were collected as recommended by Yin (2014). However due to the previously described problems limiting the utility of site-specific accounting documents, the researcher relied solely on the corpus of available interview data to complete the study. Since the opportunity existed for the inadvertent destruction of digitally recorded voice data, two tape recorders were used during data collection. The data array associated with these interviews is reflected in Table 7.

Table 7. Data Array

Data Collection Method	Precedence	Type of Data				
		Raw Data	Capture Device	Media Format	Transcribed Data Type	Media Format
Interview data sheet	Primary	Handwritten entries	Pen and interview data sheet	N/A	N/A	Paper
Interview	Primary	Voice	Digital Tape Recorder #1	.wav file	Verbatim typed words	.doc file
Interview	Secondary	Voice	Digital Tape Recorder #2	.wav file	Verbatim typed words	.doc file
Interview notes	Primary	Handwritten notes	Pen and paper	N/A	N/A	Paper

Setting

As previously described, a single multisite NPO providing therapeutic fly fishing services was used in a single case study. Examples of the therapy the organization provided (program services) included fly tying, rod building, casting lessons, and fishing trips. The resources required to support the program at the site-level included meeting space, tables, chairs, fly tying vices, fly tying and rod building supplies, and reels. Trips added an additional dimension of cost and resourcing complexity with requirements to secure fishing water, food, lodging, tackle, nets, waders, rain gear, ground transportation, and occasionally air transportation when automotive transport was infeasible.

Volunteers ran the 157 sites and 15 areas and were responsible for organizing all indoor (fly tying and rod building) and outdoor events (casting lessons and fishing trips). The national headquarters coordinated with large fishing equipment and outdoor suppliers for either in-kind donations or deeply discounted merchandise and facilitated national-level marketing efforts, coordinated fundraising campaigns and national-level fishing events for program participants. (Note: This study did not interact with program participants in any way. With the exception of the CEO, the study participants were all NPO volunteers.) The national headquarters also provides a basic funding allocation to each site resulting from an annual budgeting process. The task of raising additional funds or securing in-kind donations rests at the local level with the site leads with occasional assistance by their respective area directors.

The benefits to the organization as the object of this case study include an explanation of the human dynamics involved with site-level program resourcing within the NPO. Unlike quantitative studies that may strive for results generalization, this study intended to provide the case study NPO with findings specific to the organization. It is hoped that the NPO leaders may be able to use these findings to sustain or improve their organization's ability to generate both financial and in-kind contributions.

Instruments/Measures

Within the framework of the single-case study, the researcher is the principal data collection instrument. Stake (2005a) asserted that researchers deliberately or intuitively make many choices as to their role in case study research. Stake listed seven factors researchers should address prior to data collection. These issues are listed below along with the researcher's responses.

1. How much should the researcher personally participate in the activity of the case? The researcher did not participate personally in the activity of the case, but remained an outsider in the organization's activities.

2. How much should the researcher pose as expert, and how much comprehension of the subject matter should the researcher divulge? For the first interview, the researcher's knowledge of the resourcing process was informed by YouTube videos published by the organization on the budget process. As the number of interviews increased, the researcher's knowledge of the organization increased. As an active listener the researcher acknowledged comprehension what was said, and asked for amplifying information when something was unclear. By being authentic in terms of subject matter knowledge, the researcher never had to pretend to know or not know something, which promoted maximum candor during interviews.

3. Should the researcher be a neutral observer or evaluative critical analyst? Patton (2002) reported that researchers have a "cognitive and emotional stance toward" the people they interview and their problems (p. 50). The researcher

adopted an attitude of *empathic neutrality* presented by Patton by actively listening to the study participant and responding with nonjudgmental unemotional responses. As part of this empathic neutrality, the researcher also critically listened to the inflections of each study participant to identify any discomfort during the interview in order to mitigate any distress to include offering to terminate the interview. Verbal and non-verbal cues may also indicate a willingness to further expound on a topic of interest and the researcher was prepared to take the interview in the direction necessary to gain a holistic perspective of the study participant.

4. What, if any, of the needs of the proposed reader should the researcher serve? This study was conducted for an academic audience. As such, the researcher answered the research question to further advance understanding of social capital in the context of resourcing NPOs for this audience. The researcher had an ethical obligation not to misrepresent or promote misunderstanding of the data to further a belief in a specific outcome of the study.

5. How much interpretation should the researcher provide on the case? The researcher's task was to synthesize collected data to answer the research question. Patton (2002) reported the researchers job is "To describe the case, we try to present a substantial body of uncontestable description. We want to tell quite a bit about the case that almost anyone, who had our opportunity to observe it, would have noticed and recorded, as much as we did" (p. 110). The researcher understands that in this process of inquiry, meanings can become distorted. The

researcher will guard against improper interpretation by using the actual words of participants to substantiate reported phenomena.

6. How much should the research advocate a position? In order to maintain as much impartiality as possible, the researcher will employ the investigational perspective of *qualitative heuristics* developed at the University of Hamburg as reported by Patton (2002). This perspective required adherence to four rules in the research process:

Rule 1: The researcher should maintain an open mind to consider new concepts and modify preconceptions if data is incongruent.

Rule 2: The research topic may change during the research process based on where the data leads the researcher.

Rule 3: Data collection will use heterogeneity sampling to maximize the structural variation of perspectives.

Rule 4: Analysis will focus on discovering similarities from diverse perspectives.

7. Should the researcher report the findings as a story? The researcher reported the findings in the third person in accordance with the *Capella University Dissertation Research Guide.* Since a description of a chronological sequence of events was not anticipated, the researcher did not use a story format.

Data Collection

This single case study methodology advocated by Stake (1995, 2005a) and Yin (2014) emphasizes that cases are bounded systems. Both Stake and Yin present the argument that the case boundary is porous in that interactions among the case and external conditions occur and are relevant to the case. Yin refers to this quality as "fuzzy" (p. 237), while Stake (2005) posits that researchers should acknowledge case features both within the confines of the case boundaries and those interactions that occur across the boundary with external entities or conditions.

In this study, the case is bounded by the multisite NPO's leadership. Figure 3 illustrates the case boundaries, as well as interactions with external resources in terms of volunteers and donors that cross the case border and interact with the leaders in the case. Data was collected from leaders within the case via semi-structured interviews designed to elevate understanding of the case. The researcher as the research instrument conducted the interviews using an interview guide that had been previously approved by the Capella University Institutional Review Board. This test required that the researcher conduct approximately 20 semi-structured interviews and observations about the study participants. Each of these data collection processes required different skill sets, in which the researcher had received adequate training followed by extensive experience.

The researcher had been involved with the Joint Test and Evaluation Program operating under the charter of the Deputy Director, Air Warfare, Operational Test and Evaluation, Office of the Secretary of Defense since 2006. The cost of these studies exceeded $48,000,000 and involved over 1,000 people directly supporting these efforts. The researcher played a primary leadership role in all of these studies as either a Federal or contract employee and was personally involved in the test design, data collection, analysis, and reporting efforts of all field tests.

The researcher also received formal interview training in *the Reid Technique* though John E. Reid & Associates, Inc. This three-day course provided information on how to build rapport, elicit comments, detect deception or half-truths, and above all--actively listen to interviewees. The researcher applied these techniques for three years as the lead investigator for the U.S. Army Inspector General at Fort Lewis, Washington, actively running the highest investigative caseload in the Army. This position afforded the researcher the opportunity to conduct over 100 recorded and transcribed interviews, all of which underwent judicial review.

The researcher had previous experience in conducting qualitative semi-structured interviews to support the Joint Analytical Network Assessment (JANA) Quick Reaction Test (QRT), a Department of Defense sponsored study (Contract W91C9G-07-D-0004 Delivery Order 25). During this test, 10 semi-structured recorded interviews were conducted, transcribed, and then coded to determine the dynamics of the work in relationship between United States Pacific Command J6 Command, Control, Communications, and Cyber Directorate and the Defense Information Systems Agency Pacific Field Office Network Operations Center. Prior to the data collection phase of this study, the researcher felt confident in conducting semi-structured interviews and was adequately prepared to interact with study participants.

Following the previously described selection of participants, the researcher provided each study participant with an informed consent form for signature in which 76% (15 of 21) of the research participants returned the signed form to the researcher. At the beginning of each interview the researcher read a statement reinforcing the voluntary nature of study participation and received a verbal acknowledgement that each participant had read the consent form and wished to continue the interview prior to asking the first interview question. The notification process is outlined in Figure 4.

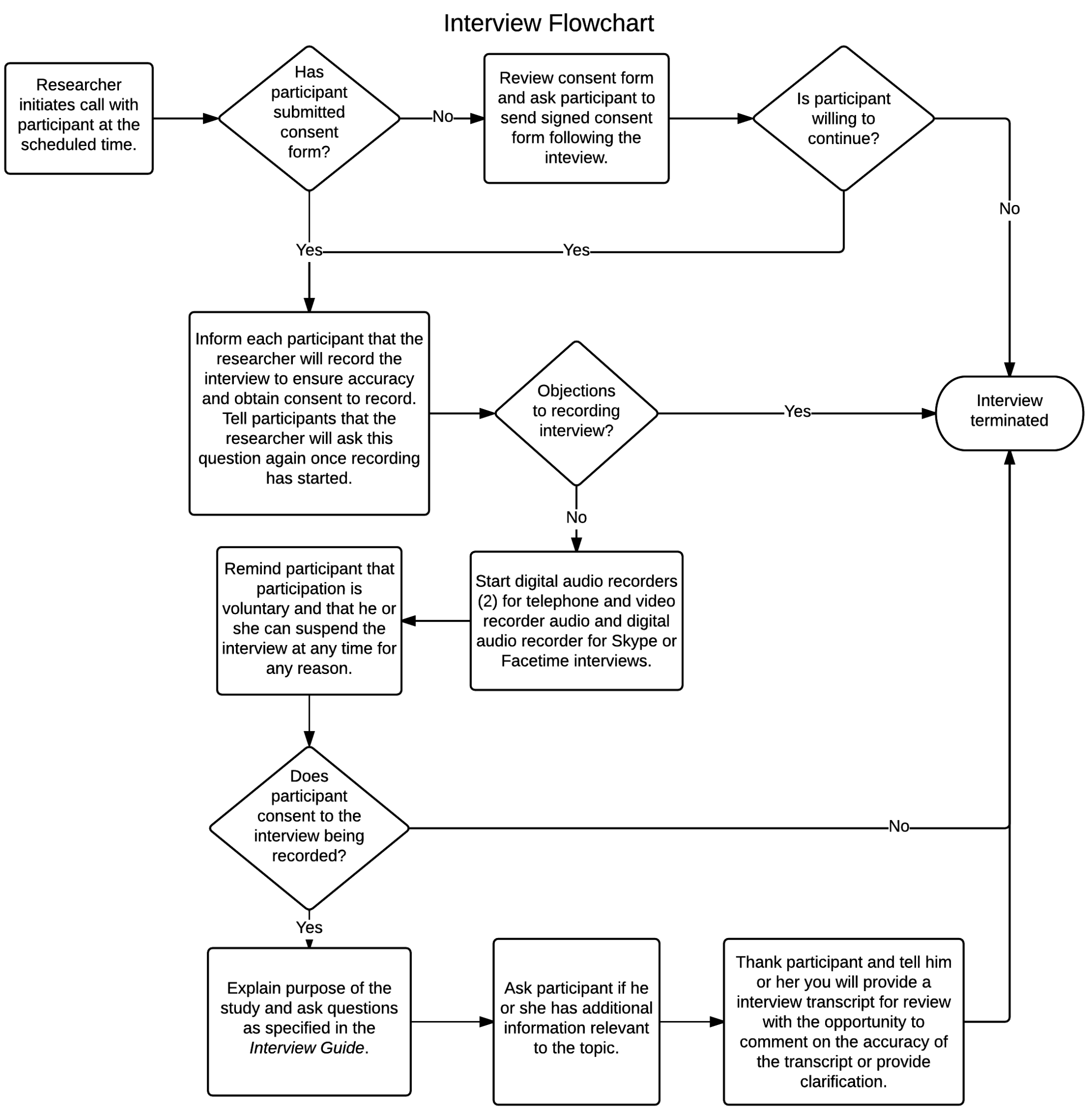

Figure 4. Interview flowchart. Each interview followed this flowchart to ensure the participant consented to both participation in the study and the recording of the interview.

Although the researcher offered video teleconferencing to each study participant, all participants elected to conduct the interviews telephonically. Two digital tape recorders were used to provide redundant audio capture capability for post-interview transcription. In addition to audio recorders, the researcher filled out an interview data sheet to capture demographic information about each participant as well as to randomly assign fictitious names (cryptonyms) to each study participant in order to maintain participant anonymity. This form also allowed room for researcher notes during the conduct of the interview.

Following each interview, which ranged from 30-85 minutes in duration, the raw audio files were duplicated in three audio formats (.wav, .mp3, and .wma) from each digital tape recorder and secured in three separate locations (DropBox, hard drive, and flash drive). The data archiving schematic is shown in Figure 5. In accordance with the research plan, the protected raw content will be destroyed on December 31, 2021.

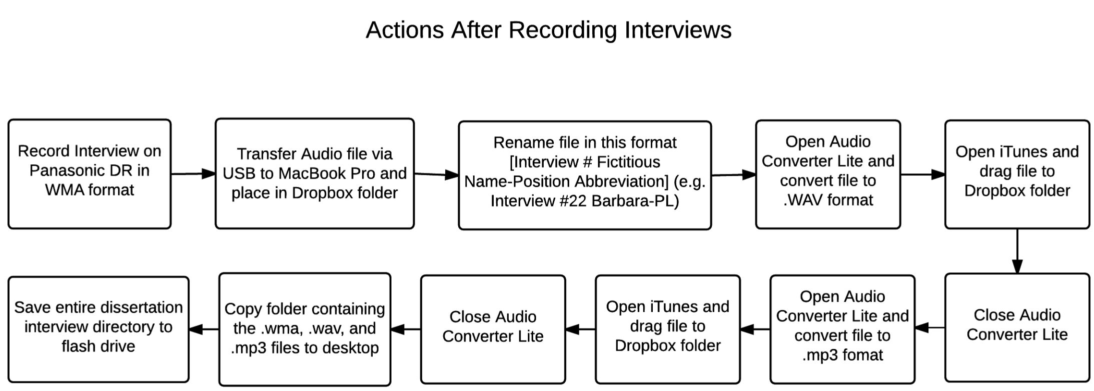

Figure 5. Post-interview raw data archiving procedures.

After each interview the researcher sent all participants an e-mail thanking them for their participation and advising them that they would each receive a copy of their transcript for review.

Following verbatim transcription of each interview, the researcher e-mailed a copy of the transcript to each participant for member checking as recommended by Lincoln and Guba (1985) and Stake (1995, 2010). Researchers have reported varying levels of member checking complexity. This process can range from allowing study participants to validate the transcription of their interviews (Carlson, 2010) to negotiating study findings and conclusions (McConnell-Tracy, Chapman, & Francis, 2011; Reilly, 2013). Of the 21 interviews sent for member checking, seven participants (33% response rate) provided clarification or amplification of transcript information. The conscious decision to terminate member checking with the transcript validation was made due to the initial response rate, the quality of responses--many of which seemed cursory, and a desire to respect the participant's time. This decision was consistent with Carlson (2010) and McConnell-Henry et al. (2011).

Data Analysis

The previously described interviews and data preparation made it possible to analyze all interview data assisted by the computer-assisted qualitative data analysis software package, NVivo for Mac version 10.2.0. Bloomberg and Volpe (2012) provided a roadmap for qualitative data analysis that the researcher used in this study. The steps of this process follow.

1. Review and explore the data as a whole during a first read through.
2. Develop conceptual categories tied to the research question.
3. Based on literature reviewed, develop descriptors within each category.

4. Read all of the data a second time, identifying and labeling information (data coding) that supports the descriptors.

5. Create patterns or themes from the coded data. LeCompte (2000) recommends looking for occurrence frequency, patterns of omission, declaration, similarity, co-occurrence, sequence, hypothesized reasonableness, and triangulation.

6. Synthesize the patterns into structures.

After coding all transcripts in NVivo the researcher used the developed codes to create a network topology visualization of each leader's relationships used in securing resources. The researcher manually mapped all reported resource sources and those resources inured from the dyadic relationships. The researcher used the online subscription-based, flow-charting tool--LucidChart. This pairing of network topology visualization with reported qualitative coding techniques provided a novel analytical approach to this multisite NPO case study.

Credibility, Transferability, Dependability, and Confirmability

Lincoln and Guba (1985) assert that trustworthiness of any study, quantitative or qualitative, is concerned with the persuasiveness of a study's findings to elicit action. As reported by the authors, an evaluation of trustworthiness in any study traditionally contains four components: *truth value*, applicability, consistency, and neutrality. Whittemore, Chase, and Mandle, (2001) credit Lincoln and Guba (1985) with the translation of postpositivist ideas of internal validity, external validity, reliability, and objectivity to corresponding trustworthiness components of credibility, transferability, dependability, and confirmability consistent with a constructivist epistemology. This study sought a high level of trustworthiness though adherence to generally recognized standards in each of these components for qualitative inquiry as shown in Table 8.

Credibility was achieved by (a) member checking (Lincoln and Guba, 1985; Stake, 2010) of interview transcripts, and (b) triangulation of multiple and diverse sources taking the forms of interview and historical data (Fielding & Warnes, 2009; Lincoln & Guba, 1985). Transferability was achieved using a *thick description* of the phenomena such that someone desiring to transfer the researcher's findings could determine if the transfer is applicable (Lincoln & Guba). The maximum variance sampling technique advocated by Patton (2002) provided a broad range of information for inclusion and allows readers to self-assess the transferability of the study.

Table 8. Definitions and Operationalization of Trustworthiness Components for Qualitative Inquiry

Universal Trustworthiness Component	Trustworthiness Analog for Qualitative Inquiry	Definition	Operationalization in this Study
Truth Value	Credibility	Findings are believable due to an adequate reconstruction of realities as assessed by those originally constructing the realities.	Triangulate multiple data sources and employ member checking
Applicability	Transferability	Transfer of findings requires both the sending and receiving context of the information.	Provide sufficiently thick explanations allow reader to make determination if findings are applicable to another situation.
Consistency	Dependability	The research and analysis process remains consistent throughout the study.	Continually assess interview, coding, and analytical consistency—all actions performed by the researcher.
Neutrality	Confirmability	Accounts for the objective qualities of the data not attributed to qualities of the researcher.	Use direct quotes when possible to so that independent auditors could trace all findings back to specific quotes from study participants.

Note: Data in this table are from Y. S. Lincoln and E. G. Guba, 1985, *Naturalistic inquiry*, Newbury Park, CA: SAGE and E. G. Guba and Y. S. Lincoln, 1989, *Fourth generation evaluation*, Newbury Park, CA: SAGE.

Lincoln and Guba (1985) cited dependability as a researcher accounting for both "factors of instability and factors of phenomenal or design induced change" (p. 299). Detailed reflective note taking throughout the data collection, coding, and analysis processes provided the researcher with near real-time feedback as to the consistency of all processes. For example, a review of the first interview recording revealed an overly encouraging attitude when eliciting responses from the study participant. The researcher adjusted the tone in subsequent interviews to be more passive in order to capture the true essence of each study participant's experiences. This continuous researcher self-evaluation provided a feedback mechanism that enhanced the consistency of the study's processes.

Confirmability addresses the extent to which the objective qualities of the research can be established by the participant, primary researcher, or outside expert. While the exact conditions of this study can never be fully replicated--future researchers could replicate this study in terms of number of study participants from a similar sample frame in a multisite NPO, use a similar strategy to code responses and map network topologies. Additionally, the thick descriptions proffered allow third party researchers to trace study participant responses directly to findings.

Ethical Considerations

Ethical considerations for study were informed by the Belmont Principles, established as public law in 1974 to ensure the ethical treatment of people in behavioral and medical research (U.S. Department of Health, Education, and Welfare [DHEW], 1979). The Belmont Principles established three fundamental tenets for ethical treatment of test participants: (1) respect for persons, (2) beneficence, and (3) equity and justice (DHEW, Part B). Respect for persons considers two situations where people are either (a) autonomous agents or (b) have diminished autonomy and are entitled to special protection.

This study was designed to respect the Belmont Principles by ensuring that all participants were ethically treated in accordance with the guidelines. In this study, participants were volunteer leaders in a non-profit organization and considered a vulnerable population and worthy of additional protection. Maintaining respondent confidentiality throughout the data collection, analysis, and reporting process afforded this protection. The researcher monitored beneficence by remaining vigilant for any unusual emotional reactions elicited from respondents. Had the questioning elicited such a response, the researcher was prepared to cease all questioning and dismiss the respondent immediately. To maintain equity and justice, no ethnic, racial, religious, or gender groups were targeted for data collection. Instead, study participants were identified based solely on their position in the multisite NPO under study and their site's resources as reported by other organizational leaders.

An additional ethical element considered was the potential for undue influence. A request to participate in this study was sent by the CEO of the multisite NPO. The invitation to participate was worded to specifically state that recruitment was voluntary and that specific responses would not be reported to organizational leaders. As with the requirement for beneficence to maintain vigilance for unusual emotional responses, attention was paid to any reactions or questions concerning undue influence. The researcher was prepared to terminate any interview where the suspicion of undue influence was detected although it was neither reported nor observed.

Study privacy was protected using multiple safeguards. Data used in this study were classified as either *protected raw content*, *protected derived content*, or *unprotected derived content*. Protected raw content contained information in which a third party could directly identify the contributions of the study participant. Data in this category included media containing digitally recorded interviews (.wav, .mp3, and .wma audio files), e-mail correspondence between the researcher and each study participant, transcripts, consent forms, and interview data sheets. Protected derived content could allow a third party to pair individual contributions to contributors and was created when assigning a cryptonyms to participants on interview data sheets, audio files named using the assigned cryptonyms, and a spreadsheet containing all data on the status of interviews and correspondence with the study participant. Unprotected derived content includes transcripts using all cryptonyms to include products derived from the transcripts such as this dissertation and related presentations or any articles for publication that stem from this research. Figure 6 illustrates researcher interactions with the documents and their protection levels.

In accordance with the research plan, all protected raw data and protected derived data will be destroyed on 31 Dec 2021.

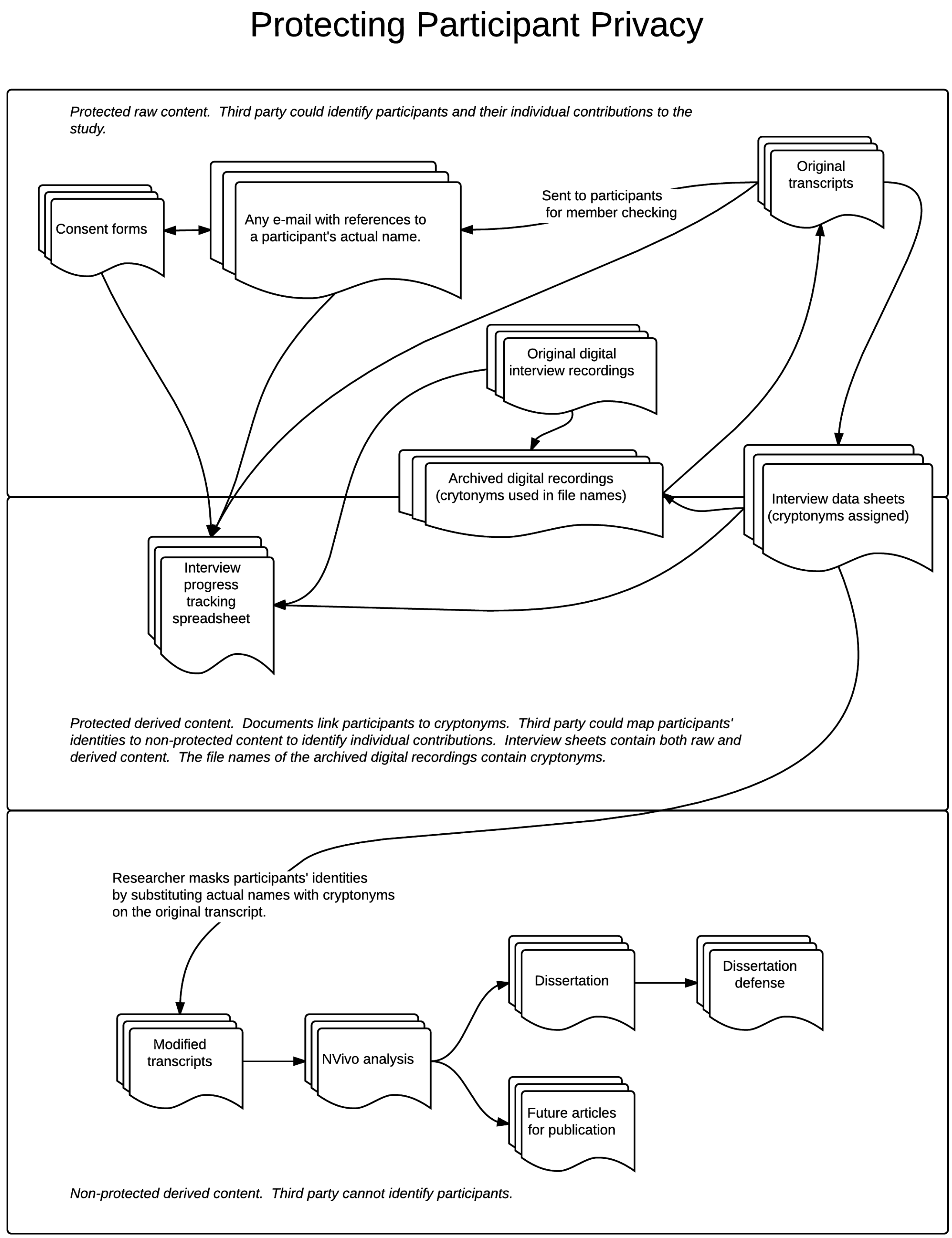

Figure 6. Protecting participant privacy. This diagram shows the steps used to protect study participant privacy.

Research Methodology Applied to Data Analysis

This study operationalized an instrumental single case study research methodology suggested by Stake (1995, 2005a). Stake proposed that a researcher's qualitative analysis does not follow a sequential mechanistic process with a definitive start and an end. In Stake's view analysis begins from researcher's first exposure to the evidence. Applied to this study, those first impressions occurred in the back and forth required to set up the interview and the first few words exchanged in each recorded interview and continued until the writing of this chapter. This researcher followed Stake's techniques of constant analysis whereby the researcher directly interprets individual instances before aggregating into themes.

The researcher coded all interviews in NVivo for Mac version 10.2.1 through an iterative nodal development process that focused on donated resources and the social capital themes of civic and NPO involvement (Putnam, 2000) and dyadic relationships (Portes, 1998). NVivo was able to generate word frequency diagrams for each interview as well as a separate diagram for all aggregated interviews. To generate each frequency diagram, the text of all interviews were consolidated into one document and uploaded to NVivo 10 for Mac. All references to the interviewer and the study participant were removed. The words vet, veteran, and veterans were consolidated to the word veteran as were the volunteer and volunteers consolidated to the word volunteers. Additionally, references to the case organization were removed. These 22 diagrams were consolidated onto one computer screen view to promote immediate comparison of these different pieces of data as recommended by Tufte (2001).

Following an iterative review of the interview transcripts and word frequency charts, the researcher created sociograms using the Lucidchart online graphing application. The ability to manually draw sociograms in LucidChart where both the social network and the resources paired with dyadic relationships met Tufte's criteria for data comparison over more automated social network analysis software tools that displayed only the study participant's social network. The combination of direct interpretation and categorical aggregation assisted by word frequency and sociograms led the researcher to the presentation of data and results of the analysis found in the next section.

Summary

This single case study was designed and executed to determine how a leader's ability to secure resources in a multisite NPO can be explained by social capital theory. This study design was selected over other candidates as maximizing the researcher's opportunity for success by allowing the exploration of the dyadic relationships between site leaders and those donating resources to the NPO. This study design considered the role of the researcher as a both the research instrument and interpreter and took steps to define the researcher's constructivist worldview with ontological, epistemological, and axiological implications. In order to maintain a high level or trustworthiness, the researcher detailed all steps involved in the research process as well as developed procedures and feedback mechanisms to minimize researcher induced variance in the collection and interpretation of the data. Additionally, appropriate and necessary safeguards were considered and employed to protect all study participants in accordance with the Belmont Principles.

CHAPTER 4. RESULTS

This study explored the dyadic relationships among leaders and donors in a multisite NPO. These relationships were explored using a single case study method where the case boundaries were bounded by the NPOs leaders in a federal organization model with sites reporting to regions reporting to a national headquarters (Figure 2). This chapter presents the data and the results of analysis such that the reader can decide to transfer the findings of this case to similar organizational constructs and situations as applicable as reported by Lincoln and Guba (1985).

This chapter is organized by first describing the researcher in order to acknowledge the constructivist worldview shared by the researcher who served in the roles of both researcher and interpreter in this study (Creswell, 2007; Lincoln and Guba, 2013). The sample is then described to provide context to the data set. A description of the research methodology applied to the data analysis is provided followed by the presentation of the data and analysis.

The Researcher

The researcher is a retired Army veteran who has worked as a Department of Defense contractor as both an operations research analyst and program manager on operational test and evaluation programs. Interest in the research problem and the organization under study came from a friend of the researcher who led one of the largest and best-resourced programs in the multisite NPO under study providing therapeutic fly fishing support to disabled veterans. Knowing the friend had many personal connections to the local fly-fishing community and aware of his success in securing cash and in-kind donations, the researcher wondered whether the friend's resourcing success was an anomaly or if was related to the friend's high level of social capital as previously defined. The friend introduced the researcher to the President of the NPO who granted the researcher's request to study the NPO as the case in this inquiry.

In this process of conducting this study, the researcher began fly fishing. It was through this experience and the interactions with fellow anglers and fly-shop owners that the researcher became familiar with fly fishing terminology, the culture of the sport, and important background information. This experience provided context during participant interviews and allowed the researcher to ask more informed questions, than would have been possible before learning what will likely become the life-long activity of fly fishing.

Description of the Sample

Using the sampling technique previously described, the sample was comprised of 21 leaders within the case bounded within a multisite NPO providing therapeutic fly fishing services to disabled veterans. All organizational leaders within the case boundaries of the NPO were considered for inclusion in the sample frame with disqualification criteria including those leaders who had not gone through the annual budget cycle at least one time. This disqualification standard was relevant because since organizational leaders based their annual budgets on both projections of contributions funded from national fundraising campaigns and planned monetary contributions and in-kind generated at the local level. All study participants met this standard. The geographic distribution of these leaders is reflected in Figure 7.

Figure 7. Study participant locations.

Of the 21-person sample, 86% (*n*=18) were male and 14% (*n*=3) were female. The participants' employment status was generally mixed between retirees and those having full-time jobs with retirees composing 52% (*n*=11) of the sample and while 48 percent (*n*=10) were employed full time. While regional and national leaders composed 52% of the sample [some leaders served at both the local and regional levels simultaneously], 48% served as local leaders. The occupations self-reported by the participants are shown in Table 9.

Table 9. Occupations Reported by Study Participants

Occupation	Number of Study Participants
Military/Law Enforcement/Government	8
Education	3
Entrepreneur	3
Executive	2
Medicine	2
Sales	2
Financial Services	1

Note: In cases where study participants reported more than one occupation, the job that dominated the participant's explanations was recorded in this census.

Of the sample of interviewed leaders, 100 percent (*n*=21) had previous or concurrent volunteer involvement with another NPO. Participants were generally active in the fly fishing community with 76% (*n*=16) reporting involvement with one or more other fishing related NPOs and 63% (*n*=10) of this subset reported service in leadership roles in those organizations. Demonstrating a high-level of civic involvement, 90% (*n*=19) of study participants stated they had volunteered with non-fishing related NPOs and 48% (*n*=10) of this group reported currently or previously serving in a non-fishing related NPO leadership role. In addition to their leadership roles in the case organization, 33% (*n*=7) of the sample reported serving in leadership positions in other fishing NPOs and non-fishing NPOs. An aggregation of this information is displayed in Figure 8.

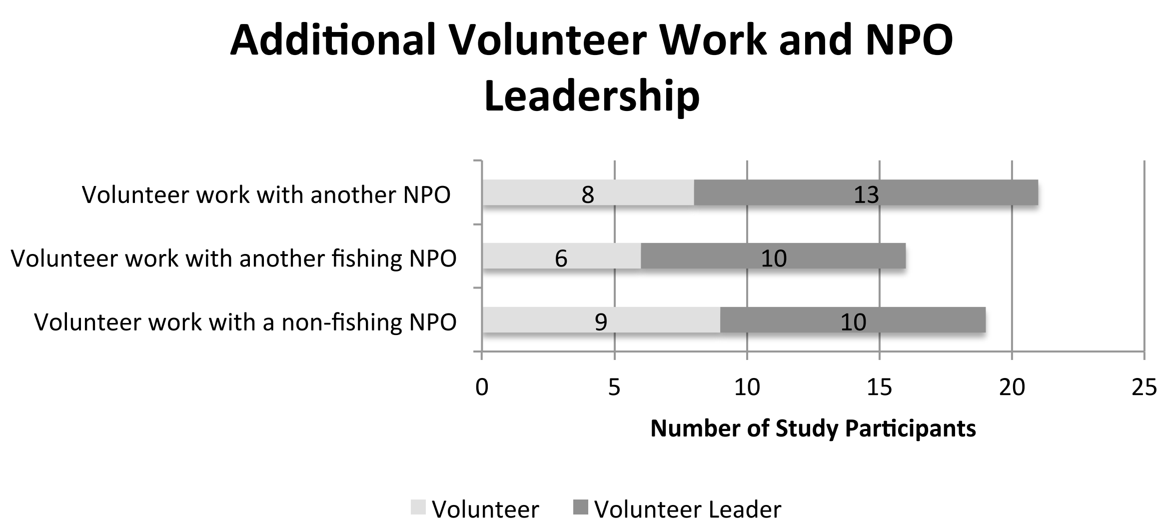

Figure 8. Additional volunteer work and NPO leadership. All study participants had a history of working with other NPOs.

Three of the study participants reported careers as entrepreneurs with two more participants reporting sales careers and one as a financial advisor. Smith, Bell, and Watts

(2014) cited entrepreneurs as possessing (a) a need for achievement, (b) drive and determination, (c) an ability to take calculated risks, (d) creativity and innovativeness, and (e) autonomy and independence. Similarly, Adidam (2009) reported successful salespeople possess traits of (a) empathy, (b) ego drive, (c) integrity, (d) high energy level, an (e) ability and propensity to learn, and the (f) ability to build positive relationships as personality traits associated with salespeople. The inclusion of the fly fishing NPO financial advisor in this group of entrepreneurs and salespersons was informed by Bergeron and Vachon (2008) who emphasized the criticality of the sales function in financial advisors.

Figure 9 supports the notion that the researcher obtained a heterogeneous sample as described by Patton (2002) with participants reporting headquarters funding dependencies at both ends of the continuum. 52% of the respondents reported financial independence from the national headquarters while 14% were completely reliant on the national headquarters for financial support. The reader is reminded that Figure 9 only reports dependency on the stipend provided by the national headquarters. It does not reflect each leader's ability to secure in-kind donations that can constitute the majority of resources consumed.

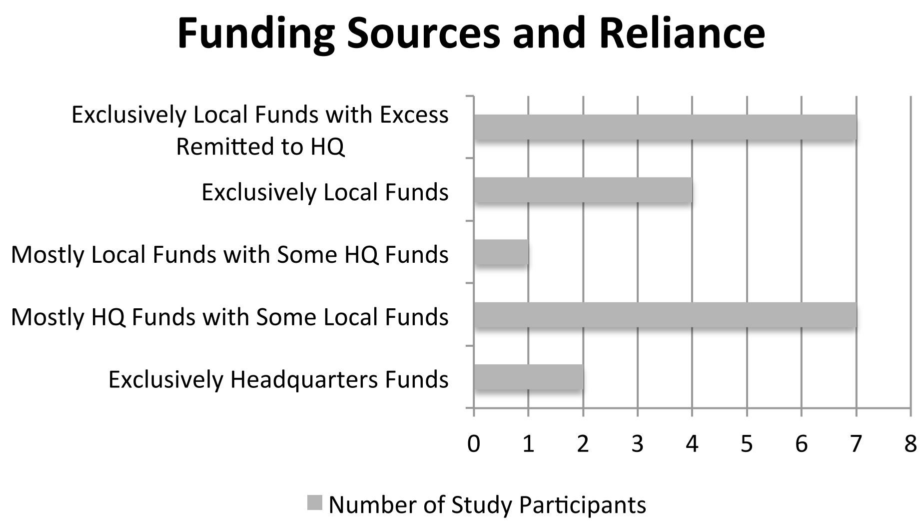

Figure 9. Funding sources and reliance. Chart depicts reliance on funding by source.

Presentation of Data and Results of the Analysis

The analysis of the data set was conducted to answer the research question: *How is a leader's ability to secure external resources in a multisite NPO explained by social capital theory?* Creswell (2007) characterized the research question in a qualitative study as "open-ended, evolving, and non-directional" (p. 107). The open ended nature of the research question allowed an explanation of a leader's ability to secure external resources using social capital theory, but also opened the door for the development of additional themes germane to factors influencing external resourcing.

Yin (2014) asserted that situations might arise in the analysis of qualitative data where rival interventions in addition to the target intervention may more fully explain actual conditions described in a case. The data in this case followed Yin's description of *comingled rivals* where resourcing of the sites within the Case NPO can be explained using social capital theory, the principal thrust of this study prior to analysis; as well as concepts such as social entrepreneurship (Smith, Bell, & Watts, 2014), support from the parent NPO and sponsoring NPOs, media exposure, and the sales acumen of the study participants. The presentation of results reflects this existence of comingled rivals and occurrences of rival descriptions to social capital theory are presented alongside social capital examples.

The comingled examples are presented in the context of three types of resources (financial, in-kind, and volunteers) categorized into 10 categories of donation sources, and supported by four enablers. Figure 10 maps resource types to corresponding donation sources. To add clarity, the *enabler, donation source*, and *resource type* pathways (e.g.,E1, D1, and R1) from Figure 10 have been appended to discussion items and are cross-referenced in Table 10. As these pathway labels only appear in Figure 10, future references to this figure number have been omitted in the remainder of the document for brevity with only the pathway label indicated. The remainder of this chapter first describes the case as a whole followed by examples of social capital and additional resourcing instances embedded in each of the 10 donation sources, using the comingled rival structural approach proposed by Yin (2014). This rich description facilitates use of the case study analytical model proposed by Stake (1995) to (a) directly interpret and categorically aggregate data, (b) identify patterns and consistency, and (c) and make naturalistic generalizations.

Description of the Case as a Whole

Each site leader required resources to provide therapeutic fly fishing services to disabled veterans as illustrated in Table 11. While all sites did not require an identical menu of resources; volunteers and contributions of both financial contributions and in-kind donations from a variety of benefactors met the reported needs of the study participants to provide program services.

Enablers, Donation Sources, and Resource Types

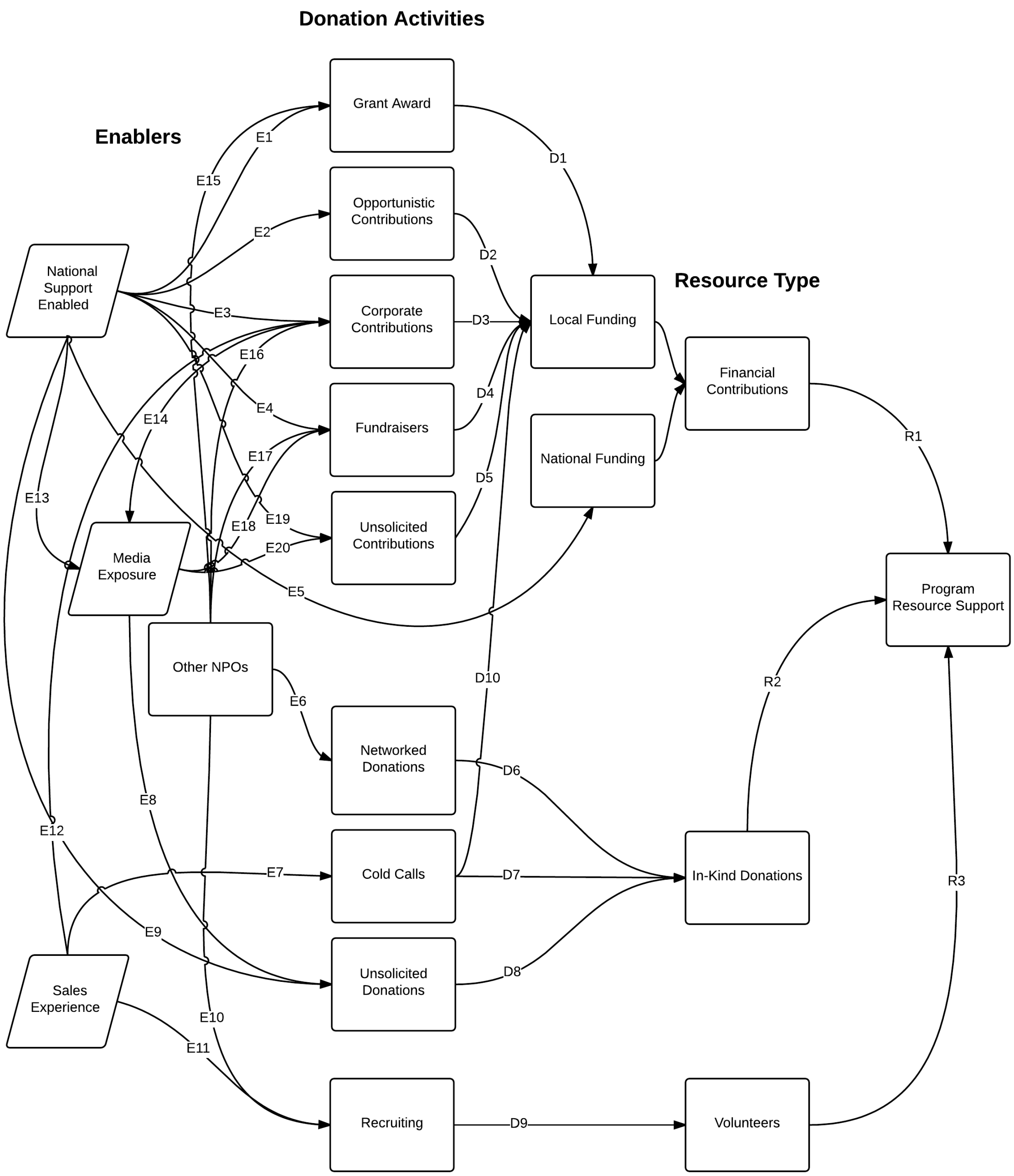

Figure 10. Enablers, donation activities, and resource types. This diagram maps the enablers to donation sources to types of donations providing program resources in the Case NPO.

Table 10. Donation Activities Cross-Referenced to Enablers and Resource Types

Donation Activities	Enablers				Resource Types		
	National Support Enabled	Media Exposure	Other NPOs	Sales Exp.	Local Financial	In-Kind	Volunteers
Grant Award	E1		E15		D1		
Opportunistic Contributions	E2				D2		
Corporate Contributions	E3	E14	E16	E12	D3		
Fundraisers	E4	E18	E17		D4		
Unsolicited Contributions	E20	E19			D5		
Networked Donations			E6			D6	
Cold Calls				E7		D7	
Unsolicited Donations	E9	E8				D8	
Recruitment		E11	E10				D9

Note: Table created using enabler (E) and donation activity (D) labels shown in Figure 10.

Table 11. Resource Requirements and Sources

Resource Requirements	Financial Contributions	In-Kind Donations	Volunteers
Meeting Facility		X	
Rod and Fly Tying Materials	X	X	
Volunteers			X
Fishing Equipment	X	X	
Air Transportation	X		
Ground Transportation	X		X
Lodging	X	X	
Meals	X	X	
Private Water Access		X	
Guide Service	X	X	

Note. Financial contributions are received at the national and local levels. In-kind donations and volunteers are secured locally.

Graphical Depiction of Data

All raw interview content was graphically depicted in two primary products, a compilation of word frequency diagrams and a series of sociograms. Figure 11 shows NVivo generated word frequency diagrams for the top 50 words found in an aggregation of all interview transcripts. Word frequency diagrams for each interview are included in Appendix B.

Sociograms (Figure 12) were created by mapping the relationship network of each study participant (Burt, 2000) as described in the interview transcripts and annotated with the types of resources provided to the Case NPO. These diagrams range from relatively simplistic and increase in complexity based on the number of relationships as well as reported intermediaries. All sociograms, including a legend, appear in Appendix C. All sociograms were constructed independently based on single interviews. In labeling the entities in each sociogram, no consideration was given to consistently label the same recurring organizations among sociograms with the exception of the Case NPO in order to ensure participant privacy. While some participants dealt with different sites under the same parent multisite NPO, no intentional relationship exists between entities in the sociograms such that *NPO A* in Interview #6 and *NPO A* in Interview #17 are not the same organization and labels such as *Corporation A* and *NPO B* are valid for only that sociogram under study.

Aggregated Interviews

Figure 11. Word frequency diagram from aggregated interviews.

Interview #6 Scott
Deputy Area Director, Site Lead

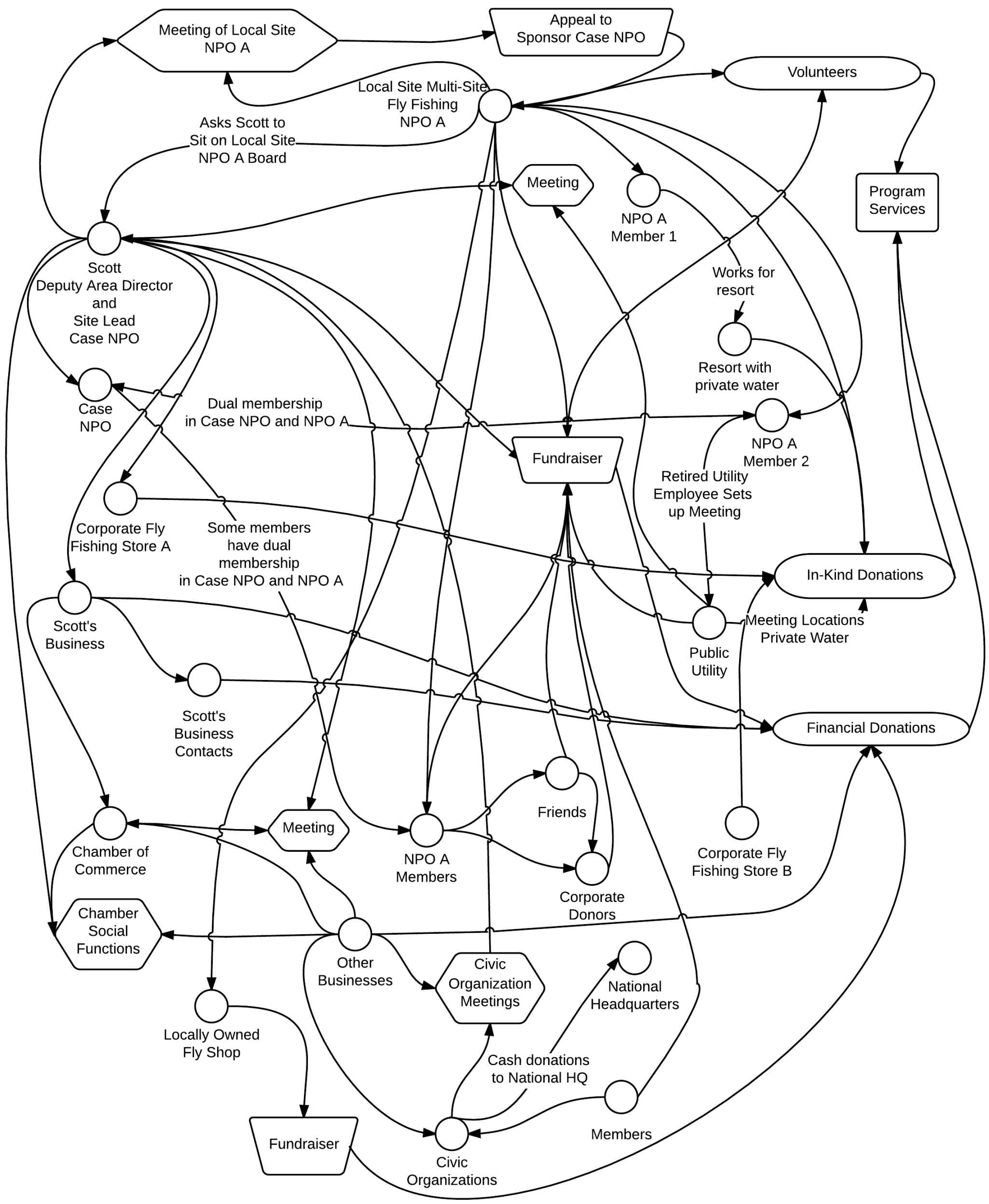

Figure 12. Example sociogram.

Presentation of Analysis

During each interview, participants were asked four open-ended questions (Table 12) that sought to determine the extent of each leader's resourcing requirements and how the leader addressed resourcing with respect to social capital theory. Using the definition offered by Portes (1998) that social capital is "the ability of actors to secure benefits by virtue of membership in social networks or other social structures" (p. 6), this analysis considered the benefits as defined by resources obtained and the role leaders' social networks played in gaining access to financial contributions, in-kind donations, and volunteers.

Table 12. Open Ended Semi-Structured Interview Questions

Question #	Question	Supporting Theory
IntQ1	Please describe the extent of your involvement with volunteer organizations to include [organizational name withheld].	Social Capital Theory (SCT)
IntQ2	Please describe the process of resourcing your site or area.	Resource Dependency Theory (RDT)
IntQ3	Please describe how your personal relationships play a role in resourcing your site or area.	SCT and RDT
IntQ4	How do you initiate and maintain the relationships used to resource your site or area?	SCT

As the analysis unfolded, the existence in the sample of leaders possessing both synchronous and sequential multi-level leadership roles made resource and social capital comparisons segmented by hierarchical position (site, area, and CEO) problematic. Specifically, as researchers have reported that people accrue social capital over time (Bourdieu, 1986; Burt, Jannotta, and Mahoney, 1998; Portes, 1998) the task of isolating social capital utilized by position, as positions were occupied simultaneously, would have been difficult, if not impossible. For this reason, the resourcing strategies of leaders were not compared by position.

Enablers, donation sources, and resource types. Figure 10 illustrates the relationships among enablers, donation activities and resource types identified in the Case NPO. Each of these major components is analyzed in the following sub-sections using participant comments to add context and meaning to their interrelationships. Each of the 10 donation activities are explored--segmented by financial contributions, in-kind donations, and volunteer recruitment followed by analysis of the role the identified enablers play in the resourcing function.

Financial contributions. Local site leads received financial contributions through two conduits. The first was the stipend provided by the national headquarters (E5) while the second was funding raised and used locally (D1-D5). While the national-level headquarters allocated this stipend to each of the 157 sites in the case, reliance on the stipend fell upon a continuum. Leaders either chose to (a) limit cash expenditures (and program offerings) to what was supported by the annual stipend, (b) raise additional funds to augment the stipend, or (c) reject the stipend in whole or in part and raise funds locally. An assessment of where each site fell on this continuum is shown in Figure 3 and was based strictly on comments provided by the study participants. Examples illustrating this range of fundraising needs follow.

> We have to raise money, and I don't want to be the kind of program that relies on national program to bail us out every year so we have to go out there and reach out to the community and go talk to executives at big companies, if you have them around. and just everybody. (Michael, site lead)

> Once my program in [location withheld] got big enough and the veteran participants were experienced enough to go on overnight trips, then it became imperative for us to do more fundraising. (Kevin, area director & site lead)

> At the start of the program originally it was implied that headquarters would supply us the money, we just had to go execute. Well that dog didn't hunt very

long. All of a sudden they realized that if you go from 10 programs to 177--or some number like that and growing every day, you then have to have some cash coming in at the local level and in-kind services in order to sustain yourself over time. (Tammy, area director)

…when I took over the program in the first eight, ten months we went from seven or eight regulars to like 22 or 23 and I really didn't feel it particularly fair to tap National on the shoulder and say, 'Hey, you know, I just tripled my program, send us a crapful more money.' (Julie, area director & site lead)

My big thing is I try to stay out of my budget because I like the idea of my personal local site staying self supporting and it's really easy to ask for things for these guys for me. You know because, I think we owe it to them. (Lisa, site lead)

Alternately, some leaders found the national stipend generally adequate to cover their expenses with minimal local fundraising.

We try to keep it simple, you know, we don't try to round up enough cash to get four, six, or eight people and fly them into Montana and do all that for a number of reasons. I mean we don't feel like we need to go there to teach them how to tie flies or to cast and to fish…we don't need thousands and thousands and thousands of dollars, you know. Now we've reached a point where we can sustain ourselves--we just keep, the kitty full so that if something pops up we can take care of it and easily match, what we do every year. (William, Site Lead)

Still, other leaders had no choice but to rely on the national stipend due to an inability to raise funds at the local level. Brian, a site lead in a program that was 18 months old stated, "What we're working on now is trying to get local sponsors from local businesses here in town. I have three or four guys--we've set up a committee, and they go around and try to solicit donations and stuff like that." However, the cold call process did not produce the results for which Brian had hoped. Brian stated, "We've planned to do some raffles and stuff like that throughout the year and do some different things to kind of get us out in front of the public and get the awareness of program out there a little more, but we're still learning a lot about how to run this at this point."

While national level fundraising was beyond the scope of this study; as previously described, site leads did make decisions as whether or not to raise funds at their level. In this case study, leaders reported raising money through five sources: (a) grant awards (D1), (b) opportunistic contributions at local events (D2), (c) corporate contributions (D3), (d) fundraisers (D4), (e) cold calls (D10), and (f) unsolicited contributions (D5). Each of these sources was analyzed to determine the extent of social capital involvement as reported by the study participants. Other possible explanations, such as the role of social entrepreneurship, were also considered when the social capital model was insufficient to provide understanding of the resourcing dynamics at play in the participants' accounts.

Grant awards. Seven study participants stated they had submitted grant proposals and received funding to sustain the work at their sites (E1). These activities range from being low in social capital with applications submitted involving no social interaction to high in social capital as people in a social network influenced grant awards.

> There are two fairly large grants in this area, I have a $30,000 grant from the [name withheld] in [location withheld] and that grant is to cover three major trips every year that we take…For the people that come to those trips and are not able to afford, you know, the kind of equipment they need to fly fish for the rest of their life, we buy it for them, about $800 worth of stuff per person. And so that's a biggie, that's what that foundation wants done, they want us to take them on trips and equip them. (Timothy, area director)

> A couple years ago I did some grant writing and we did get a couple of grants--I think $50,000 in total. And that's sort of how we did it and now we're pretty much supported by [Case NPO]. The local program, because I don't think [the new site lead's name withheld] writing grants to support us. Although I did just a put a grant in with a foundation so I'm hoping to get $25,000 by the end the year. I think they're pretty positive so we'll see. So that's how I would just write something and submit it, and often we would get $10,000 here or $20,000 there. (Karen, area director and former site lead)

In these cases, both Timothy and Karen were college professors with Site Leadactivities were a carry over from Timothy and Karen's professional lives and did not represent a bold shift from the way they generated funds in their collegiate roles. Karen said, "I've been involved professionally in applying for huge grants so it wasn't that hard and I have folks I can ask things about." So while Karen used her professional network to help her with the grant writing process, the grant award required no social capital.

In other grant awards, bridging social capital was evident as told by Tammy.

> The next area I generated just tremendous amounts of money, not only for my area, but for [the Case NPO] was we have a lot people in my club, [NPO A], that are employed by [name withheld], a huge [service description withheld] company here, headquartered in [location withheld]. They have the [name withheld] Foundation, which is a $30 million a year deal…Well, it took us a while to get into the [name withheld] Foundation but once we get into the [name withheld] Foundation because of a couple of key employees in there, that are good fly fishers and good buddies, we started getting $5,000 grants, $10,000 grants. (Tammy, deputy area director and former site lead)

Tammy was able to secure grants because she had friendship and the shared experiences of fly fishing with people connected within Corporation B who could influence grant awards from Corporate Foundation B. This relationship yielded grants to Timothy and other leaders in the case who also received money from the foundation's generosity.

Another example of social capital related grant awards was reported by a site lead who recalled a friend telling her about a grant sponsored by the friend's family.

> We had a couple of good donations, one of them is a family grant that I put in for—I think that was $8,000 right there. Another member of that family that I've known for a long time who initially told me, 'Hey apply, apply to our family grant, to our family charity.' So I did, and then she said "You know what, I want to contribute, I see that you guys are going forward, you are doing something with it. I want to contribute some." so she contributed $5,000 of it, so you know, that's $13,000 right there, that's pretty good. (Mary, site lead)

The next example incorporates bridging social capital to include multiple connected dyads (Figure 21). The president of Local NPO A, a site within a multisite fly fishing NPO, was a client of the president of a civic organization who needed a speaker for an upcoming meeting. The Local NPO A president contacted Christopher, both the site lead for the Case NPO and a member of Local NPO A, and asked him to make a presentation about the Case NPO to the civic group. The civic group president was a guest at the Local NPO A's annual banquet, at which Christopher attended. The civic group president's wife, who worked at a bank, talked to Christopher at the banquet and encouraged him to apply for a grant from her bank. Christopher was not comfortable with the grant writing process initially and received assistance from the national headquarters staff on the recommendation of his area director. Christopher was elated describing the outcome.

> And she sent it back to National and they wrote it up and it was, it was granted, you know, for this program down here. Since then, we've done our own. (Christopher, site lead)

As Christopher's case illustrates, the grant award resulted from multiple linked dyadic relationships. All of the ties in these relationships may be categorized as bridging with the exception of the bonding relationship between the civic organization president and his wife. The last grant example offered in this sub-section involves Charles, a former military officer with a civilian career in mergers and acquisitions for a company in the top 100 of the Forbes 500 list.

Charles revealed an entrepreneurial background in his civilian career as well as performing a sales management job in the military as a recruiting commander. He described his moment of discovery of an untapped resource: trust attorneys.

> I went to the bar association, I found out every lawyer within 20 nautical miles from my house that was licensed to be an estate/trust lawyer and I went to them…I was looking for some fly tying vises and fly rods. I mean I couldn't believe it, I walked in, did my brief, pitched the [Case NPO], did very well, and he said, 'What do you want?' And I said, 'I want a bunch of equipment and I want enough money to take these veterans on overnight trips to private water.' He said, 'We can't fund overnight trips but we can certainly fund equipment,' and I walked out of there with $2,700 and I went to the next one and I walked out with 5,300 bucks. (Charles, assistant site lead)

Charles discovered that many trusts had disbursement restrictions that would permit the trust attorney to distribute funds for purposes established in the trust. Charles sought out trusts that were restricted to supporting veteran's causes and pursued those with tenacity. Charles' innovative pursuit of trust attorneys as a source of funding was consistent with the traits of creativity and willingness to take moderate calculated risks found in social entrepreneurs as described by Smith, Bell and Watts (2014). He also exhibited traits of a successful salesperson as described by Adidam (2009) by demonstrating: high energy (he initially went to nine trust attorneys), an ability to learn enough about the field of trust law to determine where to concentrate his efforts, and a capacity to build positive relationships. Charles maintained contact with a grant administrator by presenting her with photos of the veterans fishing with a letter saying,

> '[name withheld], look at this, two of these three guys are blind and they're catching trout and they're hooting and hollering.' That yielded another grant the next year. (Charles, assistant site lead)

To summarize, the personal accounts of securing grant awards illustrated the use of bridging and bonding social capital, social entrepreneurship, sales techniques, and external support to secure funding for the Case NPO. In all cases, study participants using the grant process exhibited personal drive to go after what Charles described as *long-term money*—large amounts of money that take a significant amount of effort and involve a long lead-time to secure. The next section addresses opportunistic contributions, which compared to grant awards are significantly less time consuming with a predictably lower payout.

Opportunistic contributions. Study participants described multiple instances of setting up a donation jar at a promotional event and receiving contributions (D2). This is what Charles termed *short money*, small contributions accrued quickly without significant effort. Joseph elected to pursue a donation jar strategy out of exasperation with a perceived demand to fundraise.

> I don't have the time to do fund raising like the organization would like me to because I'm being pulled in so many different directions from so many different organizations that, that almost do the same thing. And I've had it up to here—up to my neck with fundraising, you know. I—you can only go to the public so often, you can only go to the trough so often, you can only go to the well so often to draw the water, I think that's the expression. So, sometimes we'll just put a jar out to donate into but I don't have fundraisers because I just don't have the time to have fundraisers. (Joseph, site lead)

Michael reported some of his program participants wanted to raise money for another veteran's NPO and put on their military uniforms and stood in front of a grocery store on Veterans' Day.

> There's no doubt who they are and they said they didn't have to sell anybody on anything. They just had people coming up. It was Veteran's Day, perfect timing you know, they just go up there and put money in the jar. (Michael, site lead)

Michael said the veteran's efforts were so successful that they said they were going to raise money for their program before Thanksgiving, Christmas, New Year's, and the Super Bowl. He added, "So for the next few months we've got several days that it would behoove us to be out, not all the time, we don't want to wear it out. But, you get my point, you've got to get out there and try—no one just hands you money."

Jennifer expressed that the donation jar was an almost effortless way to raise funds at fly fishing shows. She stated that in supporting other organizations it was difficult to ask for contributions and people were reluctant to give. Jennifer credits the organization's commitment to its mission coupled with a quality booth display [E2] made the donation jar an easy way for people to donate.

I set up the first booth at [location withheld] at a fly fishing show probably seven years ago and I put a jar out and just wrote *donations* on it. And I had nothing really; I didn't do a raffle, I just wanted to present myself to people. We had a nice little booth and people just started walking up without saying anything and started putting ten, fifteen, twenty, fifty dollars; they were just stuffing this jar with money and I said, 'My God, this is amazing." You know we didn't have to ask and if you did ask, it was an easy ask or a soft ask and not like the other organizations [where] you struggle. (Jennifer, deputy area director)

Other leaders reported receiving contributions in a similar venue.

> The one outdoor show we did in September we raised a couple hundred dollars from that event. (Susan, site lead)
>
> When we work at fishing shows the Vets come and staff the booths and they are much better at getting donations than any of us volunteers are. I don't know what it is, I've watched them and listened for year now, but there's something about hearing it from them that makes a huge difference. (Kevin, area director and site lead)

Whereas, Michael, Jennifer, Susan, and Kevin reported success where they or someone from the Case NPO was near the donation jar, Timothy had the opposite experience with his site's unattended jar.

> [Local Fly Fishing Shop] has a jar out there for donations and they get small amounts. (Timothy, site lead)

The fact that Timothy did not generate similar revenues compared to the other three leaders using donation jars may be explained by the presence of Michael, Jennifer, and Susan interacting with passersby. Their physical presence and obvious personal sacrifice by standing in a booth or outside a store on a weekend or holiday expresses commitment to the Case NPO. Both Jennifer and Susan cited that while attending their booths their interactions with attendees promoted both contributions and people willing to volunteer their time to promote the Case NPO (D10), leading to the conclusion that while less demanding than other forms of fundraising, the opportunistic contributions examples presented here suggest that human interaction with potential donors yielded better results over unattended donation jars.

In terms of bonding or bridging social capital, opportunistic contributions did not require existing relationships to produce results. Manning booths at fishing or other outdoor shows reflected commitment to the organization and a desire to connect with the general public in an outreach capacity. However, such activities did not meet the threshold criteria for social entrepreneurship as indicated by proxy measures.

Corporate contributions. Study participants reported multiple large corporate donors appearing on the Fortune 500 list as making financial contributions to the Case NPO. In all reported cases, the leader was networked with someone inside the organization who was able to shepherd the donation from the corporation to the Case NPO. As previously reported, Tammy was able to receive contributions from Corporate Foundation B due to a relationship he had fostered with an officer in Corporation B.

> My friend [name withheld] who is a dear friend. He is in the media end of [Corporation B], all right. And he kept walking down to the foundation office asking for dollars. (Tammy, area director)

While not appealing to close personal relationships like Tammy; Charles enjoyed similar success securing corporate sponsorship for a fishing tournament.

> The deal was to get corporate sponsors and I was pretty well connected [Corporations A-D] and all the usual suspects and so I managed to get [Corporation B] as a sponsor: $10,000 to show, $20,000 to place and $40,000 to win and I went to the tournament and we won. (Charles, deputy site lead)

Similarly, Scott, an entrepreneur, organized a fundraising event for the Case NPO and solicited his corporate suppliers with whom he had professional relationships for contributions.

> My primary supplier was a $5,000 sponsor, because I went to them obviously as their customer… I have relationships with [Corporation A], obviously with [Product A], with [Corporation B] with [Product B], both of those were at or above their budgets for this year, but have committed to do something for next year. (Scott, area director and site lead)

Scott, also enjoined the help of someone inside his immediate social network, who was a volunteer in Scott's program and a former employee of Corporation C. Scott had met the volunteer during their mutual membership in another NPO B.

> Well we had people in [NPO B] that are ex [Corporation C] people and they had contacts so they just kind of opened the door for me and I'm a professional salesman so I would go in and put the presentation together…it's really just kind of a feel good story. (Scott, area director and site lead)

The former Corporation C employees connected Scott with managers of Corporation C who had the authority to obligate funds to the Case NPO. These former employees occupied what Burt (2000) referred to as structural holes in a combined network topology of Scott's and the former employees' networks—evidence supporting the existence of social capital. The result was a commitment of $15,000 from Corporation C as well as donated fishing habitat restoration and the installation of wheelchair accessible fishing platforms.

> We just kind of captured that opportunity where, you know, we are fishing on waters that are [owned by Corporation C], the CEO is a fly fisherman, one of the Vice Presidents…is a fly fisherman so it kind of just all worked out where we kind of got the trifecta going. (Scott, area director and site lead)

The study participants used their networks to secure resources. In all three of these cases the participants had backgrounds in sales (E12) with two in entrepreneurship. Tammy and Scott used intermediaries filling structural holes to secure access to decision makers and ultimately support of the Case NPO. While Charles and Scott solicited contributions from corporate sponsors to support fundraising events, these petitions were the exception instead of the norm as reported for fundraisers, which are addressed in the following sub-section.

Donations from sponsor NPOs and other NPOs. The Case NPO required all sites to have a partnership agreement in place with another NPO prior to chartering the site. In all reported cases, these sponsoring NPOs were either other fishing NPOs (either a stand-alone 501(c)(3) organization or subordinate program of a multisite parent NPO) or an environmental conservation-based NPO. Many of these sponsoring NPOs provided a revenue stream to the Case NPO site and involved a close working relationship between the two organizations. In almost all cases, the leader of the Case NPO site had concurrent membership with the sponsoring NPO and used social contacts existing within the sponsoring NPO membership pool to assist in providing financial contributions, in-kind donations, and volunteers to support the entire range of Case NPO activities. The following examples illustrate the role played by Sponsoring NPOs and other NPOs in providing financial contributions to support the Case NPO.

> In 2009 I got $1,300 bucks from them [Case NPO headquarters]. That was my first budget, first year budget and then I got the local [sponsoring NPO] chapter through and got another $1,500 for us. (Christopher, site lead)

> One of the guys, one of the volunteers was dating a woman who interested in fly fishing, largely because he was I think; but she belonged to [a civic NPO] so the Two of them sat down with me and we discussed what we needed…They submitted a funding request [and the civic NPO] gave us, their first donation to us was $5,500…It really kind of brought our program up to where it needed to be and improved things a lot. Then I received another two donations from them because of this woman and her boyfriend. So that was a huge funding or series of events for us and so we still have some of those funds that we're using to source the program and replenish our supplies as the year goes along. (William, site lead)

> Our local TU chapter has been very generous in relation to when they hold their annual banquets. They allowed us a table there and last year we raised…$280 or something just at the table selling some hats and some stickers. But more importantly we had some flies that the Vets tied…we ended up selling a box of flies for $175 and then the guy turned around and said he wanted to donate it back for re-auctioning and somebody else bought it for $125. (Julie, area director and site lead)

> They [Sponsor NPO] have a holiday party in January and last year we had a huge raffle that we used to generate funds for both [the Case NPO] and the chapter itself. We had a silent raffle beforehand, a virtual raffle on the Internet, and then we had a physical raffle at our holiday party. And all of the proceeds were split between the two organizations. (Susan, site lead)

> We have two functions, [the sponsoring NPO] has two functions a year, they've had several where their monies were donated to [the Case NPO] exclusively. (John, deputy area director)

These examples illustrate the bonds between people in sponsoring NPOs and Case NPO programs. Volunteers in the sponsoring NPOs, who are often simultaneous volunteers with the Case NPO, clearly want the Case NPO programs to succeed by the demonstrated free flow of financial resources to support to the Case NPO.

Fundraising events. Leaders reported a range of fundraising events to generate funds to sustain their programs. Typically, these events were related to the sport of fly fishing although they varied in size, complexity, and social interaction. Fly fishing film festivals were organized either entirely by Case NPO leaders, co-hosted with another NPO, or held by another individual, business or NPO with the proceeds going to the Case NPO.

> We ran the fly fishing film festival and raised $14,000 for National… there's a lot of generosity in this state for [the Case NPO]. (Timothy, area director and site lead)

Michael stated that while his site had organized a film festival previously, he was planning on partnering with his sponsoring NPO in an arrangement that would mutually benefit both organizations.

> Okay, what we're trying to do with that, is actually kind of pair with the local fly fishing, the [sponsoring] club so that we can not only increase our pool of veterans, (we want to increase our pool of veterans at all times), but volunteers to the club. We also want to increase our exposure and to benefit both the fly fishing club and [the Case NPO]. In the last few years they've had a summer carp fishing competition but it's costing money every year because you have to have a jet boat really to fish for carp in this format. Four people do it every year, so they lose money. So I said, "Well, why don't we figure out something like the National program." (Michael, site lead)

Patricia developed the fly fishing film festival as an annual event in her local area. She partnered with a local fly shop owner who set up the venue and donated all proceeds to the Case NPO. In addition to the gate receipts, the event featured raffles and a live auction for donated guided trips and equipment.

> [The fly shop] didn't get any benefit from it, money benefit; we got all of it. But they helped us with the setting up of the equipment and securing a place to do it in and all that kind of stuff and I think our first take that first year was about $3,000. Last year it was $19,000 so we've done it every year since then and it just continues to grow and be a huge success. [The venue holds] 454 people and we've filled it the last two years. We're probably going to have to look for a bigger place, but it really catches on. (Patricia, area director and former site lead)

As Patricia's account revealed, the relationship between the fly shop owner and the site lead was pivotal to the success of the fly fishing festival. Other study participants professed a similar partnership model which brought together multiple organizations to create successful fundraising events.

Scott recognized that he had additional fund raising capacity beyond the immediate needs of his program and organized a large fishing tournament in his area to raise money for the national organization. He also recognized the value of networking both within and outside of the fly fishing community. In the first case, he used the available network in another multisite fly fishing NPO [NPO A] where he was a member. In the second case he joined the local chamber of commerce both as two entities, the first as his business and the second as the Case NPO.

> The [NPO A] people, like I said before, aren't the ones that donate the money, they donate their time which is a big commitment. I realized that we had to start networking other places. Really a tremendous amount of the networking that we do now is through the military organizations and the Chamber, and that's get us invited to a lot of other places where we can make presentations. (Steve, area director and site lead)

Scott's social entrepreneurial spirit yielded over $45,000 in revenue broken down as follows.

> It was more individual donations. If you look at [Corporation B] it was $15,000, we had probably five to, five, six companies at $2,500 bucks, couple other companies at $5,000, and then we had a banquet where people paid $100 a ticket and other people made $500 donations. Mostly the bulk of it was [Corporation B] $15,000 and then you know a lot of it was doctors, financial companies, stuff like that. (Steve, area director and site lead)

Scott credited much of the networking to a member of NPO A. He stated, "One guy really was working his butt off to do this." He also commented on his own ability to network in order to provide funding for both his site and the national organization.

> So I've done more networking, you know, with this than I've done with anything and it, really, it doesn't effect my business, you know, because they're not people that I was doing business with anyway. So, you know, it's just a whole other set of networking just to try and get people aware of this program and we've done pretty well with that. (Steve, area director and site lead)

The fundraising event vignettes presented in this sub-section represent what has been accomplished with innovation and hard work. None of the events described existed prior to the work of these leaders who leveraged their social capital and purposefully acquired more when needed to execute their activities. The next section details the role of cold calls as an activity to secure financial contributions.

Cold calls. Study participants cited cold calls as a tactic for fundraising. These calls were either made over the phone, by e-mail or letter, or in person with the objective of soliciting businesses for financial contributions. Brian described the process he used to develop a campaign plan for soliciting contributions to raise money in his areas involving site leads.

> We have drafted solicitation letter or request for donation letter and we have basically put together a packet and kind of talk to the guys about how to go about getting donations and developed a target list for donors. (Brian, area director)

Christopher (Figure 21) described a similar cold calling activity by a fishing guide who was a member of a Local NPO A. This guide contacted Christopher and wanted to put together a Canadian fishing trip for Christopher's program. Christopher expressed that he could not support the trip financially so the guide raised the money as Christopher described.

> He raised the money by going out and, you know, sending email blasts and a letter campaign and stuff and he raised like $5,000 or $6,000 to do that trip. (Christopher, site lead)

Christopher said the guide put the trip together two years in a row but was unable to sustain the contributions in subsequent years and the Canadian trip was not longer offered. (Note: While not germane to this discussion on cold calls to secure financial contributions, the guide was able to marshal both volunteers and in-kind donations using existing bridging dyads in support of the Canadian trip.)

These examples illustrate a lack of social capital resident in securing financial contributions via cold calls. It also presents the existence of bridging social capital between Christopher and the fishing guide and the multiplicative effect of connected dyads. The next section describes unsolicited contributions, which required less imagination on the part of the Case NPO leader, but still exacted a measure of work to receive and acknowledge the gifts.

Unsolicited contributions. Study participants recalled situations where people heard about their NPO through the media (E19) or word of mouth and decided to contribute on the spot. These contributions came in the form of one or two time contributions as Julie recounted, or as recurring events, conducted for the sole purpose of helping the NPO as Kevin shared over three stories.

> I just got a letter in the mail the other day for $100 from somebody who had lost his sister and she had a love for the water and fishing and sent $100 donation in her memory. We get a little bit of that. (Julie, area director and site lead)

> We did have a young man from Connecticut that was turning seven years old and his mother called me and asked how she could help the program because her son wanted to have a birthday party but he wanted people to bring donations to [the Case NPO] instead of receiving gifts. So we had this young man come to our monthly meeting and he brought well, all totaled $275 in cash and gift cards and the gift cards were in $20 to $25 increments to either [corporate outdoor store A] or [corporate outdoor store B] and they themselves donated $100. And then a month later or something we got another check for $100 from them, they were so impressed with the program. (Julie, area director and site lead)

> He said, “how could he help” and I told him we always need money to pay for the trip, so twice a year he has a casino night and donates the money to our program and it’s usually about $700 to $900. (Kevin, area director and site lead)

> There’s a bass fishing lake fairly close to where I live and he, the manager of the concession there, called me a couple of years ago and said he wanted to do a fundraiser for [the Case NPO] and I know that lake, I know that it’s a bait fishing place and, you know, it’s a very different type of fisherman there compared to the stereotypical fly fisherman. I didn’t want to think I was taking advantage of him so I said, ‘You know we’re all fly fishing,’ and he said, ‘That’s okay, we just want to do something to support veterans,’ so I said ‘What do we have to do?’ and he said, ‘Nothing, just come and fish for the day.’ And so we did, we bought raffle tickets, and he had a big lunch there, and at the end of the day he handed me a check for $9,353…and each year it’s grown since then, yeah, wow, I mean I was speechless. (Kevin, area director and site lead)

Kevin told the story about the Vietnam War veteran and his wife who owned the gym Kevin worked out.

> I used to talk about [the Case NPO] so much that they have a fundraiser for us every year. It’s a 114 mile bicycle ride and we take six or eight Vets and we help them staff the ride and they give us a check for about $1,000 or a little bit more than that every year. But it’s friendships and people that I’ve met along the way, and you know, I can’t stay in touch with absolutely everybody and not every relationship works out; but those who indicate a real desire to help us in some

> way, whether it's with materials or as a volunteer, or financially--I really try to stay in touch with them and, and I think I've done a good job of that. (Kevin, area director and site lead)

Kevin and Julies' stories illustrated the value of the enabling functions of print, television, and online media in promoting the Case NPO as well as the willingness of the leaders to accept the help. Both Kevin and Julie made the donors feel special and developed a bond. Kevin gave the boy the birthday party he gave up by making the donation to the Case NPO while Kevin presented fly rods made by veterans to the fishing pond owner.

> I packed a hat and we bought the young fellow some birthday cake and they brought him Marine pins and stickers and one of the guys brought his Marine Sharpshooter Medal in and gave it to him…he got a Army Ranger Hat, a Coast Guard duffle bag, he got Marine paraphernalia, he got Air Force and Navy Stuff, we just loaded him up. The duffle bag was about three foot long and pretty near full for birthday gifts for him. (Julie, area director and site lead)

> And this year, this past years some of the Vets in my program, they're really good rod builders and they wrapped and donated a couple of spinning rods for his auction, because we wanted him, you know, know that we really appreciate his support. (Kevin, area director and site lead)

During the interviews, study participants did not relate experiences of either soliciting or receiving cash contributions from family members or close friends—relationships considered in the realm of bonding social capital.

> If you're asking me if I have a lot of buddies that have a lot of money, that I get to give money, the answer is no. (Timothy, area director)

Only in Timothy's interview, did a study participant mention soliciting family members and close friends for financial contributions and it was an affirmation of non-interference with this group. The financial contributions addressed in this section produce liquid assets that can serve a variety of program uses. The next section covers in-kind donations that have very specific uses and must be acquired and managed individually.

In-kind donations. While not all Case NPO leaders interviewed expressed a desire or aptitude for securing financial contributions from external sources, all leaders used in-kind donations to provide program services to veterans. The extent of these donations ranged from hooks and feathers to access to multi-million dollar private fishing waters. Study participants described a list of in-kind donations consolidated in Table 2 and these donations may be grouped into three principal sources: networked contacts, cold calls, and unsolicited donations. Each of these donation sources has different social capital implications.

Networked contacts. This category includes the people the study participants knew prior to asking for in-kind donations. These leaders who used networked contacts generally knew what was possible and asked the contacts accordingly. The items requested ranged from tippet to high end fishing equipment to access to multi-million dollar estates on private water. It also included services, such as discounted or free guide service. The interviewed leaders expressed that they required in-kind donations to compensate for a lack of finances to purchase everything outright. In no case did the leaders request more than what they needed and in all cases they expressed gratitude for the support.

In all of these cases, the leaders used their social capital to obtain goods and services either for free or below market value. Mary commented on the importance of working with local guides she knows to get a 50% discount on guided float trips.

> This year we're hoping to have a little more of a budget but, when we get the best return we can on our budget dollars, and combine that with donated items or some of the big guide services around here [at discounted pricing], we're able to be better stewards of the funds that we do have available. (Mary, site lead)

Julie stated her father was quite wealthy and took her on fly fishing trips all over the world when she was growing up. She became lifelong friends with senior leaders in some of the most famous fly fishing equipment retailers.

> I'm quite good friends with two of the very higher ups in [a fishing equipment manufacturer], I've been personal friends with them for many years and they're very committed to our program as well. And when they get returns of equipment or stuff they're selling out they call me and say, 'Hey, can you use this, can you use that?' So we're in the process right now of outfitting virtually every one of our people with boots and waders. (Julie, area director and site lead)

Julie made another contact through a mutual friend who managed a corporate fishing store. Julie had known the manager a long time and he regularly supported Julie's program. The manager asked Julie to send him a list of supplies if she needed anything and Julie took him up on his offer.

> One of the things that we were looking for were waders for women. They all looked like elephants in the waders and the legs weren't right and they looked funny and they almost became buoyant. And [we needed] boots to fit them because they tend to have smaller feet. About three months later I got a note from him, an email that said there was a package on the way and it was exactly what we asked for. They discontinued some women's waders and threw in some boots that they had in their classroom program that hadn't been worn more than half a dozen times. (Julie, area director and site lead)

Like Julie, Karen was extremely well connected in the fly fishing community. She used these contacts to secure donations for her site.

> I knew everybody because I'd been going to the fly tying shows, the fly fishing shows, you know, you meet everybody at the dinners, at the events, whatever; so I knew some of the players so I called the, you know, the local folks. We are connected to fly fishing and my husband is also connected, he was a photographer of fly fishing professionally. He knows a lot of the manufacturers, so I just made

> some phone calls and asked them if they would be willing to donate and of course people were more than willing to donate. (Karen, area director and former site lead)

Lisa reported the use of social media in securing in-kind donations more than any one interviewed. She frequently chats with fishermen online and has expanded her social network nationwide, with some people she has never met. Nonetheless, she meets much of her resourcing needs through online petitions.

> Really, honestly when I need something I just kind of post up that I need it and people start sending stuff…I know a guy that works at [a tackle manufacturer]. I shot him a Facebook message, 'Hey, you know, I've got 30 veterans that I'm taking fishing this weekend, how can you help us out?' And a box came with 20 or 30 leaders in it and several spools of tippet. So sometimes I can just ask for things and not get into my budget. (Lisa, site lead)

The one thing Kevin could not seem to get at a discounted rate were airline tickets for an annual fishing trip where he would take several veterans.

> Airfare is the one thing, you know, that's a problem because the cost keeps going up and I've never been able to get a discount. (Kevin, area director and site lead)

This situation was unusual for Kevin, since he had a very robust financial donation and in-kind donation program and was extremely well connected in the fly fishing community and with veterans groups. In this case, he had no social capital with anyone in the airline industry who could reduce or waive the cost of her tickets, and had to pay full fare.

Cold calls. Those interviewed who had sales backgrounds or were entrepreneurs had no reservations about making cold calls. For others it was not a pleasant experience as told by Michael. At some point, however, even the most experienced leaders in the

Case NPO made cold calls and it was the hit or miss nature which discouraged some leaders.

> It basically comes down to asking and begging without seeming like a beggar and asking, and asking, and asking people for stuff. I write letters--I write emails all the time to companies that provide fly fishing, fly tying equipment, things like that…it's not really easy, it's a lot like work. (Michael, site lead)

> We have a couple guys that are aggressively hitting car dealerships and things like that that require quite a bit more work…cold call kind of stuff. (Brian, site lead)

Still in other situations the cold call can develop into a long-term relationship or become immediately rewarding as illustrated by Patricia, Christopher, and Michael.

> I think what it was through one of the fly shops that said they knew this guy and so we just, yeah, I think it was a cold call, I think that's a good way to describe it. We found out about him and his ranch and so we just gave him a call and he wanted to meet us so [name withheld] and I ran up there and met with him for about an hour and sat down and talked and convinced him that what we were doing is legitimate and he bought into it and has had for the last eight years. (Patricia, area director and site lead)

> Every year they cut us a check for $500 bucks, you know, I send a letter to them and they send us a check and it's that simple. Some of the others didn't respond or whatever, but that's how that money raising has gone. But it all began cold call. (Christopher, site lead)

> We had a raffle [for a custom bamboo fly rod]…I said, 'Hey, we're just starting off here, can you help us out?' He gave us a gift certificate for a free $1,800 fly rod. (Michael, site lead)

While leaders can control the tempo of resource requests through networked contacts and cold calls, unsolicited donations vary widely and can happen at any time. The next section takes a look at this last type of in-fink donation.

Unsolicited donations. Charles set up a booth at an outdoor adventure expo. One of the visitors who stopped by the booth said he was a real estate developer and offered up his property for Case NPO use. Similar to Patricia visiting the person she cold-called to secure private water, Charles paid a visit to the real estate developer and built rapport.

> And we had one gentleman that showed up who ended up being one of the biggest real estate developers in all of the valley. He said, 'why don't you show me what you do?' and I showed him what I did and I told him what we were trying to do and today this very day, I went to see his property. He offered his property up to for me to fish and so we went out there. It's like a $4 million property. He's got two ponds and an entire creek stocked with trout. This place has to be worth millions and he's offered it up for [Case NPO] use. (Charles, deputy site lead)

Kimberly recounted the volume of unsolicited donors increased with program exposure. While some donors may be of the type that found Charles, others may want to donate some used equipment of a deceased loved one or offer up something one time. Michael follows with a story of an unsolicited donor offering up private water and the benefit to his operations.

> Some donors may hear about the program and volunteer As the program grows, as it becomes more prominent in its respective area, we start to see people on the outside who are not active participants, but will take an opportunity to provide fundraising or to provide us with opportunities, you know access to water or locations to fish or fly tying materials. I think this is because of the presence of the program. As people understand what we do and who we are, you know, these are people that have resources that we can use. They are not using them or they want to contribute them to us, but they don't necessarily want to be an active member and participate in day-to day stuff. (Kimberly, area director)

> You know we get people calling up saying 'Hey, I've got land on fishable water and I'd like to have vets out for a day or for a weekend.' That really saves us a ton on money because if you're not floating, by our regulations then you can just have mentors, which are people with some fly fishing experience to kind of be there…So we don't pay 500 bucks for two people or 600 for two people to fish for a day when we go on private waters. So we're trying to maximize the use of private donors, in other words some people will just donate--get guide friends and just donate. (Michael, site lead)

While the previous two sub-sections have dealt with financial and in-kind donations, nothing happens in the organization below the headquarters level without volunteers. The next section reviews how social capital plays a factor in volunteer recruitment.

Volunteer recruitment. Robert, the CEO of the Case NPO said, "From the standpoint of our operations, in the field it is 100% resourced and run by volunteers. And that recruitment is largely at the grass roots level and word of mouth." With the exception of one interviewed leader, every person relied on volunteers to accomplish their mission. Kimberly stated that getting the right volunteers aligned with the organizational mission is the most important thing the organization does. When the researcher asked study participants open-ended questions about resourcing their operations, respondents commented about their volunteers as a critical resource without further prompts. This makes sense as it is relatively quick and easy to write a check or donate used equipment to a cause you believe in. Volunteerism in the Case NPO, however, requires a personal commitment to be personally present—to set aside other pursuits to fulfill the organization's mission.

As the following quotes illustrate, the recruitment and retention of volunteers is one of the most social capital-intensive endeavors the organization undertakes with strong undertones of trust.

> Okay, well let's start with my volunteers. Number one I pull a lot from the people around me and the people that are around them. (Joseph, site lead)

> I recruited volunteers initially through [NPO A and NPO B]. I went and gave a talk at each one of the clubs. Everybody knew me anyway because I was the past president, but anyway, I got up and did a talk about it. I said we need more help in fly tying and rod building and I just sat in the back of the room after the thing and people walked by and said, 'Put me on the list' and gave me contact information, so I got most of them from that, that source from the local fly fishing clubs. (Patricia, area director and former site lead)

I'm able to get a lot of volunteers and the other organizations also are willing to come up and do some fundraising for us. So one organization knows a little bit about the other organization and they have been in the site NPO. And I don't want to say simple, but it's been almost a simple chore of getting people to help. No one has ever said no to me. (Jennifer, deputy area director)

The volunteers, which are in [NPO A], were just really unlimited, I mean it's unbelievable how many people volunteered. We had, I went to the local fly shop, they had…a group fund raising thing to raise money for the program, raise awareness for the program and I got between that and [NPO A], the meetings, 71 registered volunteers to volunteer with the program. (Scott, area director and site lead)

Some of them are fishing buddies, and then some of them belong to the local fly club. (Lisa, site lead)

I guess a lot of the volunteers that I use are personal friends of mine. (Michael, site lead)

Well, personal relationships have a fair bit to do with the volunteer support. I would say that personal relationships account for anywhere from 50% - 70% of the man-hour volunteer help you get. (Christopher, site lead)

I try to establish a, a relationship with all of the, all of the volunteers as best I can and so I know a lot of them pretty well and I communicate with the on a regular basis…You really can't do anything successfully if you don't have a relationship. Some things will work but they will work better if the people are comfortable with the guys that are running the show, so across the board we all have a good relationship and there really isn't any friction in our group. (William, site lead)

Of all leaders interviewed only Cynthia said she had no volunteers.

No volunteers, I am the only volunteer. I do all this myself. I'm the one that puts things together. I'm not saying I don't have volunteers that help, when I take them [veterans] on trips or when I go to different places, but I don't have an in-house local volunteer staff of any type. (Cynthia, site lead)

When further questioned about where the volunteers come from to support the trips, Cynthia said they were, "set up from friendships I've made [at the fishing location and nearby fly shops].

Additional Observations. During the course of this inquiry the researcher observed additional phenomena that while not related to the research question, provided additional insight into the case. The recognition of these additional insights is consistent with the viewpoint of Stake (2014) that case studies inherently present opportunities for discovery where the researcher may not have been looking. In this vein, these additional observations (AOs) are provided.

AO1: The organization's mission was aligned throughout the organization. All leaders interviewed reflected that helping their target population motivated their participation in the program. The alignment of leaders and passion for the mission were reflected in the following comments.

> We're trying to provide a service for our wounded and active service, active duty, and that so, it's everybody's on the same page in that sense. (Cynthia, site lead)

> Everybody likes to support disabled veterans and that's kind of a no brainer…everybody wants to do that. In my neck of the woods, everyone wants to do that. (Kimberly, area director)

> To me it's really all about what's better for the Vets, and, for me the program is what helps the Vets, it's not about [Joseph]. (Joseph, site lead)

> So I really, I don't have a ton of non-profit experience or anything like that. I'm just a guy that loves to fly fish and has a respect and admiration and appreciation for our country's veterans. (Lisa, site lead)

> I really feel very, very, very protective of our participants. (Karen, area director and site lead)

The word density diagram in Figure 5 corroborates this observation. The most prominent word spoken during the interview was *program*, indicating an emphasis on the lowest level of the Case NPO providing services to veterans.

AO2: The national organization is a key enabler of field resourcing operations.

The work the Case NPO national headquarters has done in establishing a recognizable and trusted brand via business cards, fact sheets, website, and apparel eased the resourcing burden on those leaders operating in the field.

> Another thing that is tremendous is the fact sheet. That's a great tool, the fact sheet. So anytime we work a trade show or a fishing show, we'd always have a big supply of those and that plus the hat with the logo; I mean that's really all you need. (Tammy, area director and former site lead)

> [The signed logoed hat is] highly coveted in our area and we provide them a hat and photographs of the guys on trips and so on and so forth. We sent them a letter last year, virtually the same letter, I just changed a little bit of the wording and the date and they sent us $10,000 bucks and so we've been quite fortunate on that. (Julie, area director and site lead)

> I don't go anywhere without my [Case NPO] hat. [While at a farmer's market] we walked by someone who was selling homemade fudge and the woman said, 'Come over here and have a sample.' And we're talking to her and she looks at my hat and says, 'Oh my God, you're with [Case NPO]!' and I said, "Yeah." She says, 'my husband belongs to a fly fishing club and they have a bunch of ponds and a beautiful piece of property just over the [location withheld].' And she said, 'How do I get in touch with you guys? We want to have people up to our place, we want to do some fundraising for you, we want to give you some money.' (Jennifer, deputy area director)

AO3: Embodied in the fly shop is a huge sense of community for fly fishers.

Leaders frequently mentioned fly shops as a place where personal connections were made, meetings conducted, and contributions made to the resourcing effort.

> What I am really finding out is the importance of fly fishing shops in all of this. Where the fly fishing shops are is where fly fishers congregate or [meet people] they see out on the water or at [other fly fishing NPO] meetings. Those locations are where people congregate and relationships are made and people are sold on the values and the mission of the organization and want to support--they want to help. (Robert, CEO)

Naturalistic Generalizations.

For this research, the purpose of pursuing a case study over other forms of inquiry was to make the Case NPO understandable (Stake, 2014). As transcribed content has been directly interpreted and aggregated and patterns identified, it is the researcher's job to make naturalistic generalizations (NGs) that "enable the reader to achieve personal understandings" (Lincoln & Guba, 1985).

. Of the 10 ways donation sources were binned, five could be explained using social capital theory, while four sources were consistent with qualities described in the literature as social entrepreneurship (Smith, Bell, & Watts, 2014; Tracey & Phillips, 2007). Cold calls for both financial contributions and in-kind donations, unsolicited financial contributions, fit in neither category but evidence suggests those contributions were enabled by support from the national headquarters, leader sales experience, media exposure, and supporting relationships from other fly fishing NPOs or NPOs specializing in environmental stewardship. Table 14 summarizes this information and is followed by a series of naturalistic generalizations.

Table 13. Mapping Donation Activity to Social Capital and Social Entrepreneurship Theories

	Social Capital		
Donation Activity	Bonding	Bridging	Social Entrepreneurship
Financial Contributions			
Grant Award	X	X	X
Opportunistic Contributions			
Corporate Contributions		X	
Fundraisers		X	X
Cold Calls			X
Unsolicited Contributions			
In-Kind Donations			
Networked Donations	X	X	
Cold Calls			X
Unsolicited Donations			
Volunteers			
Recruitment	X	X	

NG1: The decision to solicit financial contributions and the extent of such efforts rested with the leader. The leader decided how hard to drive their operations, which in turn drove resource requirements.

NG2: Leaders' decisions to meet their resourcing challenges were largely driven by comfort and experience levels. Those leaders with entrepreneurial and sales backgrounds excelled at making cold calls and closing resourcing deals. Some leaders without those skills struggled or resented the process.

NG3: Those leaders without entrepreneurial or sales backgrounds were still able to develop and implement highly effective resourcing plans through creativity, personal initiative, and the ability to cultivate relationships.

NG4: Bonding and bridging social capital were evident in some but not all resourcing functions. In those functions where human interaction played a large role in the resourcing transaction, the existence or absence of relationships impacted the outcome. Other theories may offer improved understanding in transactional instances where the role of social capital is diminished.

NG5: The leaders generating the most resources continuously utilized their social networks.

NG6: In the absence of robust social networks, some leaders made a conscious effort to expand their networks. An existing circle of intimate friends may be insufficient to meet the needs of the organization, which necessitates reaching out to people likely to be advocates of the organization.

NG7: Partner NPOs provided established networks leaders could leverage to rapidly expand their social network and available resources.

Summary

This chapter has reported the analysis of the case based on transcribed interviews from a heterogeneous sample of leaders in a multisite NPO. This analysis followed a process advocated by Stake (2014) that called for direct interpretation and categorical aggregation, the identification of correspondence and patterns to include with special attention paid to both similarities and differences, and finally naturalistic generalization. With the analysis complete, the following chapter will provide a summary and discussion of results, study implications, study limitations, recommendations for future research, and conclusions.

CHAPTER 5. DISCUSSION, IMPLICATIONS, RECOMMENDATIONS

This study used a single case study method to qualitatively explore the resourcing dynamics at a dyadic level within local sites in a donative multisite NPO. This chapter discusses the findings presented in Chapter 4 in the context of the existing literature and adds to the discussion of social capital theory and social entrepreneurship theory. This chapter is structured into five subsections. The results from Chapter 4 are summarized followed by a discussion of the results as they relate to the research question. Implications of the study are considered and followed by a discussion of study limitations and recommendations for further study.

Summary of the Results

This research sought to answer the following research question, "How is a leader's ability to secure external resources in a multisite NPO explained by social capital theory?" This single case study looked at the financial contributions, solicitation of in-kind donations, and volunteer recruitment activities within a single donative NPO. This organization operated a nationwide multisite program network dedicated to delivering therapeutic fly fishing and related opportunities to disabled veterans. All aspects of this study to include the formulation of the sampling strategy, data collection plan, and analysis were informed by a comprehensive literature review.

The literature review used in this study consisted of a thematically based survey of the principal social capital theorists to include Bourdieu (1986), Coleman (1988), Putnam (1995), and Portes (1998). This review exposed a diversity of social capital definitions generally bifurcated into individual and collective schools of thought. The dyadic nature of this inquiry, focused on the resources resulting from social ties between local leaders and benefactors, aligned most closely with the individual orientation of the concept. This study used a definition of social capital as reported by Portes (1998) describing the concept as "the ability of actors to secure benefits by virtue of membership in social networks or other social structures" (p. 6). The simplicity of this definition allowed the observation of social capital by proxy through the study participant reports detailing how each participant obtained financial contributions, in-kind donations, and volunteers with special attention paid to the role relationships played in securing those resources.

The researcher used a single-case method advocated by Stake (1978, 1995) to explore the research problem and utilized a heterogeneous sampling technique proposed by Patton (2002). The sample consisted of 21 local, regional, and national leaders within the case NPO who participated in semi-structured interviews ranging in length from 30 to 90 minutes. All participants with the exception of the CEO were volunteers. These interviews produced demographic data on each study participant's lifetime volunteer activity, occupation and work status (full-time, part-time, or retired), with details concerning volunteer activities within the case NPO. The demographic data revealed a sample that was predominantly white males with lifetime histories of volunteering in NPOs, often assuming leadership positions. Generally, participants had extensive fly-fishing backgrounds and were aligned with the Case NPO's mission of providing therapeutic fly fishing services to disabled veterans.

The intangible quality of social capital—it can neither be seen nor touched--has driven researchers to use proxy measurements for the concept (Woodhouse, 2006). In this study, the researcher prompted participants to describe the role relationships played in securing resources for the organization. In some cases, study participants interpreted the word *relationships* as having a more intimate meaning, such as those enjoyed in a family or with close personal friends. Researchers have reported this concept as bonding social capital (Coleman, 1988; Poortinga, 2012; Wouter, 2006) characterized by strong bonds or ties between actors. When prompted by the researcher to include those people with whom the study participants had weaker ties, a concept initially advanced by Granovetter (1973), participants described networks of varying degrees of complexity. Those *weak tie* relationships, are reflected in the concept of bridging social capital and represented the bulk of the relationships reported by participants.

Analysis of verbatim interview transcripts precipitated a need to diagram the networks in order to visualize the interactions reported by each study participant. Moreno (1947), reported the use of sociograms to chart social networks. Current researchers continue to use this social network analysis tool to promote understanding of relationships at the dyadic level (Appleton, Terlektsi, & Coombes, 2013; Contandriopoulos, & Larouche, 2015; Ghafouri, Mohammadhassanzadeh, Shokraneh, Vakilian, & Farahmand, 2014; Tubaro, Casilli, & Mounier, 2014) with the literature suggesting direct application of sociograms to the this study (Hogan, Carrasco, & Wellman, 2008; Lima, 2011).

Analysis of the transcripts occurred until thematic convergence occurred (Drumwright & Murphy, 2009; Suri, 2011). The study's findings were aggregated into naturalistic generalizations as suggested by Stake (1978,1995) and are summarized in Table 14.

Table 14. Study Findings Rollup by Naturalistic Generalization (NG)

#	Naturalistic Generalization
NG1	The decision to solicit financial contributions and the extent of such efforts rested with the leader.
NG2	Leaders' decisions to meet their resourcing challenges were largely driven by comfort and experience levels.
NG3	Those leaders without entrepreneurial or sales backgrounds were still able to develop and implement highly effective resourcing plans through creativity, personal initiative, and the ability to cultivate relationships.
NG4	Bonding and bridging social capital were evident in some but not all resourcing functions.
NG5	The leaders generating the most resources continuously utilized their social networks.
NG6	In the absence of robust social networks, some leaders made a conscious effort to expand their networks.
NG7	Partner NPOs provided established networks leaders could leverage to rapidly expand their social network and available resources.

Discussion of the Results

The research question requires the researcher to use the concept of social capital theory to explain a leader's ability to secure external resources in a multisite NPO. Within the confines of the case NPO, social capital theory partially explained a leader's ability to marshal the requisite resources to support their program service offerings. This lack of total commitment to social capital as an explanatory vehicle for the complete resourcing function is rooted in the diversity in the 10 types of donation activities classified during this study. Additionally four major enablers not traditionally associated with social capital played a role in the resourcing function (Figure 11).

The burden of the researcher was to link the resources required to operate the multisite NPO to leaders' memberships in social networks or other social structures.

Table 13 maps the linkages between relationships and the described donation activities taking place in the Case NPO. The relationships were expressed in terms of bonding and bridging social capital as reported by Coleman (1990). In this study, bridging social capital was observed six of the 10 donation activities while bonding social capital appeared in three activities in parallel with bridging social capital. In no case did bonding social capital stand on its own as an explanation for resourcing the Case NPO.

This study supported the assessment of Burt (1997) that bridging social capital was more effective than bonding social capital in filling structural holes. Dyadic relationships between actors in this case study either directly connected an NPO leader with resources or connected the leader through one or more dyadic links to produce the desired result. Case NPO leaders' interactions with leaders and members of other NPOs bridged structural holes in their personal networks and provided access to resources that may not have existed in the absence of those relationships.

While this study demonstrated the efficacy of Burt's model in terms of bridging social capital, it also highlighted a potential pitfall of bonding social capital. While study participants consistently made cold calls to strangers requesting financial support, the participants generally did not enlist the support of family members and intimate friends to make financial contributions to the Case NPO. Participants did, however, report in-kind donations and volunteer support from family and friends. This incongruence between soliciting in-kind donations and volunteer support and not asking for financial contributions suggests the existence of an ethical demarcation line where on one side it is appropriate to ask friends and family for their time, possessions, and services--but not their money.

As shown in Table 13, social capital theory only explained five of 10 donation activities in the Case NPO. Cold calls (financial contributions and in-kind donations) constituted two activities with no social capital nexus in either the bonding or bridging dimensions. While initially non-existent by definition, participants reported that relationships did occasionally develop from cold calls. However, the growth of these relationships required leaders to invest time into the development and maintenance of the relationships by Case NPO leaders consistent with works of Bourdieu (1986) and Coleman (1990). The development of these relationships, which ultimately produced a resource stream, required some of the traits embodied in social entrepreneurs as reported by Smith, et al. (2014).

While Table 13 depicts the existence of social capital it also reports observations of social entrepreneurship exhibited by study participants to meet the resource requirements of their programs using the Smith et al. (2014) framework. Social entrepreneurship theory is presented as an additional explanation for phenomena observed in the case based on the observation of the proxy measurements summarized in Table 5. While not the object of this inquiry, study participants also reported varying levels of sales and general entrepreneurship acumen in order to secure resources. Those participants with backgrounds in sales, marketing, entrepreneurship, and recruiting successfully employed these skill sets to generate resources. In particular, those participants with backgrounds in sales and recruiting reported being especially adept at making cold calls and resilient in the face of rejection. These observations suggest the explanation of the resourcing function for the Case NPO extends beyond the limits of current social capital theory and into other research domains.

Finally, opportunistic contributions, unsolicited contributions and unsolicited in-kind donations constituted three donation activities not explained by social capital or social entrepreneurship theory and underscore the importance of key enablers in assisting with the resourcing functions. The national headquarters provided legitimacy, direction, branding, and awareness via print, television, and online media exposure that directly contributed to the accomplishments of site-level leaders in the resource dimension. As with the case of leaders developing relationships from cold calls, similar dynamics existed with unsolicited contributions as donors reached out to leaders based on the outreach efforts of the national headquarters. Leaders decided whether to accept the donation with an acknowledgement of thanks or to pursue further engagement in the development of a relationship.

Implications of the Study Results

This study examined the relationships enjoyed by single-site leaders securing resources to provide program services to a constituent population of disabled veterans as part of multisite NPO. The dyadic examination of the relationships related to NPO resourcing follows recommendations by Perry (2013) and O'Connor and Shumate (2014) to conduct a qualitative examination of the role of relationships in securing NPO.

Additionally, this work respects the recommendation of Yan et al. (2010) to focus on the operational aspects of NGO resourcing and successful resource practices.

To these ends, this study illuminated the value of relationships as reported by the site leaders within the Case NPO. This study suggests that the development of bridging social capital can enhance the ability of site leaders to secure financial contributions through grant awards, corporate donors, and fundraisers; receive in kind donations via networked donations; and recruit volunteers. The use of bonding social capital augmented bridging social capital to secure grant awards, networked donations, and volunteers. This study also suggests that that bonding social capital may inhibit a leader's solicitation of friends and family for financial contributions to support the donative NPO.

Armed with these conclusions, the parent organization may encourage leaders to purposefully expand their networks to include reaching out to leaders and members of partner NPOs both within and outside the fly fishing community of interest. Specifically, this research highlights the power of partner NPOs in creating multiple linked dyads of actors connecting the Case NPO leader with needed resources. Additionally, leaders may wish to diversify the resourcing function into multiple donation activities, concentrating in areas where they can maximize their social capital for greatest effect.

Perry (2013) predicted that a person's ability to fundraise would be correlated to available social capital. This work indicates that Perry's prediction was credible in this case study as the sociograms revealed an abundance of resources linked to leaders using their personal networks that spanned multiple structural holes characterized by networked actors.

Limitations

As qualitative research this study possesses inherent limitations. The small sample size and the use of a heterogeneous sampling technique restrict the generalizability of this study. Accordingly, the reader is cautioned against direct application of the findings to another multisite donative NPO without first considering the context of this study.

Although the study design was written with the intention of another researcher being able to replicate the study, it is unlikely that this research could be replicated in its entirely with 100% fidelity. This assertion stems from the researcher's role as both a collection and interpretive instrument, recognizing that another researcher may elicit different responses from study participants and subjectively interpret and aggregate responses differently.

As reported by Milana and Maldaon (2015), social capital continues to embody a milieu of definitions and operationalization in the research community. This study is limited to the definitions selected and the operationalization of the concept as previously defined. As was discovered in this study, it appears that several factors may explain resourcing activities in the Case NPO. As such it is possible that this study may over- or under-value the impact of social capital in a resourcing environment.

While this study sought to look at only social capital as an explanation for the resourcing within the Case NPO, it became apparent in the later interviews and analysis that additional factors enabled the resourcing function. For the sake of uniformly collecting the interview data, the researcher made a conscious effort not to modify the semi-structured interview questions. While it appears that previous experiences in entrepreneurship, marketing, recruiting, and sales may have played roles in shaping the resourcing effort for participants possessing these skillsets, these attributes and applications were not fully explored.

Additionally, this study may have benefitted from the inclusion of a uniform data set reporting financial contributions, in-kind donations, and volunteers by site. While an examination of the data array suggests a heterogeneous sample was obtained, a comprehensive numerical data set may have provided additional confirmation.

Recommendations for Further Research

The resourcing of donative multisite NPOs is a labor intensive process that directly impacts the program services the NPO can provide to its clients. This study revealed several areas warranting additional inquiry.

- Explore the mechanisms involved with the negative impact of bonding social capital as it relates to the non-solicitation of family and close friends
- Pursue study of NPO leaders proficient in multiple disciplines to include entrepreneurship, marketing, recruiting, and sales to determine dominant skills in resourcing donative NPOs.
- Replicate this study quantitatively to survey multiple NPO leaders to allow greater generalizability of results.

- Study the growth of multisite donative NPOs based on social entrepreneurship attributes.

Conclusion

This case study concluded that social capital theory could partially explain the resourcing functions in a donative multisite NPO. It contributed to the understanding of the organizational resourcing dynamics from the standpoint of human relationships. This study's findings suggest that bridging social capital and in limited cases, bonding social capital, can be used to explain half of the identified donation activities in the Case NPO. While alternative explanations were offered, e.g., social entrepreneurship and the enabling outreach and support functions provided by the national headquarters, further research is recommended to advance understanding of the resourcing function.

The researcher recommends the findings of this study be considered in the development of donative multisite leader training to encourage personal network development. Additionally this work could inform the adoption of alternate mixes of donation activities that maximize a leader's bridging social capital.

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APPENDIX A. STATEMENT OF ORIGINAL WORK

Academic Honesty Policy

Capella University's Academic Honesty Policy (3.01.01) holds learners accountable for the integrity of work they submit, which includes but is not limited to discussion postings, assignments, comprehensive exams, and the dissertation or capstone project.

Established in the Policy are the expectations for original work, rationale for the policy, definition of terms that pertain to academic honesty and original work, and disciplinary consequences of academic dishonesty. Also stated in the Policy is the expectation that learners will follow APA rules for citing another person's ideas or works.

The following standards for original work and definition of *plagiarism* are discussed in the Policy:

> Learners are expected to be the sole authors of their work and to acknowledge the authorship of others' work through proper citation and reference. Use of another person's ideas, including another learner's, without proper reference or citation constitutes plagiarism and academic dishonesty and is prohibited conduct. (p. 1)
>
> Plagiarism is one example of academic dishonesty. Plagiarism is presenting someone else's ideas or work as your own. Plagiarism also includes copying verbatim or rephrasing ideas without properly acknowledging the source by author, date, and publication medium. (p. 2)

Capella University's Research Misconduct Policy (3.03.06) holds learners accountable for research integrity. What constitutes research misconduct is discussed in the Policy:

> Research misconduct includes but is not limited to falsification, fabrication, plagiarism, misappropriation, or other practices that seriously deviate from those that are commonly accepted within the academic community for proposing, conducting, or reviewing research, or in reporting research results. (p. 1)

Learners failing to abide by these policies are subject to consequences, including but not limited to dismissal or revocation of the degree.

Statement of Original Work and Signature

I have read, understood, and abided by Capella University's Academic Honesty Policy (3.01.01) and Research Misconduct Policy (3.03.06), including the Policy Statements, Rationale, and Definitions.

I attest that this dissertation or capstone project is my own work. Where I have used the ideas or words of others, I have paraphrased, summarized, or used direct quotes following the guidelines set forth in the APA *Publication Manual*.

Learner name and date	Jeffrey L. Huisingh
Mentor name and school	Dr. Stephen Callender, School of Business and Technology

APPENDIX B. WORD FREQUENCY DIAGRAMS

The following word frequency diagrams depict the 50 most common words in each interview as generated by NVivo for Mac v. 10.2.1. The final set of diagrams (Figure B-X) provides the reader with a single view for comparison of all word frequency diagrams as well as the consolidated diagram previously shown in Figure 11.

Figure B-1. Word frequency diagrams for interviews 1-4.

Figure B-2. Word frequency diagrams for interviews 5-8.

Figure B-3. Word frequency diagrams for interviews 9-12.

#13 Charles

#14 Robert

#15 Kevin

#16 Mary

Figure B-4. Word frequency diagrams for interviews 13-16.

#17 Tammy

#18 Susan

#19 Christopher

#20 William

Figure B-5. Word frequency diagrams for interviews 17-20.

#21 Julie

Figure B-6. Word frequency diagrams for interview 21.

Figure B-7. Single view of all word frequency diagrams.

APPENDIX C. INTERVIEW SOCIOGRAMS

This appendix shows all sociograms produced during this study. Each sociogram depicts the relationships of the study participant with donors or those people or organizations enabling donations. Figure B-1 is the legend for all sociograms included in this appendix. All names provided in this appendix are cryptograms used to protect the anonymity of study participants.

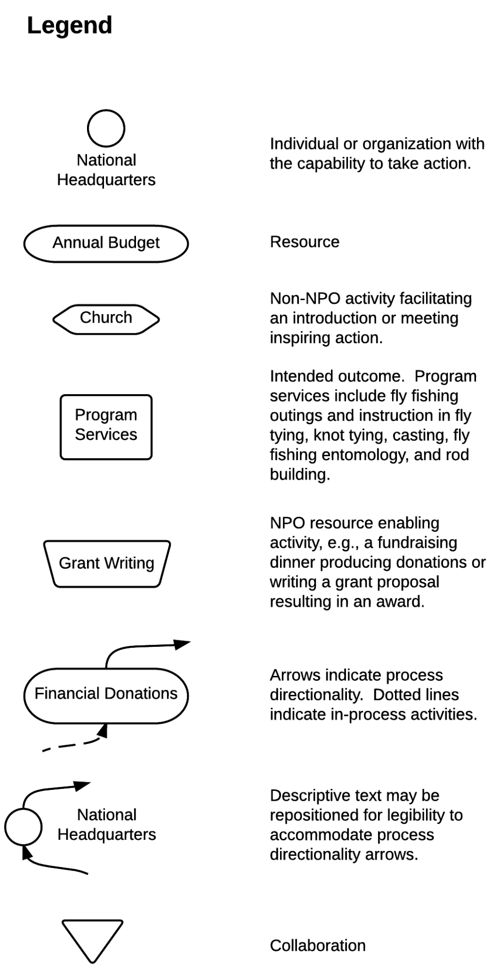

Figure C-1. Sociogram legend.

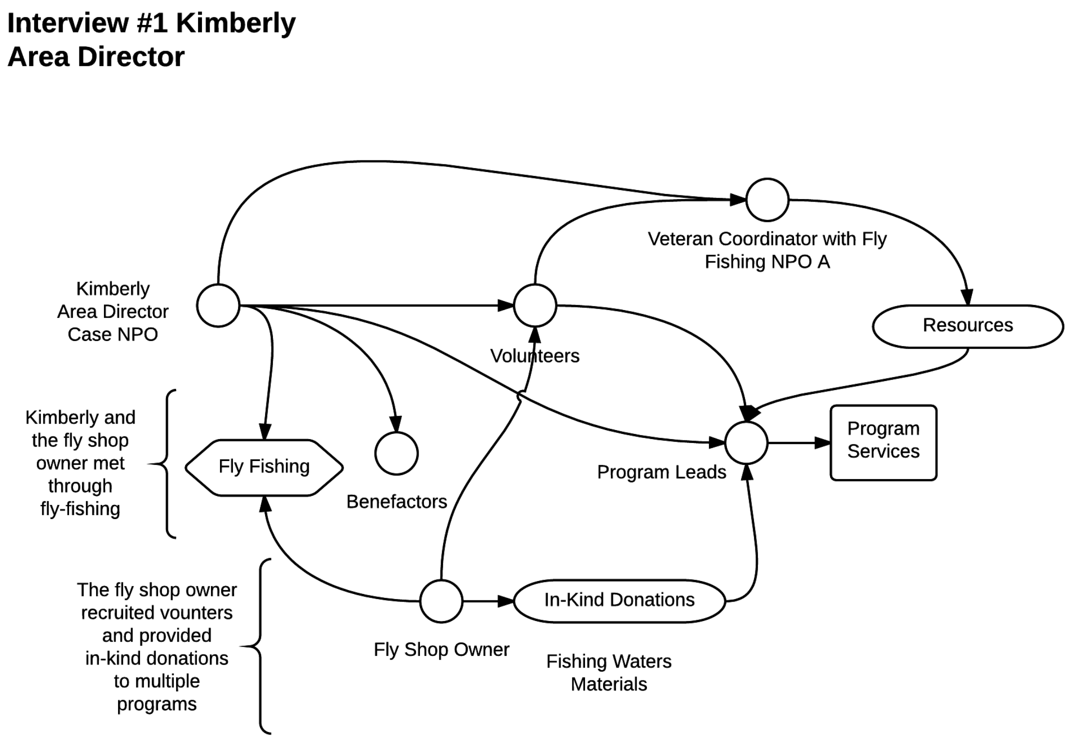

Figure C-2. Sociogram of Interview #1.

Interview #2 Cynthia
Site Lead

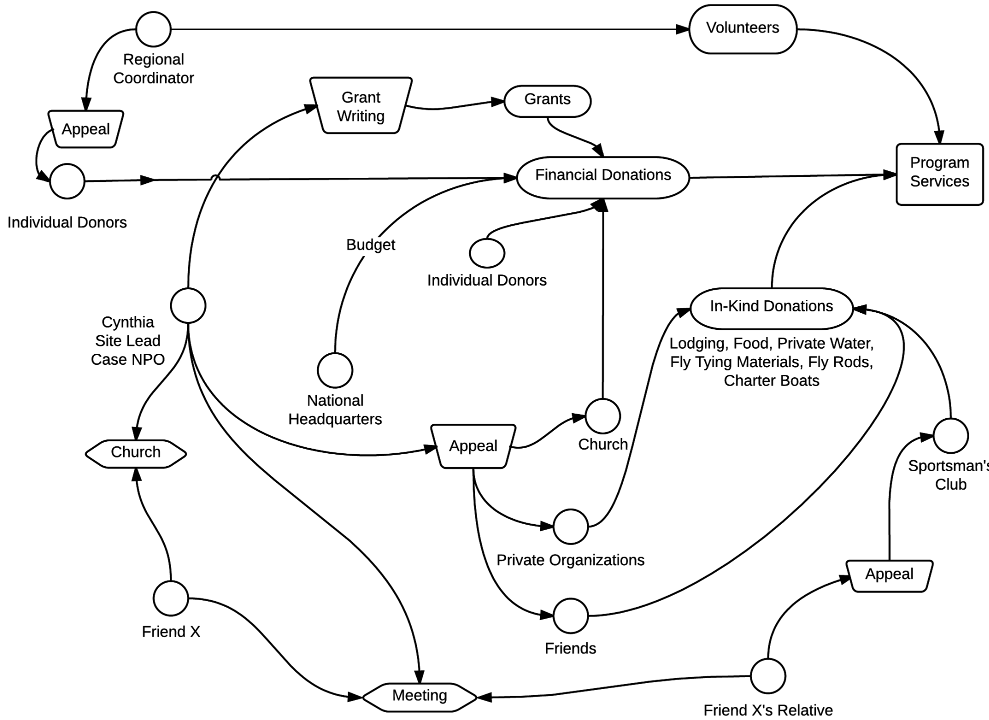

Figure C-3. Sociogram of Interview #2.

Interview #3 Jennifer
Deputy Area Director

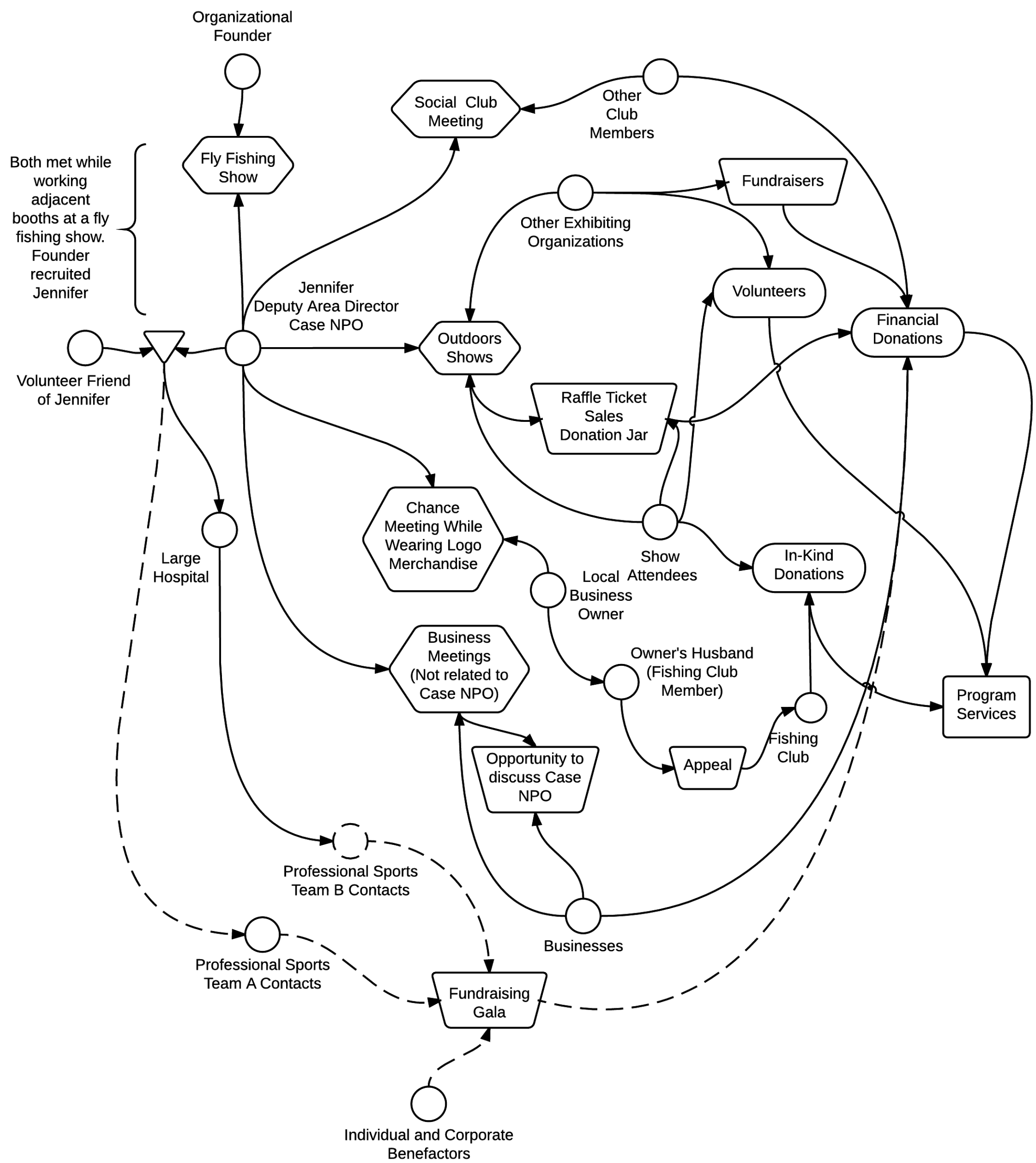

Figure C-4. Sociogram of Interview #3.

Interview #4 Brian
Site Lead

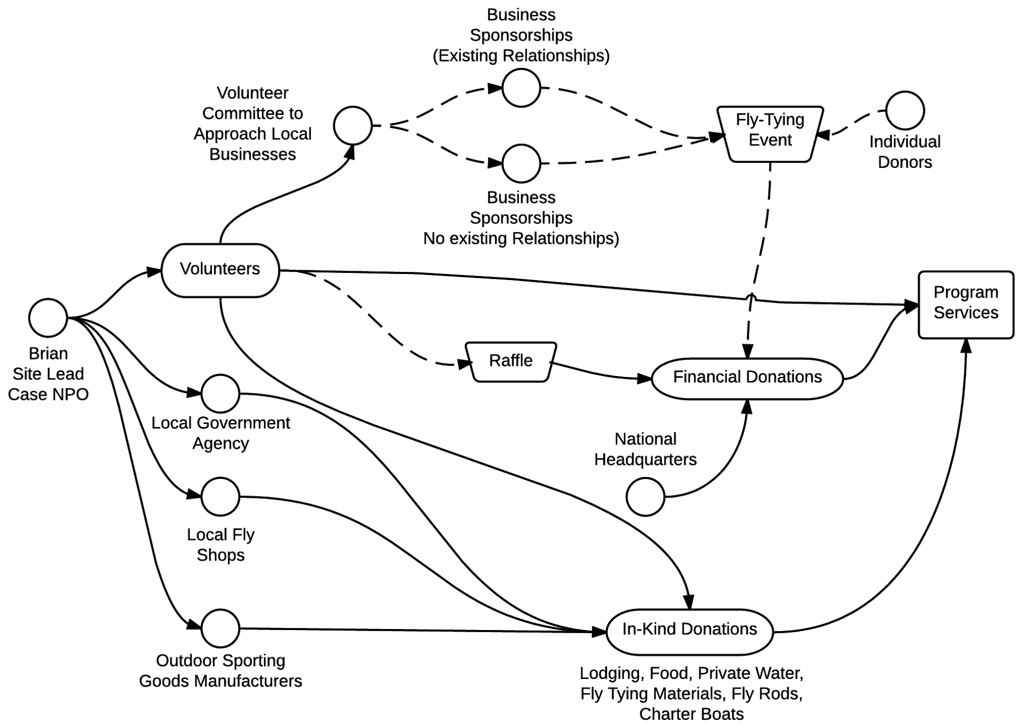

Figure C-5. Sociogram of Interview #4.

Interview #5 Patricia
Area Director, Site Lead

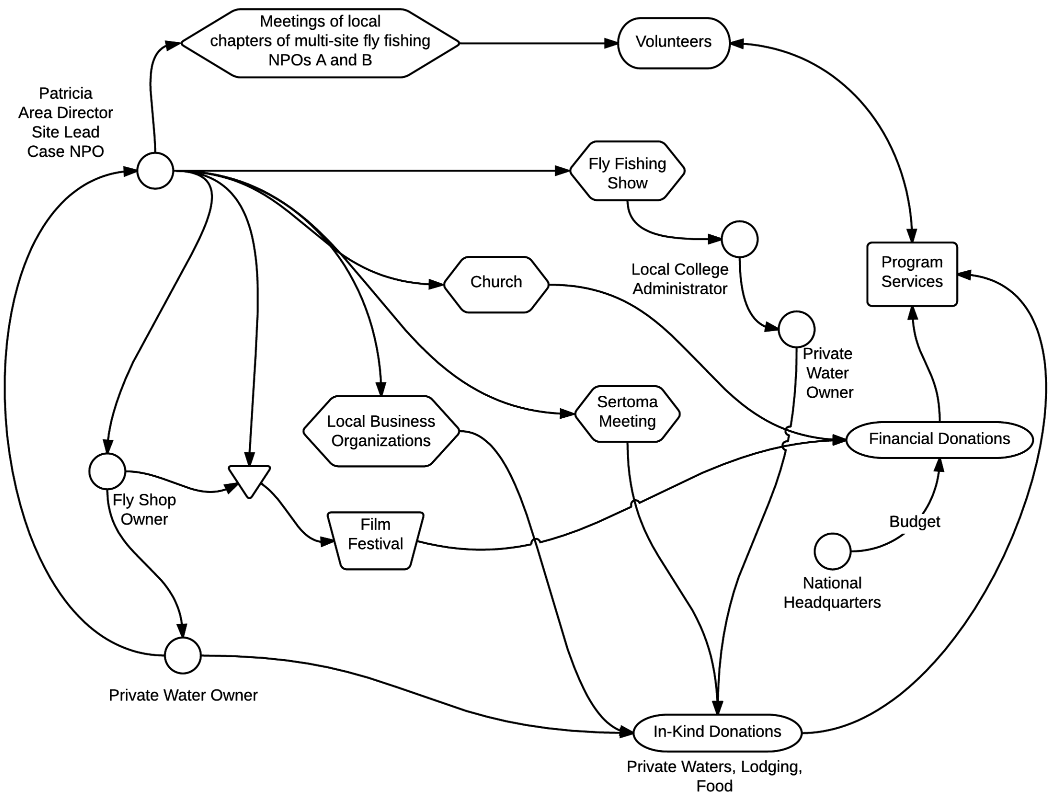

Figure C-6. Sociogram of Interview #5.

Interview #6 Scott
Deputy Area Director, Site Lead

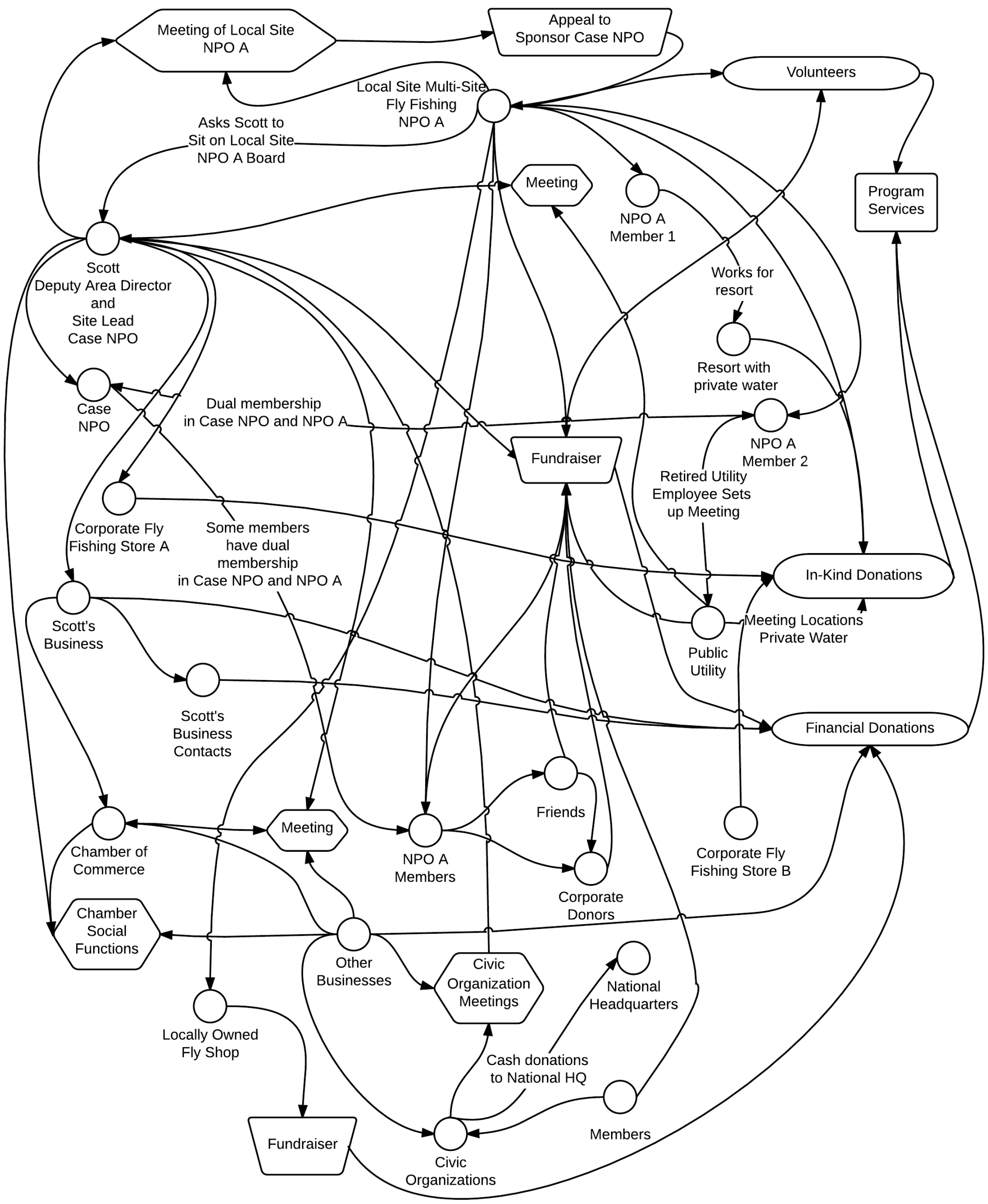

Figure C-7. Sociogram of Interview #6.

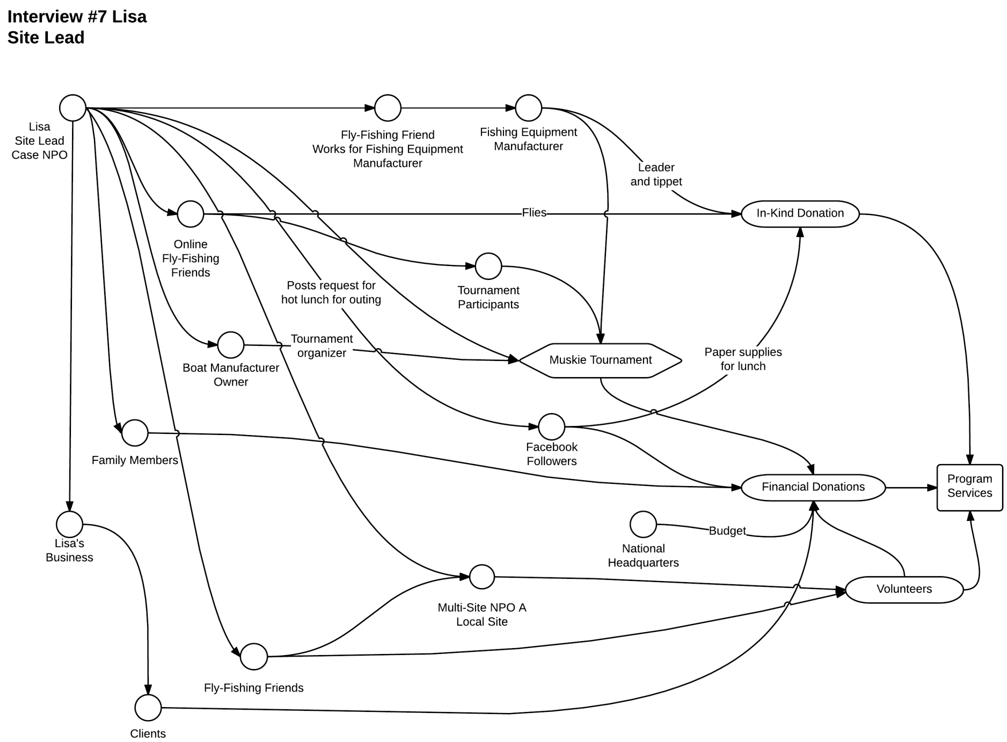

Figure C-8. Sociogram for Interview #7.

Interview #8 Karen
Area Director, Former Site Lead

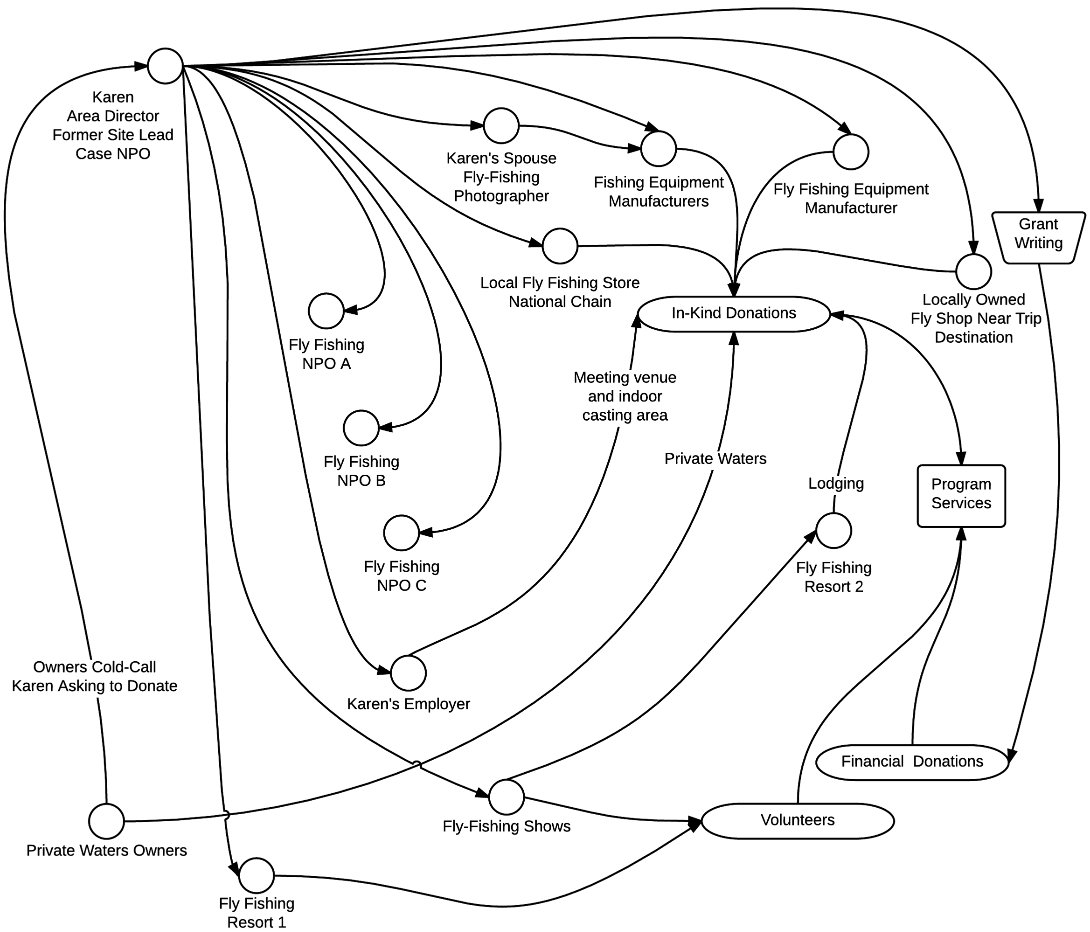

Figure C-9. Sociogram for Interview #8.

Interview #9 John
Deputy Area Director

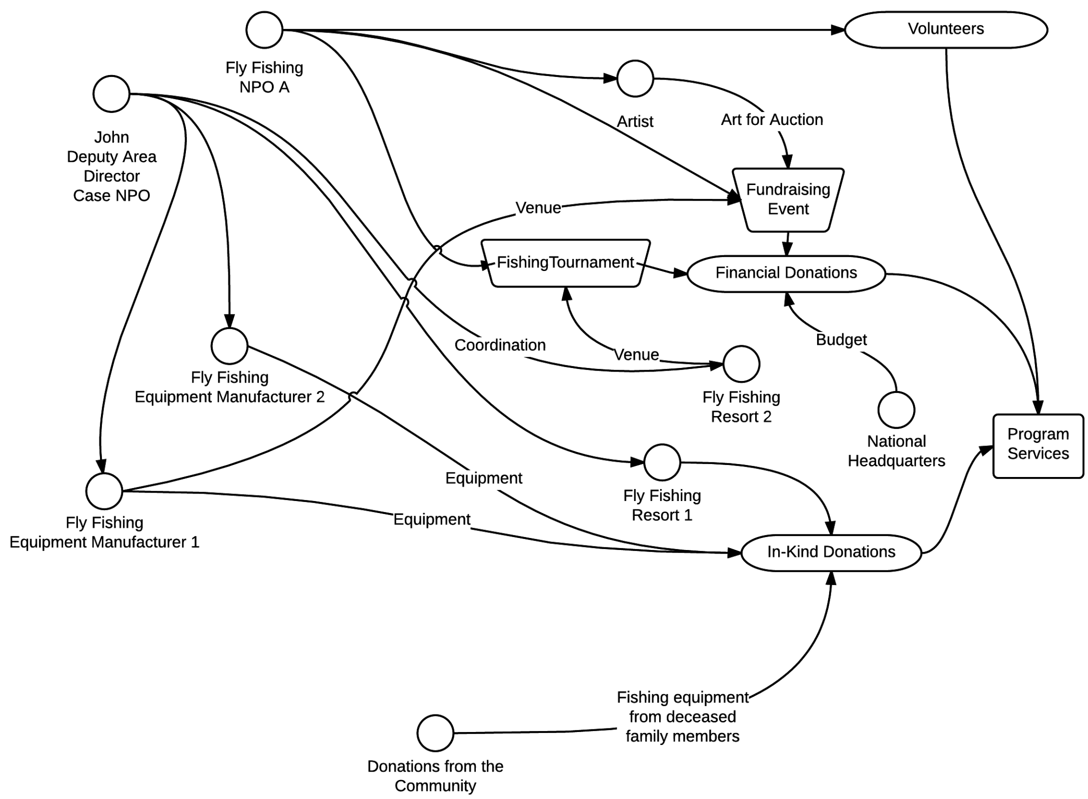

Figure C-10. Sociogram for Interview #9.

Interview #10 Joseph
Site Lead

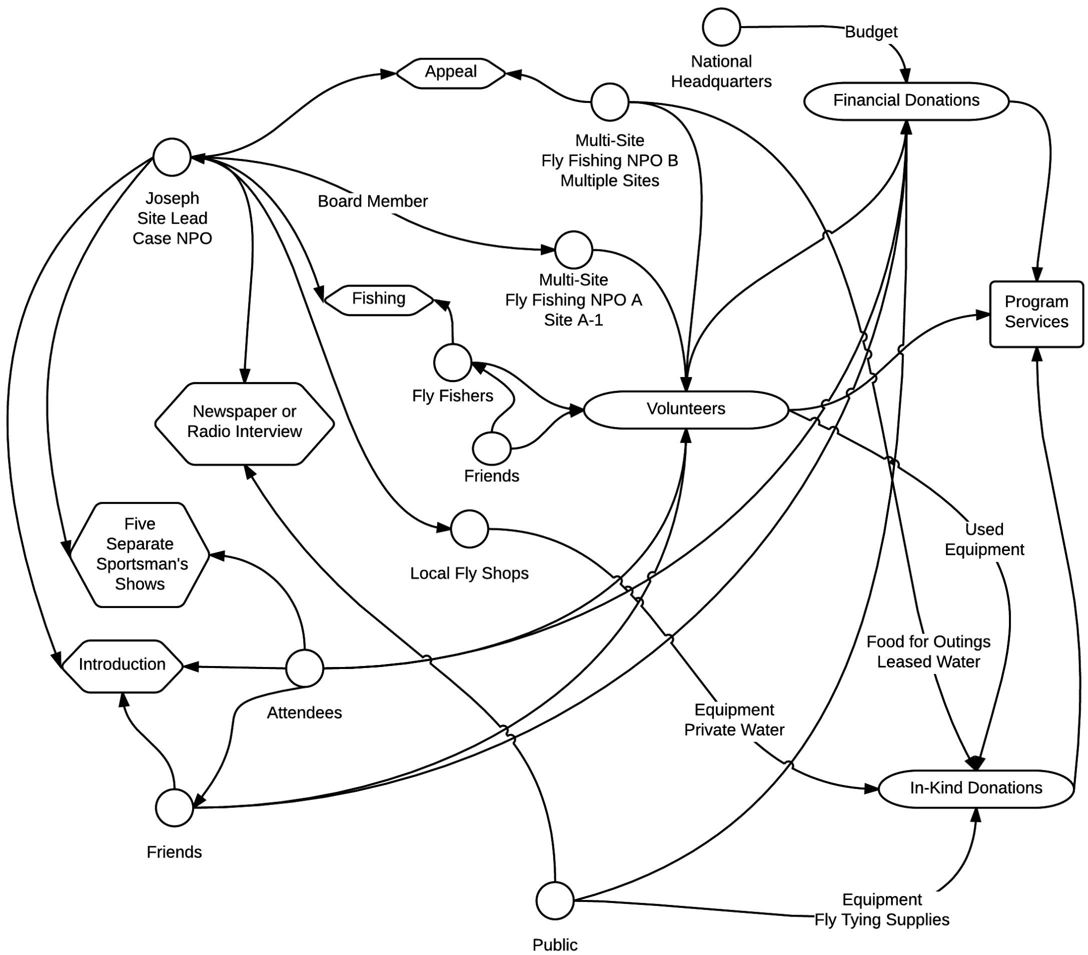

Figure C-11. Sociogram for Interview #10.

Interview #11 Timothy
Area Director

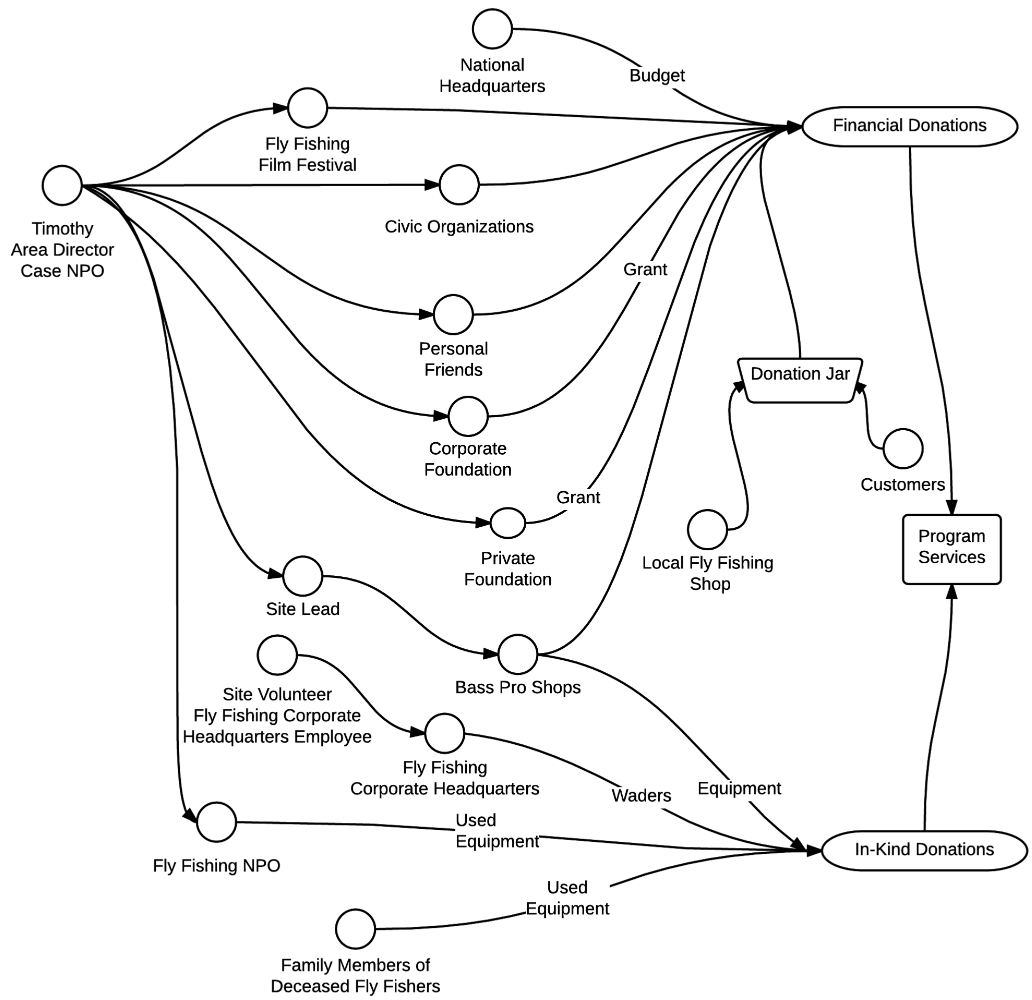

Figure C-12. Sociogram for Interview #11.

Interview #12 Michael
Site Lead

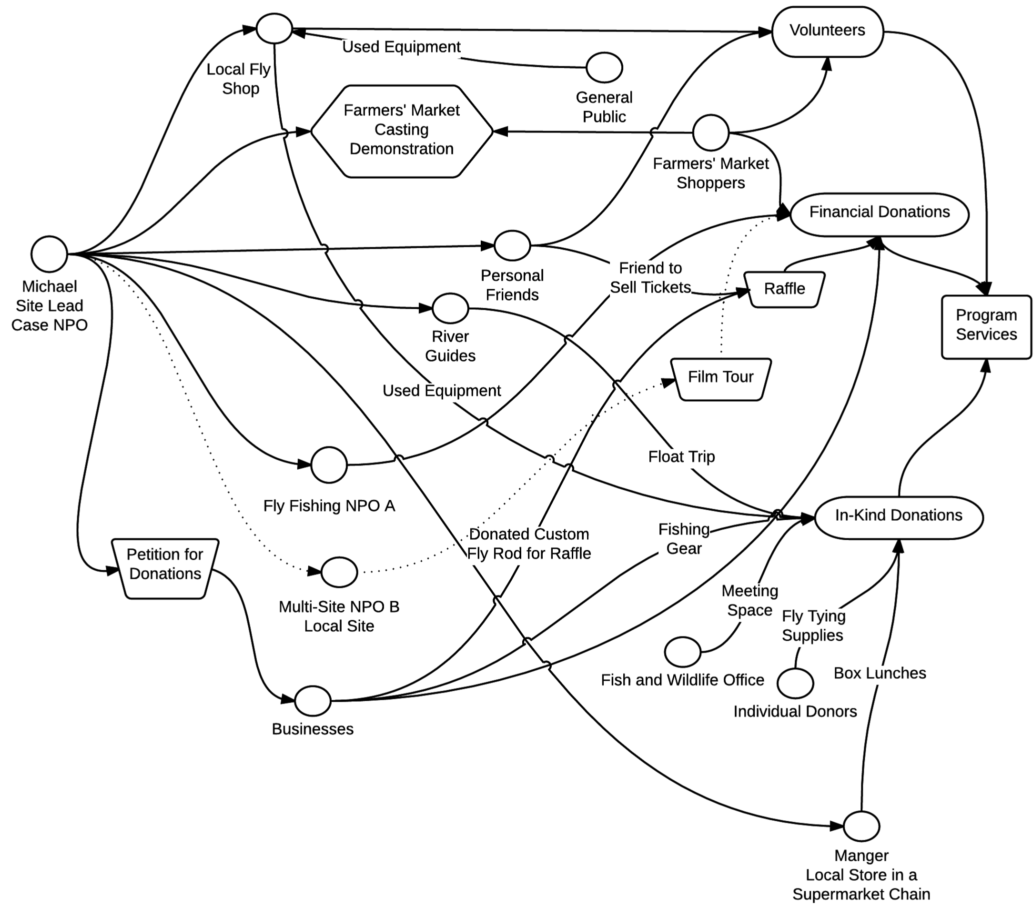

Figure C-13. Sociogram for Interview #12.

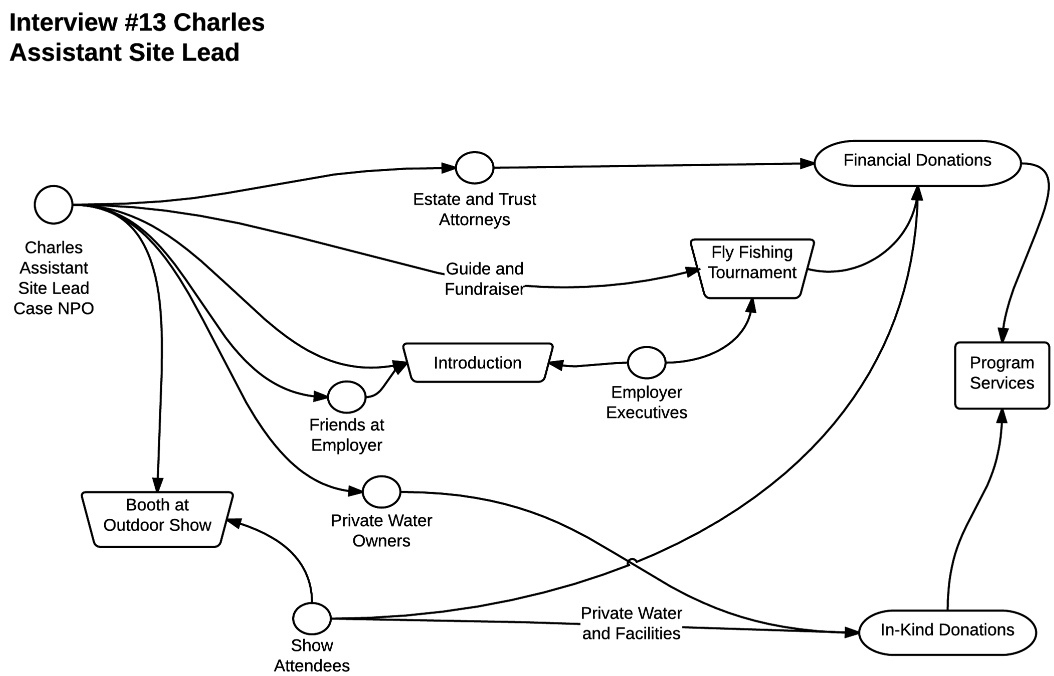

Figure C-14. Sociogram for Interview #13.

Interview #14 Robert
CEO

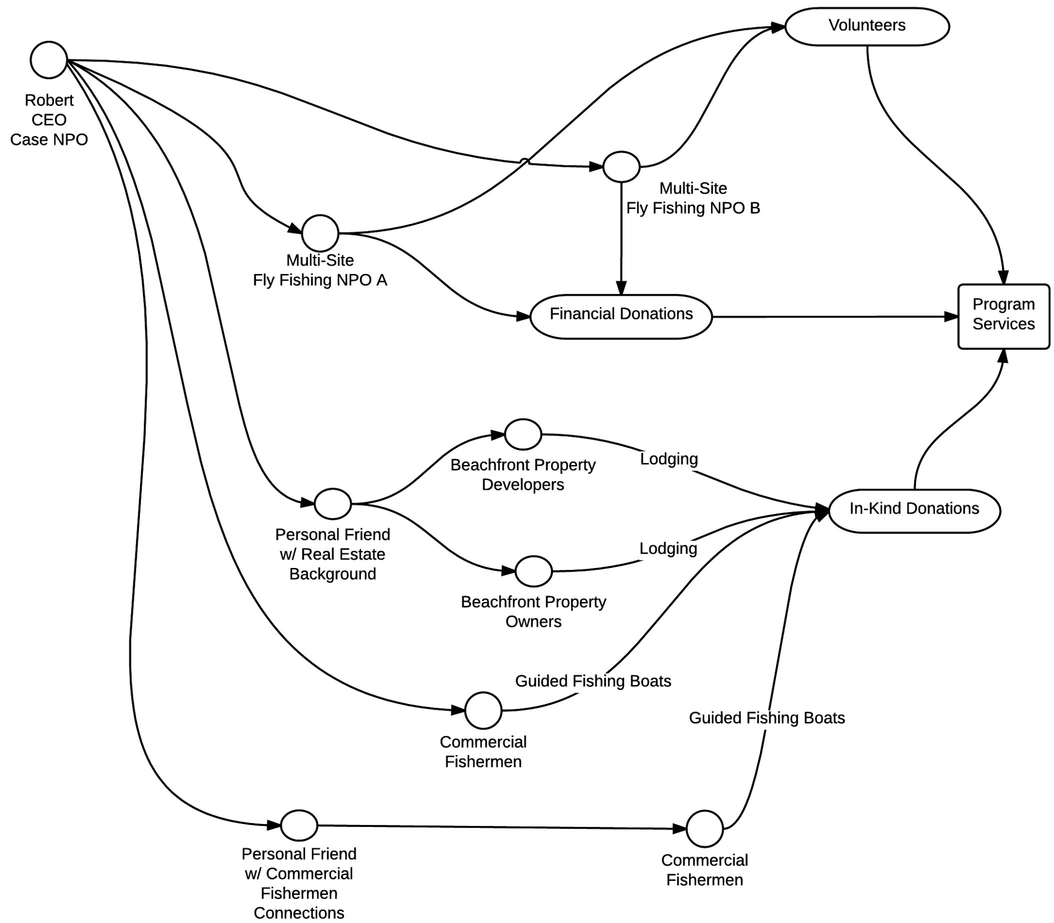

Figure C-15. Sociogram for Interview #14.

Interview #15 Kevin
National Board Member, Area Director, and Site Lead

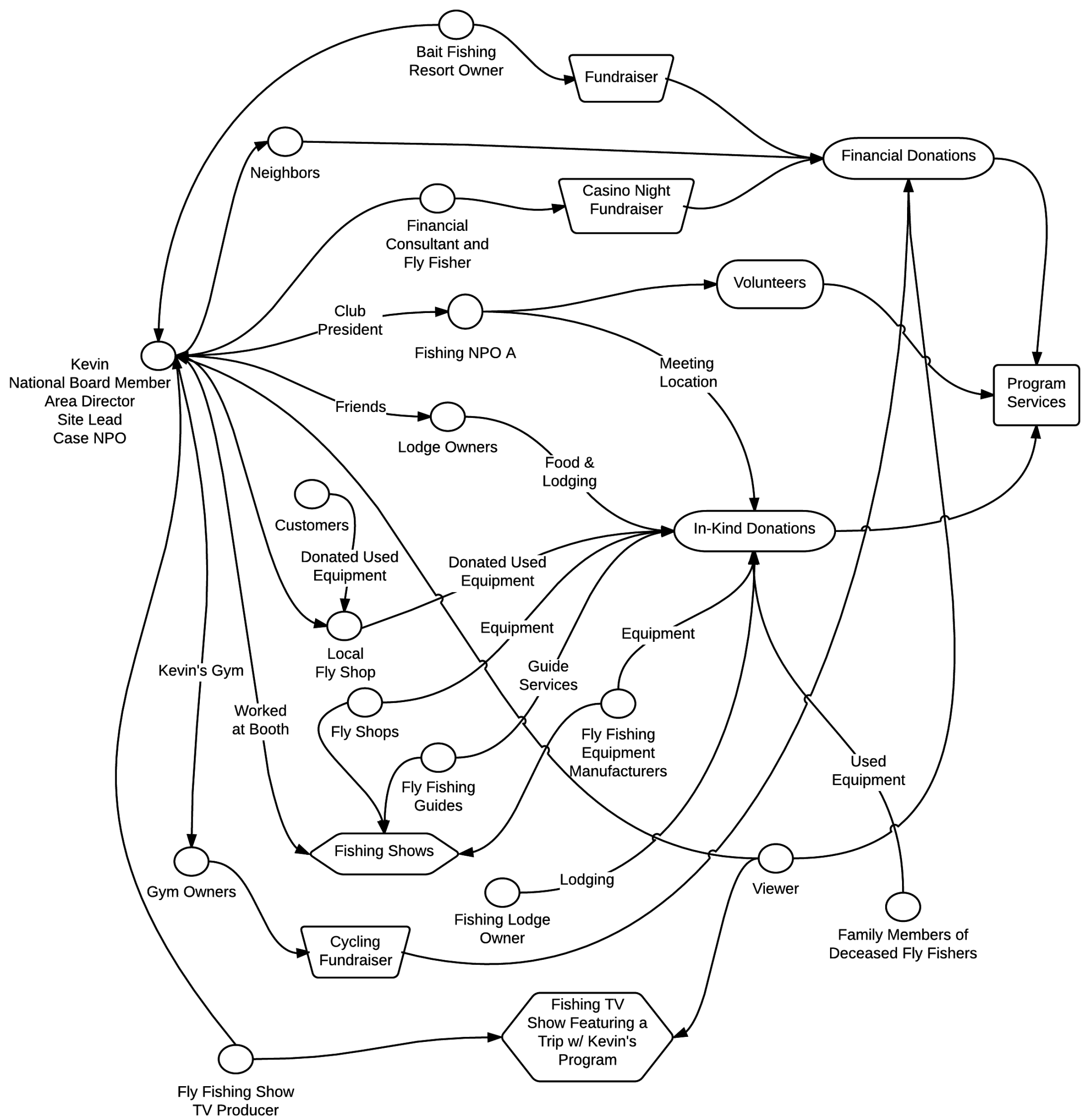

Figure C-16. Sociogram for Interview #15.

Interview #16 Mary
Site Lead

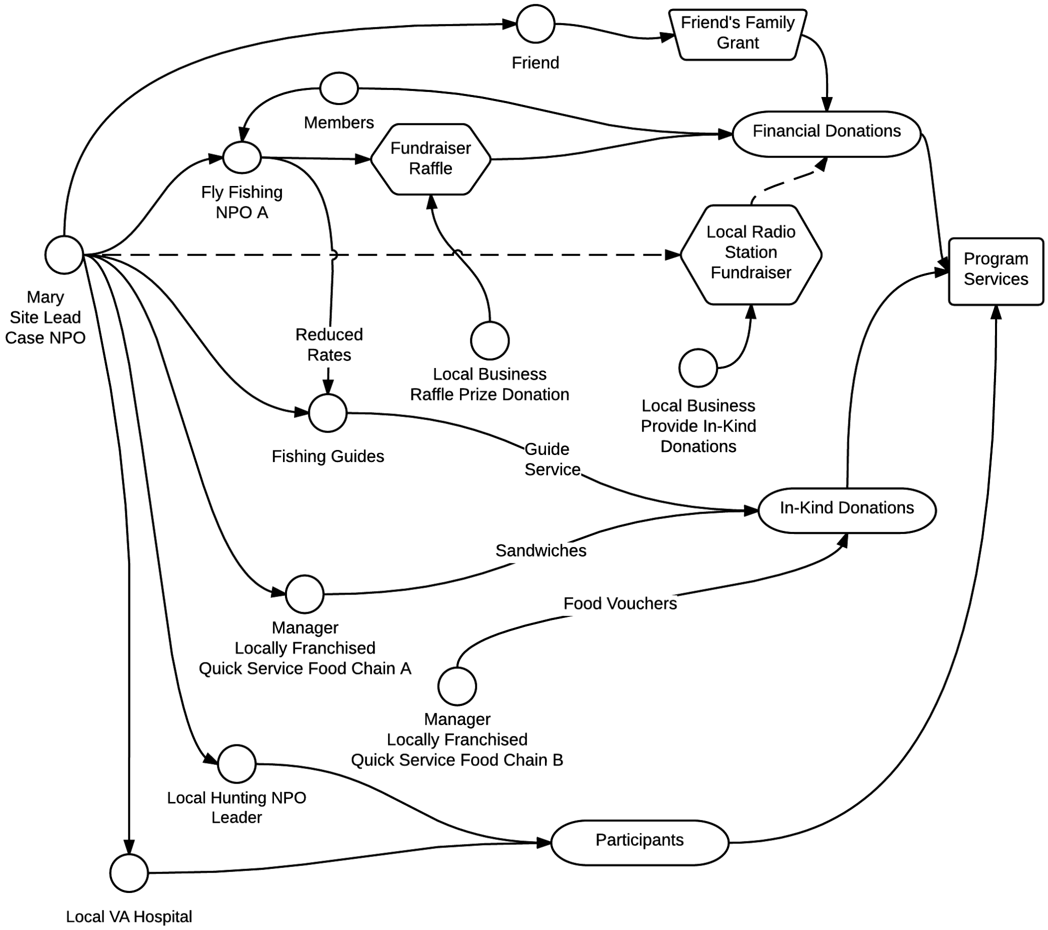

Figure C-17. Sociogram for Interview #16.

Interview #17 Tammy
Deputy Area Director

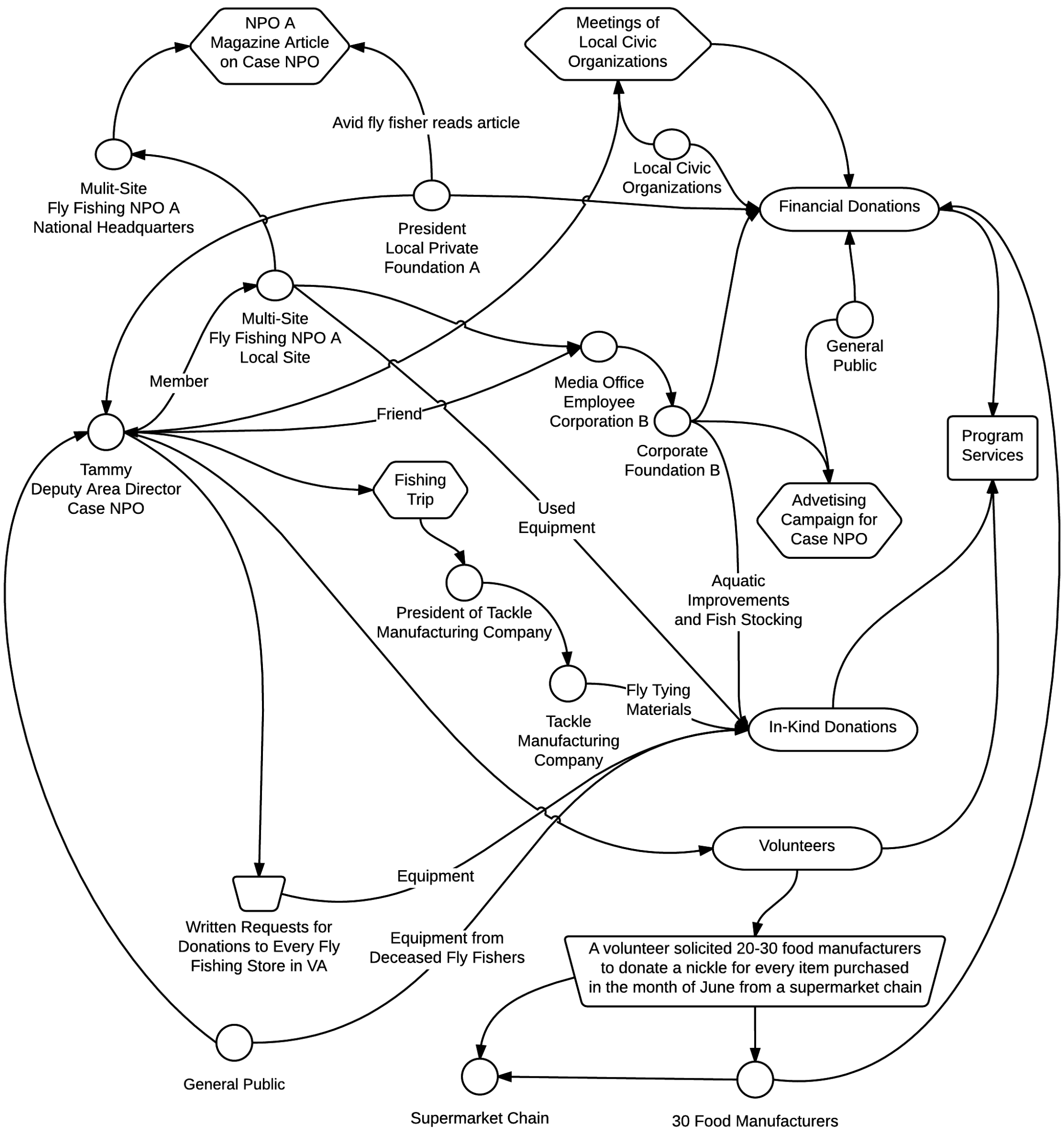

Figure C-18. Sociogram for Interview #17

Interview #18 Susan
Site Lead

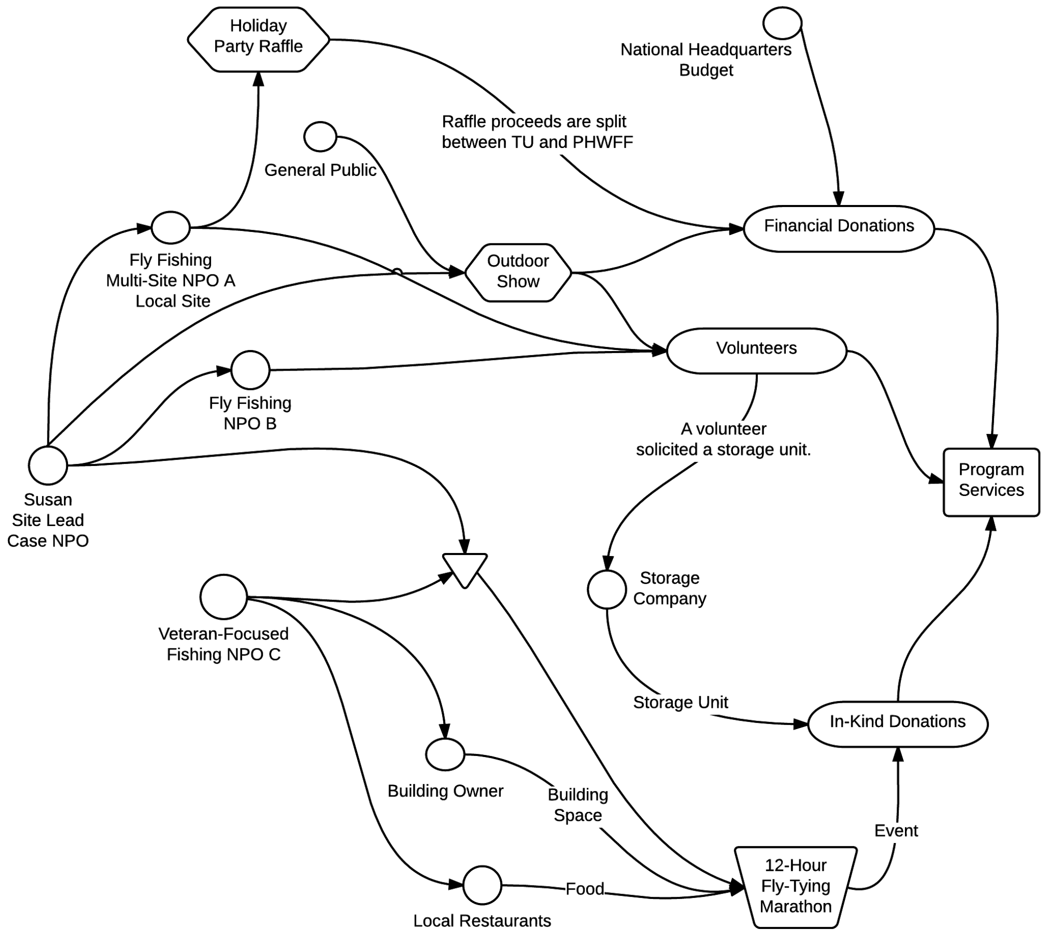

Figure C-19. Sociogram for Interview #18.

Interview #19 Christopher
Site Lead

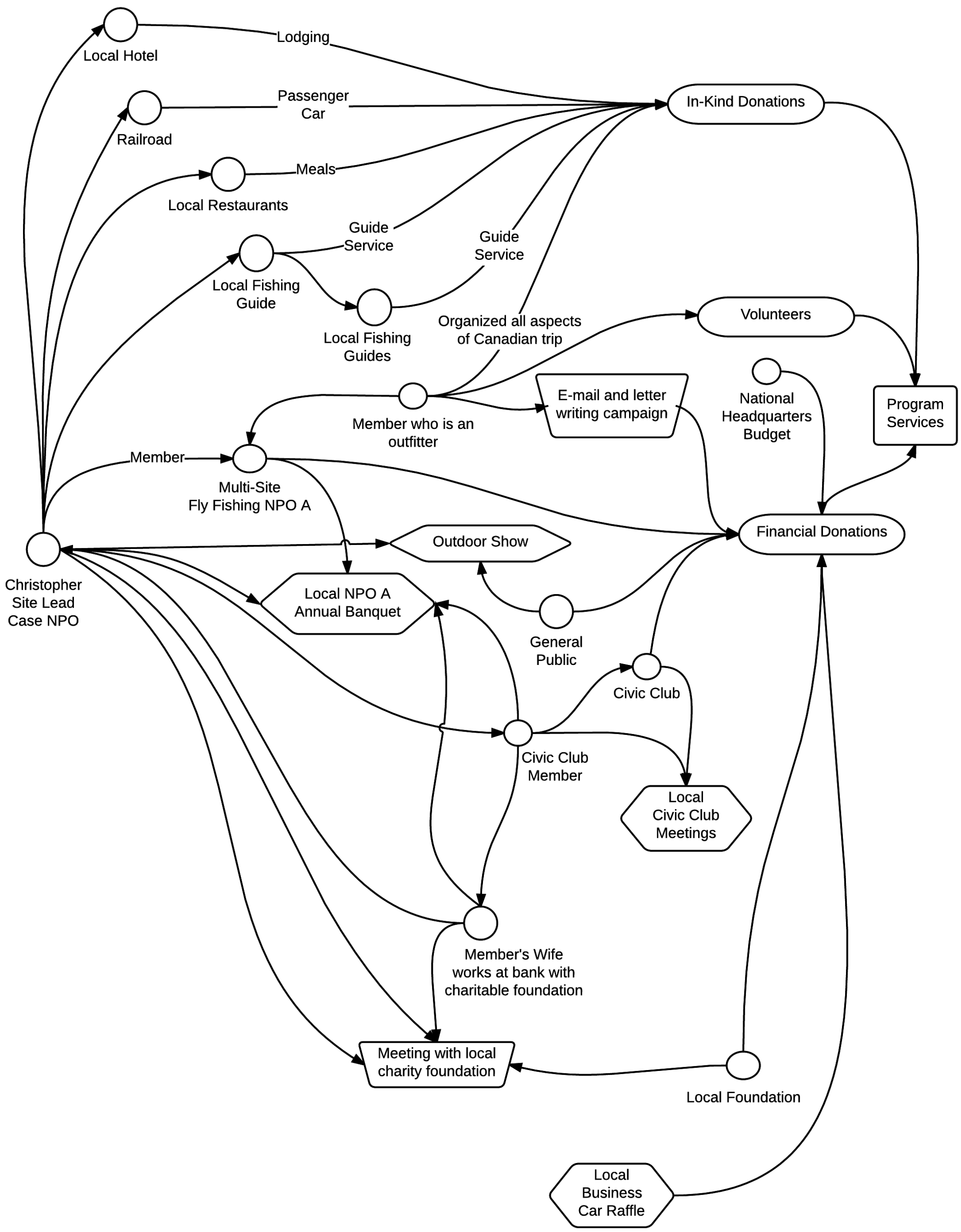

Figure C-20. Sociogram for Interview #19.

Interview #20 William
Site Lead

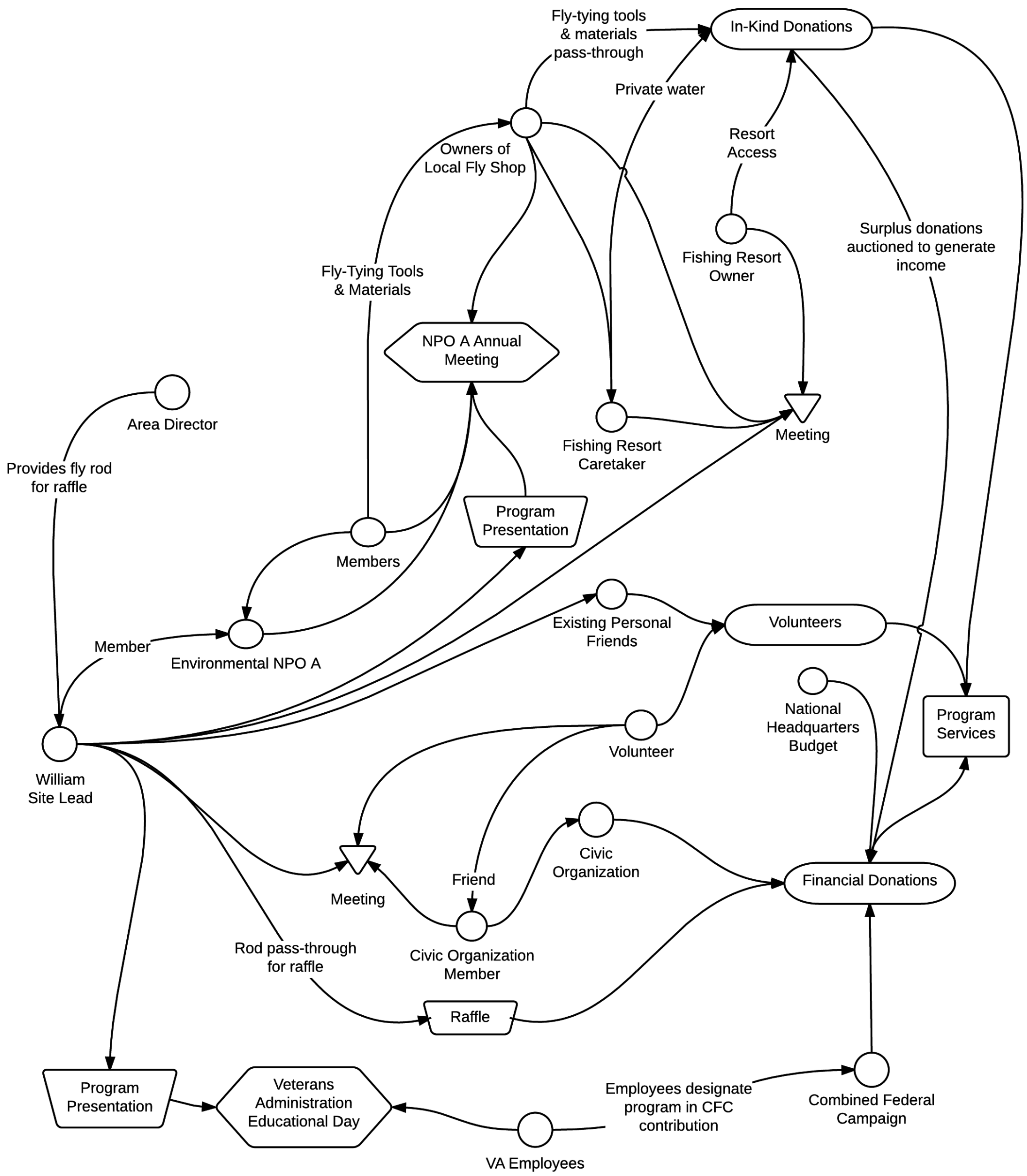

Figure C-21. Sociogram for Interview #20.

Interview #21 Julie
Area Director, Site Lead

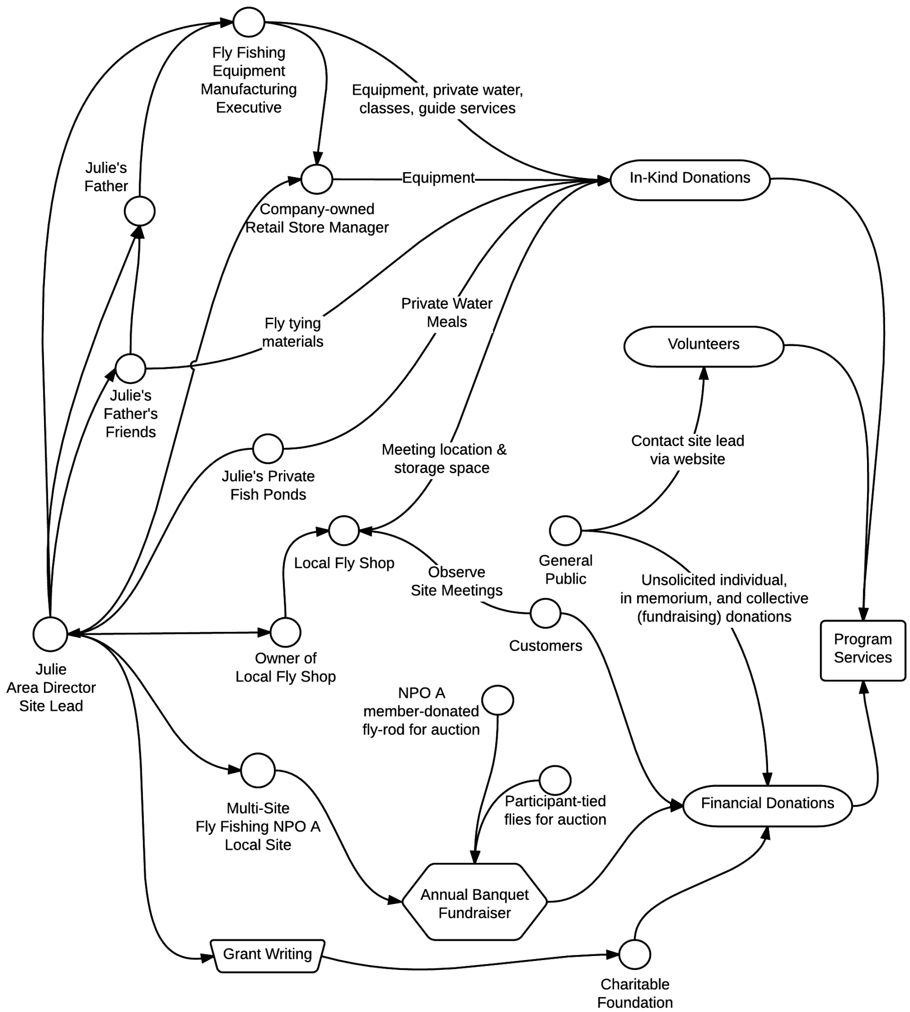

Figure C-22. Sociogram for Interview #21.