4-1-1996

An Intraorganizational Study of Communication Effectiveness at United Way of America: How Effective is United Way of America National Corporate Leadership Staff at Communicating to Local United Way Campaign Professionals?

Tracy Nilles
Western Kentucky University

Follow this and additional works at: http://digitalcommons.wku.edu/theses

Part of the Communication Commons

Recommended Citation
http://digitalcommons.wku.edu/theses/813

This Thesis is brought to you for free and open access by 'TopSCHOLAR®. It has been accepted for inclusion in Masters Theses & Specialist Projects by an authorized administrator of 'TopSCHOLAR®. For more information, please contact topscholar@wku.edu.
AN INTRAORGANIZATIONAL STUDY OF COMMUNICATION EFFECTIVENESS AT UNITED WAY OF AMERICA:

HOW EFFECTIVE IS UNITED WAY OF AMERICA NATIONAL CORPORATE LEADERSHIP STAFF AT COMMUNICATING TO LOCAL UNITED WAY CAMPAIGN PROFESSIONALS?

A Thesis
Presented to
the Faculty of the Department of Communication and Broadcasting
Western Kentucky University
Bowling Green, Kentucky

In Partial Fulfillment
of the Requirements for the Degree
Master of Arts

by
Tracy A. Nilles
April 1996
AN INTRAORGANIZATIONAL STUDY OF COMMUNICATION EFFECTIVENESS AT UNITED WAY OF AMERICA:

HOW EFFECTIVE IS UNITED WAY OF AMERICA NATIONAL CORPORATE LEADERSHIP STAFF AT COMMUNICATING TO LOCAL UNITED WAY CAMPAIGN PROFESSIONALS?

Date Recommended April 15, 1996

Lanre M. Caillonet
Director of Thesis

Edmund Gray 5/14/96
Dean, Graduate Studies and Research Date
# TABLE OF CONTENTS

I. List of Illustrations ................................................................. iv

II. Abstract ................................................................................... v

III. Chapter 1 - Introduction ......................................................... 1

IV. Chapter 2 Review of Literature ............................................... 8

V. Chapter 3 Methods ................................................................. 18

VI. Chapter 4 Results ................................................................. 22

VII. Chapter 5 Discussion ............................................................. 36

VIII. Appendix A United Way of America National Corporate Leadership Survey

  Instrument ............................................................................. 42

IX. Appendix B Reasons for not contacting UWA NCL staff ........ 49

X. Appendix C Additional reasons for contacting UWA NCL staff . 51

XI. Appendix D Perceived benefits of the UWA NCL program ....... 53

XII. References ............................................................................ 58
LIST OF ILLUSTRATIONS

I. Figure 1  Respondents located within each Metro size.................................23
II. Figure 2  Distribution of Metro I respondents by region..............................23
III. Figure 3  Distribution of Metro II respondents by region...........................24
IV. Figure 4  Distribution of Metro III respondents by region..........................24
V. Figure 5  Respondents and promptness......................................................26
VI. Figure 6  Respondents and helpfulness......................................................27
VII. Figure 7  Respondents and level of communication...................................27
VIII. Figure 8  Respondents and benefit to their organization............................28
IX. Table 1  Correlation between promptness and the three measures of satisfaction........29
X. Table 2  - Analysis of variance on helpfulness by metro size..........................31
XI. Table 3  Analysis of variance on level of communication by metro size............31
XII. Table 4  T-test on helpfulness comparing Metro IA and IB..........................31
XIII. Table 5  T-test on level of communication comparing Metro IA and IB...........32
XIV. Table 6  Cross table on metro size and helpfulness....................................32
XV. Table 7  Cross table on metro size and level of communication......................33
XVI. Table 8  Gender differences with promptness to telephone calls....................34
XVII. Table 9  Gender differences with benefit to their organization.....................35
The researcher examines communication effectiveness within the National Corporate Leadership program, which is a service provided by United Way of America. The UWA NCL program is designed to work with local United Ways to increase contributions at their locales. I attempted to determine whether or not the UWA NCL staff respond to telephone calls promptly, are helpful when contacted, and provide adequate levels of communication to local campaign professionals, and are perceived as beneficial. Local United Ways are classified by metro size (I-XI) based on amount of funds raised and are grouped geographically into five regions of the country. For this study, only those local United Ways that raised more than $2 million were selected. Literature from previous research of United Way and other philanthropic organizations and research on gender and proximity are reviewed. One hundred and twenty-five local United Way campaign professionals were contacted through telephone interviews. The data were compiled and analyzed to determine whether proximity, region, size of the local organization, and gender, age, and tenure of the campaign professional affected respondents’ satisfaction with UWA NCL services.

Distance and region of the country were found to be irrelevant to the four dependent measures of communication effectiveness -- promptness, helpfulness, level of communication,
and benefit to the local organization. While correlations between size of the organization and communication effectiveness were low, there were significant differences between two of the five metro sizes on measures of helpfulness and level of communication. There were no significant differences in means on the dependent measures associated with gender, age, or the number of years the respondents had worked in the United Way system. Future research topics are suggested.
CHAPTER 1  INTRODUCTION

United Way of America is located in Alexandria, Virginia, and functions autonomously to over 1,900 local United Ways across the country. United Way of America provides many optional services to these independent United Ways, who pay dues to United Way of America (UWA) in return for those services. These services include National Football League commercials, national videos, research compiled on companies and industries across the country regarding United Way giving, and the National Corporate Leadership program.

The United Way concept began in Denver in 1887 as a response to a community crisis. Four businessmen formed the Charity Organization Society, the first organization to raise money for a variety of agencies through one, combined, community-wide effort (Brilliant, 1990). The American Association for Community Organization, before ultimately becoming UWA, was formed by nine local United Ways in 1918 (Young, 1989). Today, voluntary contributions to local United Ways support approximately 47,000 human-service agencies, helping millions of people from all walks of life and income groups. Second only to the government, United Ways support the greatest variety of health and human services in the country. The local United Ways are grouped geographically according to the UWA classifications; Northeast, Southeast, South Central, Western, and Mid-America. In addition, they are categorized by population size and dollars raised, ranging from Metro I (the largest) to Metro XI (the smallest).

The aspect of UWA that I chose to examine was the National Corporate Leadership (NCL) program. The mission of the UWA NCL program is to “strengthen the partnership among local United Ways, major corporations and their employees to enhance the well-being of their
communities.” In carrying out this mission, the UWA NCL program assigns staff members to work with corporations at their national headquarters. This practice ensures that local United Way campaign professionals (individuals who work in the fundraising department) receive valuable assistance with local NCL companies. This assistance is not available at the work sites in local communities and includes providing NCL company profiles, defining the company program criteria and reporting local results.

I wanted to examine the UWA’s NCL program because of my own experiences during the past five years with three different United Ways. Originally, I thought that the communication I received from UWA NCL staff was at a minimal level because of the smaller metro size (III), but when I moved up to a Metro I the lack of communication continued to occur. Before moving to Nashville, my experience with United Way was limited to the state of Florida. I often wondered, since I have only worked in the Southeast region, what my experiences would be with UWA and their NCL staff if I lived in another part of the country. I felt the support and communication that I received from UWA was not adequate.

In October 1995, UWA’s NCL staff began responding to my telephone calls within a 48-hour period and faxing information I needed within an adequate time frame. This increase in communication became particularly clear since I worked with the Columbia/HCA Healthcare Corporation which is a NCL company that nationally raised over $3 million dollars in 1994 and had recently relocated its headquarters to Nashville, Tennessee. In 1995, Columbia/HCA ranked 47th among 184 companies with a national headquarters that participated in United Ways nationwide.

Suddenly, I realized, even more than I had initially, the importance of my own research here. I was very fortunate to be the campaign professional working with Columbia/HCA Healthcare Corporation, which became the first in Middle Tennessee to raise over $1 million in an employee campaign in 1995. In addition, I felt fortunate because I began to benefit from a
higher level of assistance from UWA’s NCL staff. As a result of their prompt responses to my calls and requests, the communication between my local organization and the national office had increased immensely. While I can appreciate the communication level I was experiencing since October, 1995, I cannot forget the lack of communication I experienced in the past. Due to this drastic difference, the following research question is posed: “How effective is UWA NCL staff at communicating to local United Way campaign professionals?”

The following key variables need to be defined:

**Amount of Funds Raised** Independent Variable

Conceptual definition - Contributions raised and calculated in a dollar figure.

Operational definition Annual contributions raised by local United Ways and reported to that community.

**Communication Effectiveness** Dependent Variable

Conceptual definition The giving or exchanging of information between at least two individuals which produces a desired result.

Operational definition Is divided into four scales:

A scale used to measure promptness to telephone calls.

- Whether the UWA NCL staff responded to telephone calls from local United Way campaign professionals promptly (which meant within a 24 to 48 hour time frame).

Three scales used to measure communication satisfaction.

- Whether the UWA NCL staff was helpful when reached.
- Whether the level (perceived amount) of communication from the UWA NCL staff members met the campaign professionals’ expectations.
• Whether the local United Way campaign professionals felt the UWA NCL program was beneficial to their local United Way.

**Gender** Independent Variable

Conceptual definition  Male or female.

Operational definition  Male or female as self reported.

**Proximity** Independent Variable

Conceptual definition  Nearness in space, time, etc.

Operational definition  The distance measured in ground miles from UWA headquarters in Alexandria, Virginia, to local United Ways.

**Region** - Independent Variable

Conceptual definition  A part of the earth’s surface, especially a part having a specified position or feature.

Operational definition - Local United Ways are categorized into five areas across the Continental United States according to UWA classifications. They are: Northeast, Southeast, South Central, Western and Mid-America.

**The following states are designated in the Northeast region:**

Connecticut  Delaware  Maine
Maryland  Massachusetts  New Hampshire
New Jersey  New York  Pennsylvania
Rhode Island  Vermont  Washington DC
West Virginia
The following states are designated in the Southeast region:

Alabama     Florida     Georgia
Kentucky     Mississippi North Carolina
South Carolina Tennessee Virginia

The following states are designated in the Mid-America region:

Illinois     Indiana     Iowa
Michigan     Minnesota Ohio
Nebraska     North Dakota South Dakota
Wisconsin

The following states are designated in the South Central region:

Arkansas     Kansas     Louisiana
Missouri     New Mexico Oklahoma
Texas

The following states are designated in the Western region:

Arizona     California Colorado
Idaho       Montana   Nevada
Oregon      Utah      Washington
Wyoming

United Way Metro Size Classifications Independent Variable

Conceptual definition - The UWA classifies the local United Ways into specific groups, based on amount of dollars raised.
Operational definition  The following are amount-raised classifications for Metro size I to XI:

<table>
<thead>
<tr>
<th>Metro</th>
<th>Amount Raised Annually</th>
</tr>
</thead>
<tbody>
<tr>
<td>I C</td>
<td>$25,000,000 or more</td>
</tr>
<tr>
<td>I B</td>
<td>$15,000,000 to $24,999,999</td>
</tr>
<tr>
<td>I A</td>
<td>$9,000,000 to $14,999,999</td>
</tr>
<tr>
<td>II</td>
<td>$4,000,000 to $8,999,999</td>
</tr>
<tr>
<td>III</td>
<td>$2,000,000 to $3,999,999</td>
</tr>
<tr>
<td>IV</td>
<td>$1,000,000 to $1,999,999</td>
</tr>
<tr>
<td>V</td>
<td>$750,000 to $999,999</td>
</tr>
<tr>
<td>VI</td>
<td>$500,000 to $749,999</td>
</tr>
<tr>
<td>VII</td>
<td>$200,000 to $499,999</td>
</tr>
<tr>
<td>VIII</td>
<td>$100,000 to $199,999</td>
</tr>
<tr>
<td>IX</td>
<td>$50,000 to $99,999</td>
</tr>
<tr>
<td>X</td>
<td>$25,000 to $49,999</td>
</tr>
<tr>
<td>XI</td>
<td>Less than $25,000</td>
</tr>
</tbody>
</table>

Additional key terms are defined as follows:

**Campaign Professionals**
United Way employees who work with community volunteers and are responsible for local companies' fundraising programs to increase contributions from the previous year.

**Fundraising**
Gaining dollar contributions through workplace programs.
**Intraorganizational**

Internal operations of UWA and their NCL staff, formed specifically for assisting local United Way campaign professionals.

**National Corporate Leadership staff**

The UWA NCL staff who help local United Ways by providing NCL company profiles, defining the company program criteria and reporting local results.

**United Way of America**

A national trade association that provides structural criteria and multiple services to local autonomous United Ways for a percentage of annual funds raised. This association is responsible for the National Corporate Leadership program and ultimately the NCL staff members.
Previous research done on the United Way and other philanthropic organizations has varied in emphasis and conclusions depending on the researcher. Rabinowitz, Simmeth, and Spero (1979) examined giving within local United Ways from 1964 through 1976. They thought the primary reason for contributing to a local United Way was the cardinal principle of “one gift.” The “one gift” theory is that if you support your local United Way, then you are free of obligation to support other charities. According to these researchers, local United Way organizations in 1964 raised $594.14 million and in 1976 raised $1.18 billion, which is a 7.59% annual growth rate. Other private human services, during the same period, raised $11.15 billion in 1964 and $29.42 billion in 1976, a 12.64% annual growth rate. From these findings, the authors concluded that the principle of “one gift” may no longer be valid. Rabinowitz, Simmeth, and Spero (1979) also felt that many other organizations had entered local communities and were competing with local United Ways.

Smith (1978) examined how local United Ways raised and distributed money, along with their relationship to the UWA office, with the aim of improving effectiveness. Smith’s data was acquired from personal interviews within four sites in the Northeast, Midwest, South, and Southwest, along with additional contacts with knowledgeable people from various key cities. Smith investigated how more money was raised each year by United Ways, the decline in corporate gifts over the past 20 years, and the increase in employee dollars raised. Smith also discussed the concept of pressuring employees to contribute in the workplace. He believed that
there “is indeed a significant presence of undue job-related pressure in United Way giving” (p. 9).

When examining the relationship between UWA and local United Ways, Smith (1979) believed that “the UWA tends to be most concerned with and most responsive to the largest fifty local organizations, and particularly to the largest ten to twenty United Ways” (p. 11). Continuing, he suggested that the “constituency representation and responsiveness to the membership seem to be less important (apparently, totally unimportant) aspects of UWA governance philosophy than financial clout” (p. 11).

Burke (1978) defended UWA against Smith’s charges. He examined in detail how Smith continually misinterpreted the facts he gathered because his sample was not representative. According to Burke (1978), the information gathered by Smith from the four cities “can be said to be representative at most only of these four cities” (p. 18). Burke also discounted other points Smith made, including the contention that corporate contributions have increased over the past twenty years and disproved the statistics Smith used against United Way. Finally, Burke (1978) pointed out that, normally, a national organization comes into existence first and then begins to extend charters to local communities. However, the UWA was formed to “serve the needs of the local” (p. 21), and not for the local United Ways to serve the UWA. Burke did not discuss Smith’s comment about UWA and its focus on the top ten to twenty United Ways.

According to Brilliant (1990) “United Way professionals frequently argue that each local United Way is unique, warning those who attempt to study the United Way that generalization across the United Way system is almost impossible” (p. 247). Brilliant pointed out that local United Ways throughout the country do function in the same fashion regarding campaigns, allocations, planning, marketing, and distribution of information.

In the 1980’s, local United Ways had the option of supporting UWA by paying 1% of their annual campaign to the national office. Brilliant (1990) pointed out that in 1984 “the
top twelve Metro I United Ways alone reportedly raised over $586 million, or more than 25% of the total $2,145 billion reported as raised in the total United Way campaigns nationwide. Consequently, if they all gave their mandated 1% of campaign revenues to the UWA, they would be providing over $5 million to the United Way of America, or a significant proportion of its total budget" (p. 254). Should these Metro I’s then be a high priority for UWA with response time and technical assistance? If a Metro IV and a Metro I simultaneously requested information on a national company, would UWA give top priority to the Metro IV?

Three Forms of Affiliation

Young (1989) examined the differences among three types of national voluntary associations (trade, corporate and federated movements), and how these associations related to local nonprofit organizations. According to Young, “Trade associations are membership organizations that otherwise unrelated, autonomous organizations in a given field of service join in order to obtain information, support services, and communication with peers; support lobbying on relevant issues; and, sometimes, gain professional identification and legitimacy” (p. 103). Of an entirely different structure are the corporate national associations. Young described these associations as “unitary national organizational entities with regional and local subdivisions and chapters.” The associations have “been established as single national organizations from the start, and their authority resides in central headquarters”(p. 104).

The middle group is called federated national movements. Young said that “These associations are characterized by autonomous local member organizations that share a common purpose, mission, and history and that have joined together under the auspices of a national organization that articulates this mission at the national level and provides leadership for the movement” (p. 104). Young pointed out that “United Way of America describes itself as having made a transition from ‘service station’(that is, a trade association) for local consolidated giving programs to headquarters of a United Way ‘movement’” (p. 105). Young examined each
association in depth and discussed different forces that will affect each type and how national organizations can adapt to decentralized affiliates.

Provan (1983) also studied federations as a type of interorganizational linkage network. He believed that “By studying linkage networks, it is possible to examine the behavior and activities of an entire group of connected organizations as well as those specific inter-organizational relationships that compromise the network” (p. 79). Provan felt that federations, as a linkage network, were not given enough attention. He continued by examining the reasons’ organizations, like local United Ways, would form or affiliate themselves with a federation (i.e. -- UWA). Moreover, Proven (1983) described in detail the various types of federations that existed.

He categorized United Way as an independent, voluntary federation that “is not controlled by affiliates but functions as a separate organizational entity” (p. 83). Provan concluded that “direct interaction and involvement among affiliates tends to be extremely limited or nonexistent” (p. 83). Unfortunately, Provan did not take his study a step further and examine how effectively these different federations communicate to their affiliates, as it related to linkage networks.

Levine and White (1961) examined relationships among community health and welfare agencies as they related to organizational exchange. They discussed corporate and federated organizations and commented, “It appears that local member units of corporate organizations, because they are less dependent on the local health system and can obtain the necessary elements from the community or their parent organizations, interact less with other local agencies than federated organizations” (p. 590). Levine and White focused on patterns of relationship among organizations, and how various health and social welfare agencies use different tactics to obtain information and interact with others.
**Local Organizations with a National Headquarters**

Many researchers, who have studied organizational structure, have analyzed the history of corporate giving not only to United Way but to other nonprofit organizations as well and have evaluated and critiqued how local United Ways distribute funds. No data seem to exist which describe local nonprofit professionals and whether they feel their national organization was effective in providing services that the local organization was paying dues to receive. Due to the lack of published information, I spoke with two professional staff members of nonprofit organizations from the American Red Cross and the Boy Scouts of America Council that have a national headquarters.

Similar to the UWA, the National American Red Cross provides many services to the local chapters. These services include training materials, professional development, national standards, field service teams, disaster specialists, regional conferences, and national videos. When the professional staff member from a local American Red Cross was asked, on March 6, 1995, how he felt about the services their national organization was supposed to be providing, he explained that “the timing on some projects the national wants to see is lacking, with great ideas as far as generalizable -- but not specific with local chapters -- even to the extent of information overload.” The professional staff member feels that the National American Red Cross is so multifaceted and communication to local chapters is so one-way that effective understanding is often difficult. When asked about promptness of answering requests, he responded, “Three days if you are lucky.”

The National Boy Scouts Council provides similar services to its local councils as those provided by the National American Red Cross to the local Red Cross chapters. These services include: professional development programs, training materials (video, literature, how to instruct merit badges), engineering services (individuals from headquarters who help design Boy Scout camps, develop master plans for camps, and renovation of camps), and supplying of
division materials (badges, uniforms and equipment). When I asked the professional staff member from a local council, on March 7, 1995, whether the National Boy Scouts Council responded to requests or questions promptly (24 to 48 hours), he replied, “They have excellent response time with a very expedient manner and professionalism.” I also discussed with him whether the local organization utilizes the national office frequently. He answered, “Some years, yes--last year, yes. Specifically in 1995, we may not use them as much. I guess it fluctuates.”

According to the professional staff member of a local Red Cross, the local chapters consider the National American Red Cross a corporate association. He pointed out that this was due to the authority residing at the national headquarters. The Boy Scouts of America was also considered a corporate association, with a structure similar to the National American Red Cross.

Since these two nonprofit organizations are considered “corporate associations,” with the basis for affiliation related to subdivisions or chapters and the authority lying with the national headquarters, their affiliation to their national headquarters is different from that of local United Ways to UWA (this affiliation, according to UWA, is considered a “trade association”). Local United Ways are autonomous and able to function independently. Even though there are three types of associations (trade, corporate and federated movements) those local professionals that interact with their national office, regardless of where the authority lies, should expect nothing less than adequate communication.

**Proximity**

Since local United Ways are independent from other affiliates across the country, this study focused on intraorganizational aspects. Another paper might examine the interorganizational aspects of United Ways. Although there were no studies found that examined proximity as it related to a national headquarters with local affiliates, several scholars
touched on the ideas of proximity and interorganizational cooperation. These studies may have implications for the communication between United Way headquarters and the local United Ways. Gray (1985) pointed out that “Physical proximity facilitates frequency of contact and enhances the likelihood that some interdependence of stakeholders with respect to information resources, clients, etc., already exists” (p. 930). Schermerhorn (1975) also added that “interorganizational cooperation may be defined as the presence of deliberate relations between otherwise autonomous organizations for the joint accomplishment of individual operating goals” (p. 847). Baker and O’Brien (1971) believed that the level of cooperation between organizations is a part of their boundary permeability.

Evan (1965) and Gueztkow (1966) felt that organizations, that attempted to build interorganizational cooperative relations, may be influenced depending on whether the relations are encouraged or legitimized by the external environment. Schermerhorn (1975) commented that “Where the normative structure of the organization and/or its external environment is favorable, interorganizational cooperation is more likely to occur” (p. 852). He continued and stated “At the intraorganizational level, an organization’s internal capacity to build and support cooperative activities is also an important opportunity factor” (p. 852).

Since I am attempting to examine numerous variables related to communication effectiveness, the need to review literature on gender serves pertinent.

Gender

When scholars have examined different aspects of communication, several have studied gender as it related to authority. According to Reskin and Ross (1992), “organizations that have granted women managerial titles and supervisory status will not reward them equitably for exercising authority” (p. 345). They further commented that “male managers may wield more authority than females both because women are lower in the chain of command and because similar ranks confer less authority on women” (p. 356). Spaeth (1985) commented that “we
see that men are significantly more likely to be in the bourgeoisie (petty or higher) than women, as well as more likely to be decision making managers” (p. 610). He added that, “Women are more likely than men to be workers” (p. 610). Spaeth (1985) concluded that “men outnumber women in the categories of persons having some job power over others (all but autonomous employees and workers) by 50 to 39 percent” (p. 610). McGuire and Reskin (1993) found that white male respondents averaged significantly more job authority and higher earnings than black men, black women, and white women. Reskin and Ross (1992) found that employers tended to place men rather than women in jobs that involved making final decisions. Jaffee (1989) found that “There are significant sex differences in workplace autonomy and authority, with men exercising greater levels than women” (p. 384). Based on the previous research, I will attempt to determine if the UWA NCL staff communicate differently to males versus females.

Recent Research by UWA

United Way of America surveys local United Ways every year regarding the services UWA provides. These surveys are distributed to all chief professional officers and directors of local United Ways whose organizations pay dues to United Way of America. In 1995, the UWA Customer Satisfaction Survey was conducted by Research Services, a department within UWA. In June 1995, questionnaires were mailed to 901 chief professional officers and 630 director level staff at local United Ways Metro I through VIII. A total of 908 questionnaires was returned for an overall response rate of 59%.

The UWA Research Services concluded that overall, “Respondents reported that UWA staff responded in a timely manner.” Of those respondents who said they contacted UWA by telephone, 52% said the response was very timely and 36% said somewhat timely. This response represents a slight drop from very timely to somewhat timely compared to 1994 findings (60% very timely; 29% somewhat timely). Thirty-three percent of the respondents who contacted UWA
by telephone also said it was very easy for them to actually speak to the UWA staff person they needed, 43% said it was somewhat easy, 18% said somewhat difficult, and 6% said very difficult.

The UWA Research Services found that “satisfaction with the different services examined varied a great deal. Respondents were most likely to report being very satisfied with the NFL Partnership (76%), Research Services (69%), and Sales Service of America (59%). They were least likely to report being very satisfied with National Conferences (42%) and the NCL program (35%). These satisfaction ratings are based only on those respondents who reported using the service.”

In addition, the UWA Research Services found a number of problems with respect to the NCL program: “Thirty-three respondents said that information was not timely; Thirty respondents complained about poor customer service and lack of staff response; Twenty-seven respondents commented on the need for better data or for additional data; Twenty-six mentioned problems with non-headquarter NCL company locations; Twenty-five said they would like to see more companies recruited for NCL; and seventeen suggested that UWA involve United Ways more and coordinate with them regarding NCL locations in their communities.” Chief professional officers and directors of local United Ways do not normally deal with the UWA NCL program—campaign professionals do. Therefore, the surveys from UWA may not be measuring what they want to measure regarding NCL services because they are asking the wrong individuals for information about the NCL program.

Research Question

To evaluate services rendered by the UWA NCL staff members based on their mission to local United Ways, the following research question is posed:

“How effective is United Way of America National Corporate Leadership staff at communicating to local United Way campaign professionals?”
Communication effectiveness was measured by four scales: A scale to measure promptness to telephone calls and three scales used to measure communication satisfaction -- UWA NCL staff was helpful when reached, the level of communication from UWA NCL staff met the campaign professionals' expectations, and the UWA NCL program was beneficial to the local campaign professionals' organization.

With the previous operational definition of communication effectiveness, several specific hypotheses flow from the general research question. They are as follows:

1. The promptness of response to telephone requests and level of satisfaction decrease as distance increases.

2. The promptness of response to telephone requests and level of satisfaction increase with larger metro size United Ways.

3. The promptness of response to telephone requests and level of satisfaction differ by region.

4. The promptness of response to telephone requests and level of satisfaction are greater for male campaign professionals.

5. The promptness of response to telephone requests and level of satisfaction increase with local United Ways that raise the most money.
CHAPTER 3  METHODS

To test the five hypothesis of this study I surveyed campaign professionals regarding their experiences related to communication with UWA NCL staff. Although a self-administered questionnaire would have been less expensive, my personal experiences lead me to believe that a telephone survey would be more effective. When campaign professionals were asked about questionnaires, I continually got responses ranging from: “I hate the ones mailed to me because they just get lost on my desk,” and “I still have a survey sitting on my desk received two months ago from United Way in Miami regarding our insurance division.” Due to these responses and the typically low response rates of self-administered questionnaires, the most effective method for the type of individuals I surveyed was the telephone interview. Campaign professionals are more likely to be reached by telephone between January and March because more desk work and planning are done during these months than the rest of the year.

Materials

Materials that were pertinent to carry out the telephone survey are as follows: a list of local United Ways (Metro I through III by region), an office with a quiet controlled environment and a telephone line. In addition, the following items needed to be created: the survey instrument, an interview check list and a prepared script to respond to questions. Most of the materials were easily accessible, and I experienced no problems.

Subjects

For this survey, my target population was local United Way campaign professionals whose organizations pay dues to UWA in the continental United States and who work at one of the three
largest size United Ways: Metro I-III. This target population was chosen because Metro I-III are primary users of the NCL program while Metro IV-XI do not utilize it as frequently. Since my sampling frame was a complete list of all 246 Metro I-III organizations, my survey population was the same as the target population: local United Way campaign professionals, Metro I-III, whose organizations pay dues to UWA in the continental United States.

**Sampling**

The list of all 246 Metro I-III organizations stratified by region of the country and metro size served as the sampling frame. The sample was selected by stratified systematic sampling with a random start. Because larger metro size United Ways have more campaign professionals on the staff than smaller metro sizes do, higher sample ratios were used for larger metro sizes. All Metro I United Ways were included in the sample, 50% of Metro II United Ways were included and 25% of Metro II's were included. In addition to incorporating the principle of probability proportionate to size, using sampling ratios of 1:1, 1:2, and 1:4 helped to assure an adequate number of cases per cell for each metro size. This sampling method yielded the 125 local United Ways that served as the primary sampling units.

When the selected United Ways were contacted, the receptionist was asked to transfer the interviewer to a campaign professional who worked with employee campaigns and had been there at least six months. This request was to ensure that the subjects had ample time to become familiar with the UWA NCL program and staff. The 125 subjects who were asked to answer the survey served as the secondary sampling units.

All respondents were campaign professionals of a Metro I-III United Way. Of the 125 members of the sample, 124 responded while one refused to answer the survey. Twenty of the 124 were eliminated from the study because they had not been in contact with the UWA NCL staff. Since those 20 respondents were unable to respond to the questions relating to the research topic, they were asked the filler questions to provide additional information to UWA,
but were eliminated from the majority of the analyses in this report. The remaining 104 respondents completed the telephone interviews, upon which the data analyses were based.

**Procedure**

The questionnaire was created based on my personal experiences as a campaign professional. Potential questions were developed that could be posed to other campaign professionals across the country to determine if the UWA NCL staff communicated effectively. The questionnaire was then pilot-tested with 13 campaign professionals (five from Orlando, Florida, two from Daytona Beach, Florida, one from Fort Wayne, Indiana, and five from Nashville, Tennessee) to ensure that the questions asked were clear and not likely to be misinterpreted or misunderstood. These individuals informed me whether they understood each question clearly. Their suggestions helped me to refine the final instrument (see Appendix A).

Along with the questions asked about UWA NCL staff, filler questions (numbers 1-4, 9-26) were included to help conceal the exact purpose of the survey from the respondents and thereby reduce possible bias in answers. These filler questions will provide additional information for United Way of America, as well as United Way of Middle Tennessee but are not reported or analyzed here.

I conducted the 125 telephone interviews between January 11 and January 26, 1996, in an office at United Way of Middle Tennessee with no disturbances such as noise or other telephones ringing. Various metro sizes within each region were contacted each day, to ensure equal distribution of telephone calls and reduce the chances of any invalidity problems due to history effects or changes in the interviewer's manner of conducting the interviews during the two-week period. The most unavoidable validity problem with this research design was that, while a campaign professional may have had mostly positive experiences with UWA NCL staff, on one or two occasions they may have had a negative experience. When contacted by the interviewer, those negative experiences may tend to prevail as if all were negative. A negative
experience in the past, regardless of the time it occurred, can alter the perceptions of the respondent, sometimes disproportionately to the respondent’s entire history with the program. Those negative experiences may have resulted in an inaccurate measurement.

In an attempt to address the possibility of inaccurate measurements, special design features were added. With the specific questions relating to the research question, I tried to emphasize the total perception of UWA NCL staff’s communication effectiveness by using introduction words like: *In general, usually, and for the most part.* I used contingency questions to avoid unnecessary answers/calculations, an open-ended question to ensure freedom of response without forced choice and a prepared script of answers to questions that respondents might ask. Additionally, I assured the respondents that all of their answers would be kept confidential, in an effort to achieve honest responses and avoid reactivity effects or, more specifically, “social desirability.”

**Statistical Analysis**

SPSS software was utilized to perform the data analysis. Correlations (Pearson’s r and Eta) were used to determine the relationships between the following independent variables --distance, metro size, region, amount of money raised, gender and age and the following four dependent variables: promptness, helpfulness, level of communication and benefit to the organization. Analysis of variance and t-tests were used to verify the results from the correlations and to pinpoint significant differences in the perceptions of the respondents regarding the effectiveness of communication from UWA NCL staff. For this study, the significance level was set a priori: at .05.
CHAPTER 4 RESULTS

One hundred and twenty-five local United Way campaign professionals were randomly selected and contacted through telephone interviews. The study was designed to determine if UWA NCL staff communicate effectively to local United Way campaign professionals, with the dependent variable of communication effectiveness operationalized in four areas: 1) Promptness (the UWA NCL staff’s response time to telephone calls), 2) Helpfulness (the assistance level of UWA NCL staff members), 3) Level of Communication (the amount of communication from the UWA NCL staff met the local campaign professionals’ expectations) and 4) Benefit to the Organization (the advantages the campaign professional felt the UWA NCL program provided to their local organization). The independent variables of proximity, metro size, region, gender, and amount of funds raised served as the foundation for analysis. Additional analyses examined the relationships among age of the respondent and length of tenure with the four dependent variables.

To form a basis for reference to the hypotheses that were posed, the following baseline information is pertinent:

One hundred and twenty-four local United Way campaign professionals were interviewed. When metro size was examined as it related to all the campaign professionals in this study, 50% of the respondents were from a Metro I United Way that raised over $9,000,000. (see Figure 1).
Figure 1

A comparison of the number of respondents located within each metro size. (n=124)

Distribution of these respondents by metro size and region are shown in Figures 2-4.

Figure 2

Distribution of Metro I respondents by region. (n=63)
When the 124 respondents were asked if they had contacted the UWA NCL staff, 83.9% replied affirmatively. Of those 20 respondents who did not contact the UWA NCL staff, 80% were from the Northeast and Mid-America region. In addition, when examining the metro sizes in
relation to those 20 respondents, 60% were from Metro II and III United Ways. Since the 20 respondents had not contacted the UWA NCL staff, they were asked the reason. They responded in one of the following ways: they did not feel a need (26%), the NCL program was not beneficial or useful (16%), they use the written information that is sent from the UWA NCL staff (26%), another person handles NCL accounts (16%), they use another resource (11%) and they just learned about the NCL program (5%) (see Appendix B for specific responses).

The data showed the last time the 104 respondents made telephone calls to the UWA NCL staff members: 56.2% in 1995, 33.3% in 1996, and the remaining 10.5% between 1992 and 1994. The respondents were also asked about the frequency with which they contacted the UWA NCL staff; 29.8% contacted them “rarely,” 55.8% responded “occasionally,” 12.5% “frequently” and 1.9% “very frequently.” Of the 104 respondents who did contact the UWA NCL staff, 92% called for NCL company information, 72% called for results on the NCL companies and 46% called for information on whom to contact at the NCL companies' headquarters. When asked to choose the primary reason for calling the UWA NCL staff 45% called for results, 38% called for company information, 9% for other reasons and 8% called to determine whom to contact at the companies' headquarters. The question was also posed, “Are there any other reasons for calling the UWA NCL staff?” Forty campaign professionals responded and their responses were categorized into five areas: profile questions (30%), to see if a company is NCL or to try to get a company on board (15%), help (30%), problems (10%) and miscellaneous (15%) (see Appendix C for specific responses).

When specifically examining the data related to the dependent variable of communication effectiveness, four areas need to be reviewed. Of the 104 respondents who contacted the UWA NCL staff, 79.8% agreed or strongly agreed that the UWA NCL staff members responded to calls promptly, which meant within a 24 to 48 hour time frame. The mean of promptness on a scale of 1 to 5, with 5 being the highest, was 3.80. (see Figure 5). The results found 82.7% agreed or strongly agreed that the UWA NCL staff members were helpful when
reached. The mean of helpfulness on a scale of 1 to 5, with 5 being the highest, was 3.91 (see Figure 6). In addition, 64% of the respondents agreed or strongly agreed that the level of communication they received from UWA NCL staff members met their expectations. The mean of level of communication on a scale of 1 to 5, with 5 being the highest, was 3.52 (see Figure 7). The results revealed that 74% agreed or strongly agreed that the UWA NCL program was beneficial to their local organization. The mean of benefit to the organization on a scale of 1 to 5, with 5 being the highest, was 3.86 (see Figure 8). When asked in what ways they felt the UWA NCL program was beneficial, their responses were placed into six categories: the program helps locally (43.1%), brings in money (8.9%), the only source of information (24.4%), the NCL program is good for corporations nationally (9.8%) do not see an impact (8.9%) and miscellaneous (6.9%) (see Appendix D for specific responses).

Figure 5
Respondents and promptness

The statement was, “In general, when I call UWA NCL staff members, they respond to my call promptly (which means 24 to 48 hour time frame).” (n=104)
Figure 6
Respondents and helpfulness

The statement was, "Usually the UWA NCL staff members are helpful when I reach them" (n=103)

Figure 7
Respondents and level of communication

The statement was, "The level of communication I receive from UWA NCL staff members meets my expectations" (n=104)
Respondents and benefit to their organization

The statement was, "For the most part, the NCL program is beneficial to my United Way" (n=104)

Further analysis using Pearson's r showed that there were strong correlations between promptness and the three measures of satisfaction: helpfulness (r=.5763), level of communication (r=.4730) and benefit to the organization (r=.4304) (see Table 1). When examining Table 1, notice the correlations between helpfulness and level of communication (r=.6777) and benefit to the organization (r=.6642). In addition, notice the correlation between the level of communication and perceived benefit to the organization (r=.5339). These strong correlations suggest that if an individual answered in the affirmative that the UWA NCL staff responded promptly to his/her calls, this individual also continued to have positive perceptions about the other three variables. Likewise, if an individual answered positively about the level of communication which was received, he or she would also have a positive perception of the benefit received by the organization.
Table 1

Correlation between promptness, helpfulness, level of communication and benefit to their organization.*

<table>
<thead>
<tr>
<th></th>
<th>Helpfulness</th>
<th>Level of Comm.</th>
<th>Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promptness</td>
<td>.5763</td>
<td>.4730</td>
<td>.4304</td>
</tr>
<tr>
<td></td>
<td>n = 104</td>
<td>n = 103</td>
<td>n = 104</td>
</tr>
<tr>
<td></td>
<td>P = .000</td>
<td>P = .000</td>
<td>P = .000</td>
</tr>
<tr>
<td>Helpfulness</td>
<td>.6777</td>
<td></td>
<td>.6642</td>
</tr>
<tr>
<td></td>
<td>n = 103</td>
<td></td>
<td>n = 104</td>
</tr>
<tr>
<td></td>
<td>P = .000</td>
<td></td>
<td>P = .000</td>
</tr>
<tr>
<td>Level of Comm.</td>
<td></td>
<td></td>
<td>.5339</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>n = 103</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>P = .000</td>
</tr>
</tbody>
</table>

*This table shows the correlation between promptness and the three measures of satisfaction: helpfulness, level of communication and benefit to the organization. The first line shows the Pearson's r findings. The second line shows the number of respondents. The third line shows the significance level.

The baseline information discussed above serves as a reference for the five hypotheses posed. The following results are related to the five hypotheses.

Hypothesis 1 - Promptness of responses to telephone requests and level of satisfaction decrease as distance increases.

Contrary to the first research hypothesis, analyses did not show meaningful correlations. This hypothesis examined the distance between UWA's headquarters and local United Ways as it related to communication effectiveness. A Pearson's r showed negligible correlation between distance and promptness (r = .0556), helpfulness (r = .0900), level of communication (r = .1045) or benefit to their organization (r = .0364). Distances from the local offices to UWA's headquarters were divided into quintiles so that analysis of variance could be performed on the four dependent measures - promptness, helpfulness, level of communication, and benefit to their organization. No significant differences were found at the .05 level.
Hypothesis 2 - Promptness of responses to telephone requests and level of satisfaction increase with larger metro size United Ways.

The analyses of the second research hypothesis found differences of means between two metro sizes; however, overall the results are limited in supporting the hypothesis. This hypothesis examined the different metro sizes (IC, IB, IA, II, and III) and whether the UWA NCL staff communicated more effectively to the larger metro sizes. Metro IC is the largest and Metro III is the smallest considered in this study. The findings showed a negligible correlation between metro sizes and promptness (Eta=.2216) and benefit to their organization (Eta=.1930); however, moderate correlations were found between metro size and helpfulness (Eta=.3024) and level of communication (Eta=.3038). An analysis of variance was performed, and significant differences were also found within various metro sizes on the same two measures of satisfaction: helpfulness (p=.048) and level of communication (p=.048) (see Tables 2 and 3). The two other variables, promptness and benefit to the organization, showed no significant differences at the .05 level.

Since the Eta and analysis of variance showed a significant difference within various metro sizes on two measures of satisfaction, t-tests were used to determine where the differences existed. Metro IA and IB showed a significant difference of means (see Tables 4 and 5). In addition, review Tables 6 and 7 to see the distribution of respondents by metro size in relation to helpfulness and level of communication. The other tests did not reveal significant differences at the .05 level.
Table 2

Analysis of variance on helpfulness by metro size

The statement was, “Usually the UWA NCL staff members are helpful when I reach them”

<table>
<thead>
<tr>
<th>Source of Variation</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Significance of F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Effects</td>
<td>6.238</td>
<td>4</td>
<td>1.559</td>
<td>2.491</td>
<td>.048</td>
</tr>
<tr>
<td>METRO</td>
<td>6.238</td>
<td>4</td>
<td>1.559</td>
<td>2.491</td>
<td>.048</td>
</tr>
<tr>
<td>Explained</td>
<td>6.238</td>
<td>4</td>
<td>1.559</td>
<td>2.491</td>
<td>.048</td>
</tr>
<tr>
<td>Residual</td>
<td>61.984</td>
<td>99</td>
<td>.626</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>68.221</td>
<td>103</td>
<td>.662</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 3

Analysis of variance on level of communication by metro size

The statement was, “The level of communication I receive from UWA NCL staff members meets my expectations”

<table>
<thead>
<tr>
<th>Source of Variation</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Significance of F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Effects</td>
<td>10.862</td>
<td>4</td>
<td>2.715</td>
<td>2.491</td>
<td>.048</td>
</tr>
<tr>
<td>METRO</td>
<td>10.862</td>
<td>4</td>
<td>2.715</td>
<td>2.491</td>
<td>.048</td>
</tr>
<tr>
<td>Explained</td>
<td>10.862</td>
<td>4</td>
<td>2.715</td>
<td>2.491</td>
<td>.048</td>
</tr>
<tr>
<td>Residual</td>
<td>106.828</td>
<td>98</td>
<td>1.090</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>117.689</td>
<td>102</td>
<td>1.154</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4

T-test on helpfulness comparing Metro IA and IB.

<table>
<thead>
<tr>
<th>n</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metro IA</td>
<td>16</td>
<td>3.38</td>
</tr>
<tr>
<td>Metro IB</td>
<td>18</td>
<td>4.17</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Variances</th>
<th>t-value</th>
<th>df</th>
<th>2-Tail significance</th>
<th>SE of Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unequal</td>
<td>2.66</td>
<td>20.83</td>
<td>.015</td>
<td>.298</td>
</tr>
</tbody>
</table>
Table 5

T-test on level of communication comparing Metro IA and IB.

<table>
<thead>
<tr>
<th></th>
<th>n</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metro IA</td>
<td>16</td>
<td>2.81</td>
<td>1.11</td>
</tr>
<tr>
<td>Metro IB</td>
<td>17</td>
<td>3.88</td>
<td>.99</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Variance</th>
<th>t-value</th>
<th>df</th>
<th>2-Tail significance</th>
<th>SE of Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equal</td>
<td>2.92</td>
<td>31</td>
<td>.006</td>
<td>.366</td>
</tr>
</tbody>
</table>

Table 6

Cross table on metro size and helpfulness

The statement was, “Usually the UWA NCL staff members are helpful when I reach them”*

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Unsure</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Row Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metro IC</td>
<td>3</td>
<td>1</td>
<td>9</td>
<td>8</td>
<td>1</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>14.3%</td>
<td>4.8%</td>
<td>42.9%</td>
<td>38.1%</td>
<td>6.3%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Metro IB</td>
<td>1</td>
<td>13</td>
<td>9</td>
<td>4</td>
<td>5.6%</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>5.6%</td>
<td>72.2%</td>
<td>22.2%</td>
<td>100.0%</td>
<td>18.5%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Metro IA</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>6.3%</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>6.3%</td>
<td>18.8%</td>
<td>12.5%</td>
<td>6.3%</td>
<td>9.1%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Metro II</td>
<td>5</td>
<td>18</td>
<td>14.8%</td>
<td>100.0%</td>
<td>18.5%</td>
<td>27</td>
</tr>
<tr>
<td></td>
<td>18.5%</td>
<td>66.7%</td>
<td></td>
<td></td>
<td>100.0%</td>
<td></td>
</tr>
<tr>
<td>Metro III</td>
<td>2</td>
<td>18</td>
<td>9.1%</td>
<td>100.0%</td>
<td>9.1%</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>9.1%</td>
<td>81.8%</td>
<td>9.1%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Column</td>
<td>1</td>
<td>8</td>
<td>9</td>
<td>19</td>
<td>104</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>1.0%</td>
<td>7.7%</td>
<td>8.7%</td>
<td>18.3%</td>
<td>100.0%</td>
<td></td>
</tr>
</tbody>
</table>

* This table shows how the responses were distributed by metro size as it related to the UWA NCL staff being helpful when reached. The first line shows how many responded (count) by metro size. The second line shows the percentage of count (row percentage).
Table 7

Cross table on metro size and level of communication

The statement was, "The level of communication I receive from the UWA NCL staff members meets my expectations"*

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Unsure</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Row Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metro IC</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>10</td>
<td>4</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>9.5%</td>
<td>14.3%</td>
<td>9.5%</td>
<td>47.6%</td>
<td>19.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Metro IB</td>
<td>2</td>
<td>3</td>
<td>7</td>
<td>5</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td></td>
<td>11.8%</td>
<td>17.6%</td>
<td>41.2%</td>
<td>29.4%</td>
<td>100.0%</td>
<td></td>
</tr>
<tr>
<td>Metro IA</td>
<td>2</td>
<td>5</td>
<td>3</td>
<td>6</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td></td>
<td>12.5%</td>
<td>31.3%</td>
<td>18.8%</td>
<td>37.5%</td>
<td>100.0%</td>
<td></td>
</tr>
<tr>
<td>Metro II</td>
<td>5</td>
<td>4</td>
<td>14</td>
<td>4</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td></td>
<td>18.5%</td>
<td>14.8%</td>
<td>51.9%</td>
<td>14.8%</td>
<td>100.0%</td>
<td></td>
</tr>
<tr>
<td>Metro III</td>
<td>4</td>
<td>2</td>
<td>14</td>
<td>2</td>
<td>22</td>
<td></td>
</tr>
<tr>
<td></td>
<td>18.2%</td>
<td>9.1%</td>
<td>63.6%</td>
<td>9.1%</td>
<td>100.0%</td>
<td></td>
</tr>
<tr>
<td>Column Totals</td>
<td>4</td>
<td>19</td>
<td>14</td>
<td>51</td>
<td>15</td>
<td>103</td>
</tr>
<tr>
<td></td>
<td>3.9%</td>
<td>18.4%</td>
<td>13.6%</td>
<td>49.5%</td>
<td>14.6%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

* This table shows how the responses were distributed by metro size as it related to the level of communication from UWA NCL staff meeting the respondents expectations. The first line shows how many responded (count) by metro size. The second line shows the percentage of count (row percentage).

Hypothesis 3 - Promptness of response to telephone requests and level of satisfaction differ by region.

Contrary to the third research hypothesis posed, analyses did not show meaningful correlations. This hypothesis focused on relationships between each of the five regions of the country according to UWA classifications and the communication effectiveness of the UWA NCL staff. There were negligible correlations between region of the country and promptness (Eta=.2187), helpfulness (Eta=.1932) and benefit to their organization (Eta=.1072); however, a modest correlation was found with level of communication (Eta=.2740). Analysis of variance showed no significance at the .05 level, but did show that the Southeast region (M=3.04) deviated somewhat from the Northeast (M=3.80), South Central (M=3.75), Western (M=3.68) and the Mid-America (M=3.57) regions regarding level of communication.
Hypothesis 4 - Promptness of response to telephone requests and level of satisfaction was greater for male campaign professionals.

Although the fourth research hypothesis was not supported by the results, analyses showed that males and females responded to communication differently. This hypothesis examined whether male and female respondents reported differing levels of promptness to responses from UWA NCL staff and satisfaction with UWA NCL communications. Pearson’s r showed negligible correlation between gender and promptness (r=.0453), helpfulness (r=.0029), level of communication (r=.0595) or benefit to their organization (r=-.0759). Further analysis of the data using t-tests indicated no significant differences between male and female respondents (p>.05). Although the results from the Pearson’s r, t-tests and analyses of variance were not significant, they did not fully reveal the patterns of perceptions of communication attributable to gender (see Tables 8 and 9). These tables show that females were more extreme in positive and negative responses to promptness, while males were more extreme in positive and negative responses to benefit to the organization.

Table 8

Gender differences in perceptions of the promptness of UWA NCL staff members’ response to calls. The statement was, “In general, when I call UWA NCL staff members, they respond to my calls promptly (which means within a 24 to 48 hour time frame)”.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Unsure</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Row Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FEMALE</strong></td>
<td>5</td>
<td>6</td>
<td>3</td>
<td>40</td>
<td>14</td>
<td>68</td>
</tr>
<tr>
<td></td>
<td>7.4%</td>
<td>8.8%</td>
<td>4.4%</td>
<td>58.8%</td>
<td>20.6%</td>
<td>65.4%</td>
</tr>
<tr>
<td><strong>MALE</strong></td>
<td>0</td>
<td>4</td>
<td>3</td>
<td>23</td>
<td>6</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td>.0%</td>
<td>11.1%</td>
<td>8.3%</td>
<td>63.9%</td>
<td>16.7%</td>
<td>34.6%</td>
</tr>
<tr>
<td><strong>Column Totals</strong></td>
<td>5</td>
<td>10</td>
<td>6</td>
<td>63</td>
<td>20</td>
<td>104</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>4.8%</td>
<td>9.6%</td>
<td>5.8%</td>
<td>60.6%</td>
<td>19.2%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

* This table shows how the responses were distributed by males and females as it related to the UWA NCL staff responding to their telephone calls. The first line shows how many responded (count) by gender. The second line shows the percentage of count (row percentage).
Table 9

Gender differences in perception of whether the UWA NCL program is a benefit to the local campaign professionals organization. The statement was, “For the most part, the UWA NCL program is beneficial to my United Way.”

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Unsure</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Row Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FEMALE</strong></td>
<td>1</td>
<td>4</td>
<td>11</td>
<td>36</td>
<td>16</td>
<td>68</td>
</tr>
<tr>
<td></td>
<td>1.5%</td>
<td>5.9%</td>
<td>16.2%</td>
<td>52.9%</td>
<td>23.5%</td>
<td>65.4%</td>
</tr>
<tr>
<td><strong>MALE</strong></td>
<td>2</td>
<td>6</td>
<td>3</td>
<td>13</td>
<td>12</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td>5.6%</td>
<td>16.7%</td>
<td>8.3%</td>
<td>36.1%</td>
<td>33.3%</td>
<td>34.6%</td>
</tr>
<tr>
<td><strong>Columns</strong></td>
<td>3</td>
<td>10</td>
<td>14</td>
<td>49</td>
<td>28</td>
<td>104</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>2.9%</td>
<td>9.6%</td>
<td>13.5%</td>
<td>47.1%</td>
<td>26.9%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

* This table shows how the responses were distributed by males and females as it related to the UWA NCL program being beneficial to local United Ways. The first line shows how many responded (count) by gender. The second line shows the percentage of count (row percentage).

Hypothesis 5 - Promptness of response to telephone requests and level of satisfaction increases with local United Ways that raise the most money.

Contrary to the fifth hypothesis and previous research claims, there were no significant differences in promptness and level of satisfaction according to the amount of money raised by local United Ways. This hypothesis found negligible correlation between dollars raised and promptness ($r=0.1242$), helpfulness ($r=0.1006$), level of communication ($r=0.0320$) or benefit to their organization ($r=-0.0212$). Amount of money raised from local United Ways was divided into quintiles so that analysis of variance could be performed on the four dependent measures - promptness, helpfulness, level of communication and benefit to their organization. No significant differences were found at the .05 level.

In addition to the five hypotheses discussed, two additional analyses were performed with the four dependent measures. They were the respondents’ ages and the number of years they had been within the United Way system. Both analyses showed no significance at the .05 level.
CHAPTER 5 - DISCUSSION AND CONCLUSION

According to the findings, overall, the UWA NCL staff communicated effectively to the five metro sizes studied (IA, IB, IC, II, and III) within each region. These results are different than what I had expected, despite my personal experiences with the UWA NCL program and staff. Perhaps my negative experiences altered my own perceptions, disproportionately to my entire history with the UWA NCL program and staff. Since the correlations varied between the dependent and independent variables, several points can be made.

Distance was found to be irrelevant

Previous research indicated that “Physical proximity facilitates frequency of contact, and enhances the likelihood that some interdependence of stakeholders with respect to information resources, clients, etc., already exists” (Gray, 1985, p.930). However, upon completion of the data analysis, the need to redefine the concept of distance became apparent. Telecommunications (fax machines, voice mail and e-mail) served as an equalizer of functional proximity. It would appear that for this study, distance, to an extent, became obsolete when promptness to telephone calls and level of satisfaction were measured.

According to the findings, when examining the concept of proximity in relation to communication effectiveness, distance became irrelevant. When a local United Way campaign professional contacted the UWA NCL staff via the telephone, it did not matter where that local United Way was located, perhaps proving the convenience and effectiveness of
telecommunications. New and improved telecommunications allowed a location anywhere in the continental United States to receive adequate information without distance playing a part. Differences of means were found between two of the five metro sizes

Previous research indicated that “UWA tends to be most concerned with and most responsive to the largest fifty local organizations, and particularly to the largest ten to twenty United Ways” (Smith, 1979, p. 11). According to Smith, this theory would mean that UWA NCL staff is most responsive to Metro IC’s; however, the results of this study did not support such a position. These results do not mean that Smith’s theory was not true in 1979. Perhaps, the UWA has made great strides since that time.

The results of this study showed that there was a discrepancy between at least two of the five metro sizes examined. Metro IA campaign professionals were disproportionately more likely to disagree than Metro IB campaign professionals with the statements, “Usually, the UWA NCL staff is helpful when reached” and “The level of communication I receive from the UWA NCL staff meets my expectations.” While the overall evaluation of promptness was favorable, Metro IA’s did not report as high on degree of satisfaction compared to Metro IB. Overall, Metro IA’s were the least satisfied with the UWA NCL staff out of the five metro sizes examined.

Unfortunately, I found no other data to explain these findings. There appeared to be no bias towards the larger United Ways (Metro IA, IB and IC) versus the Metro II’s and III’s. These findings may be a further manifestation of the leveling and equalizing effect of telecommunications, noted under proximity.

Region of the country had no influence

Originally, I felt the lack of communication I experienced from UWA NCL staff was because of the smaller Metro size (III); however when I moved to a Metro I, those experiences continued to occur. Due to my previous personal experiences with the UWA NCL staff while working in the Southeast region, I became convinced that the UWA NCL staff communicated
more effectively to other regions of the country. Despite my experiences, the findings showed no differentiation among the regions where local United Ways were located as it related to promptness and level of satisfaction. Again, this finding may be related to the advancement of telecommunications, as the concept of location becomes largely irrelevant when one communicates via telephone, e-mail, fax, or any other technological means. The increase in service that I experienced since October 1995, as it related to the higher level of assistance, appeared to be due to a fundamental change in UWA NCL staffs’ communication effectiveness.

Gender differences were found

Previous research indicated “male managers may wield more authority than females both because women are lower in the chain of command and because similar ranks confer less authority on women” (Reskin and Ross, 1992, p. 356). With this belief, I set out to determine whether males, in fact, received more effective communication from UWA NCL staff than did females. Contrary to previous research, the findings did not show a significant differentiation between males' and females' perceptions of how effectively the NCL staff communicated with them. On the average, female and male responses did not show a significant difference; however, on two questions related to the research question, an interesting difference was found. Females were more extreme with their responses when asked about the UWA NCL staff responding to telephone calls promptly, while the male responses were more homogeneous. Males were more extreme with their responses when asked if they felt the UWA NCL program was beneficial to their local United Way, while female responses were more homogeneous. These findings would suggest that females and males responded to communication differently.

Of the 124 respondents, 79 were women and 45 were male. The ratio of women to men involved in the campaign department at local United Ways appeared to be almost 2:1. However, I did not deal with the respondents' level of authority at their respective United Ways.
**Recent Research by UWA**

According to UWA Research Services, in 1995 only 35% of the 908 respondents, who were chief professional officers and directors, were satisfied with the NCL program. Despite the findings of UWA Research Services, I found that campaign professionals overall were satisfied with the UWA NCL Program and staff. Satisfaction was measured in three ways with the following results: 83% of the campaign professionals surveyed felt the UWA NCL staff was helpful when reached, 64% felt the level of communication from UWA NCL staff met their expectations and 74% felt the NCL Program was beneficial to their local organization. The different findings related to satisfaction regarding the NCL program reinforce my belief that the UWA Research Services do not measure what they want to measure because they are asking chief professional officers and directors for certain information.

One similarity in the two studies was that UWA Research Services found that 88% of their subjects felt the UWA in general responded to telephone calls in a very timely or somewhat timely manner. The results of this study revealed that 79% of the campaign professionals felt the UWA NCL staff responded to calls promptly. Although the subjects surveyed from Research Services answered the question on response time related to UWA services in general, and campaign professionals from this study answered the question on promptness to telephone calls related to the UWA NCL staff, the data appeared corroborative.

According to the results of this study, no support was found for the claim that UWA NCL staff did not communicate effectively to local United Way campaign professionals. However, 70% of the campaign professionals responding to this survey did not feel that the UWA NCL staff was driven by their local level needs. This finding presents an issue in regard to meeting the needs of the customer. The UWA NCL staff may have communicated effectively to local campaign professionals regarding the NCL program in general. Perhaps the information provided was too
generic and not tailored to the needs of local campaign professionals that are responsible for implementing the program.

**Limitations**

The following were limitations experienced during the study:

- Since this study dealt with self report data, the respondents may have forgotten about certain experiences with UWA NCL staff and the program.

- The use of the phrase “level of communication” may be ambiguous. Although pilot testing did not reveal any problems with this phrase, in subsequent discussions some seemed to be thinking of “level of communication” in terms of “quantity of communication,” while others thought of “quantity of communication.” However, for future reference “level of communication” needs to be clarified, to ensure all parties are aware of its actual meaning.

- The survey instrument did not ask the respondents their level of authority within their organization. Since authority and gender are often related, the question of authority level should be considered on any analysis of gender.

- An additional question should have been posed regarding the campaign professionals overall satisfaction with the UWA NCL staff and the program.

- I considered only the five largest United Way metro sizes. A complete study of UWA NCL communications should look at all United Way metro sizes which deal with the NCL program.

**Future implications**

Suggestions for future research include the following: a study of nonprofit organizations with a national headquarters and how they meet the needs of their customers, a study that examines smaller metro size United Ways (less than Metro size III) to determine if UWA NCL staff is biased toward Metro I-III’s, a study that examines the three forms of affiliation and what local professionals would prefer as it relates to communication, a study that examines UWA Research
Services and if they are measuring what they set out to measure and a comprehensive study using these results as the foundation.

**Summary of findings**

None of the original five hypotheses regarding the effect of proximity, metro size, region, gender and amount of money raised were supported. Additional analysis of the respondents’ age and length of service found no correlation with promptness or satisfaction. This indicates that the UWA NCL staff communicate effectively to the local offices without regard to any of the variables which were investigated.

The following is a brief summation from the findings of this study:

- **Distance no longer seems to matter in an intraorganizational setting.** These findings may be a reflection of the presence of telecommunications, which makes distance irrelevant.

- **The UWA NCL staff showed no preferential treatment towards the larger Metro sizes (IC, IB, IA) versus Metro II and III, in relation to communication effectiveness.** In addition, when examining the actual amount of funds raised, the UWA NCL staff showed no preferential treatment toward those local United Ways that raised in excess of $25 million. These findings may be a further manifestation of the leveling and equalizing effect of telecommunications.

- **There were no findings that suggested the UWA NCL staff communicated more effectively to a specific region of the country.** Communication effectiveness was equally distributed among the five regions.

- **Although there were no significant findings regarding gender, further examination suggested that females and males do indeed have a different pattern of response to questions of communication satisfaction.**
Name of United Way: ____________________________

State: ____________________________

Mileage from Alexandria, VA: ______

Region:             Northeast............. 1
                Southeast............. 2
                South Central............. 3
                Western............. 4
                Mid-America............. 5

Metro Size:             IA............. 1
                1B............. 2
                1C............. 3
                2............. 4
                3............. 5

UWA NCL STAFF SURVEY

1) To begin with, how much did your United Way raise in 1995? $_______________

2) How many years have you been within the United Way System? Years ________

3) How long have you worked at your current United Way? Years ________

4) How many campaign professionals (employees responsible for working with local companies fundraising programs) are in your department? Individuals ________
5) The following questions deal with United Way of America's National Corporate Leadership Program. Have you ever contacted United Way of America National Corporate Leadership staff members?

Yes (skip to Q. 6) .... 1
No ............... 2

5a) Are you aware that United Way of America has a National Corporate Leadership Program?

Yes (skip to Q. 5d) .... 1
No ............... 2

5b) The National Corporate Leadership Program is designed to assist local United Ways, like yours, in developing support from companies that exist in your area. The National Corporate Leadership staff works with company headquarters to ensure that the local branches or locations participate with the local United Way. Now that you have a general idea of what the National Corporate Leadership Program is, do you think this type of service would be useful to you?

Yes (Skip to Q.19, p.5) . 1
No ............... 2

5c) Why do you think this type of service would not be useful?
(Once answered, Skip to Q. 19, p.5)

5d) Is there a reason why you haven't contacted them for information or assistance? (Probe: Any other reason?) (Once answered, Skip to Q. 19, p.5)

6) In what year was your last call to the National Corporate Leadership staff? ________________

The next four questions will ask for a response of yes or no.

7) Did you call United Way of America National Corporate Leadership staff for National Corporate Leadership company information?

Yes ............... 1
8) Did you call United Way of America National Corporate Leadership staff for results on National Corporate Leadership companies?
   Yes .................. 1
   No .................. 2

9) Did you call United Way of America National Corporate Leadership staff for information on who to contact at the National Corporate Leadership companies headquarters?
   Yes .................. 1
   No .................. 2

10) Is there any other reason why you call United Way of America National Corporate Leadership staff? (If no, any other reason at all?)

11) When you've called United Way of America National Corporate Leadership staff, was the primary reason for your call to get . . .

   A) National Corporate Leadership company information, ...................... 1
   B) Results on National Corporate Leadership companies, ...................... 2
   C) Information on who to contact at the National Corporate Leadership companies headquarters, or .......................... 3
   D) Other .............................. 4

12) In the past, how often did you call United Way of America National Corporate Leadership staff members? Would you say . . .

   Very frequently, ........ 5
   Frequently, ............ 4
   Occasionally, .......... 3
   Rarely, or, ............ 2
   Not at all? ............. 1

I am going to read four statements about the UWA NCL staff and program, and ask you, from your personal perspective, if you strongly agree, agree, are unsure, disagree, or strongly disagree.

13) "In general, when I call United Way of America National Corporate Leadership staff members, they respond to my calls promptly (which means 24 to 48 hour time frame) Do you:

   Strongly agree, ........ 5
   Agree, ................. 4
   Are you unsure, ....... 3
   Do you disagree, or .... 2
   Strongly disagree ...... 1
14) “Usually the United Way of America National Corporate Leadership staff members are helpful when I reach them.” Do you:

Strongly agree, ............. 5  
Agree, ..................... 4  
Unsure, .................... 3  
Disagree, or ............... 2  
Strongly disagree ........ 1

15) “The level of communication I receive from UWA NCL staff members meets my expectations.” Do you:

Strongly agree, ............. 5  
Agree, ..................... 4  
Unsure, .................... 3  
Disagree, or ............... 2  
Strongly disagree ........ 1

16) “For the most part, the National Corporate Leadership Program is beneficial to my United Way.” Do you:

Strongly agree, ............. 5  
Agree, ..................... 4  
Unsure, .................... 3  
Disagree or, ............... 2  
Strongly disagree ........ 1

16a) In what ways do you feel it is a benefit?

17) Do you feel United Way of America National Corporate Leadership staff is driven by your local level needs?

Yes ..................... 1  
No ..................... 2

18) What suggestions would you make for improving any part of the NCL Program?
19) The following questions are regarding United Way of America conferences, and just a reminder that all your answers are confidential. Have you ever attended a conference held by United Way of America such as a Regional Conference, Campaign Roundtable, NAV course, or Volunteer Leadership Conference?

Yes ................. 1
No (Skip to Q.22) .... 2

20) What was the last conference and/or training you attended? Was it a ...

NAV course, ......................... 1
Volunteer Leadership Conference, .......... 2
Campaign Roundtable, or ................. 3
Regional Conference .................. 4

21) How would you rate that conference or training? Would you say...

Very useful, ............... 5
Useful, ....................... 4
Unsure, ..................... 3
Not too useful, ............. 2
Not useful at all ........... 1

22) If you had to pick one primary benefit of belonging to United Way of America, what would that benefit be?

23) In wrapping up this survey, I have only a few more questions to ask you. How many hours per week are you expected to work as a full time employee at your United Way?

Hours ............

24) Do you have flex time at your work place? *(you can come in at varying times in the morning, and leave at varying times in the afternoon, ie - come in at 7:30 A.M. and leave at 3:30 P.M.)*.

Yes ................. 1
No ...................... 2

25) Have you tried the 4 day/10 hour work week?

Yes ................... 1
No (Skip to Q. 26) .... 2
25a) In your opinion, is the 4 day/10 hour work week effective?

<table>
<thead>
<tr>
<th>Yes</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>2</td>
</tr>
</tbody>
</table>

25b) Does your company have the 4 day/10 hour work week year round?

<table>
<thead>
<tr>
<th>Yes (Skip to Q. 26)</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>2</td>
</tr>
</tbody>
</table>

25c) During which months? *(Circle all that apply)*

<table>
<thead>
<tr>
<th>January</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>February</td>
<td>2</td>
</tr>
<tr>
<td>March</td>
<td>3</td>
</tr>
<tr>
<td>April</td>
<td>4</td>
</tr>
<tr>
<td>May</td>
<td>5</td>
</tr>
<tr>
<td>June</td>
<td>6</td>
</tr>
<tr>
<td>July</td>
<td>7</td>
</tr>
<tr>
<td>August</td>
<td>8</td>
</tr>
<tr>
<td>September</td>
<td>9</td>
</tr>
<tr>
<td>October</td>
<td>10</td>
</tr>
<tr>
<td>November</td>
<td>11</td>
</tr>
<tr>
<td>December</td>
<td>12</td>
</tr>
</tbody>
</table>

26) And finally, what age group are you in:

<table>
<thead>
<tr>
<th>Under 30</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 - 39</td>
<td>2</td>
</tr>
<tr>
<td>40 - 49</td>
<td>3</td>
</tr>
<tr>
<td>50 - 59 or</td>
<td>4</td>
</tr>
<tr>
<td>60 or older</td>
<td>5</td>
</tr>
</tbody>
</table>

27) Gender:

<table>
<thead>
<tr>
<th>Female</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>2</td>
</tr>
</tbody>
</table>

*Well that wraps up all the questions I have, and thank you for answering them.*

Did they want results from this survey?

<table>
<thead>
<tr>
<th>Yes</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>2</td>
</tr>
</tbody>
</table>
APPENDIX B

Q. 5d. Is there a reason why you haven’t contacted the UWA NCL staff for information or assistance?

CATEGORIES:

Another person handles them
- In my areas, I do not deal with them.
- Regional fundraising organization handles that part.
- Because another staff person handles the NCL accounts

I use information they send
- Only because we receive information on the companies in our area.
- We do not have a need too, most of information that comes down is pretty clean cut.
- Had never felt a need to call them, use the profiles.
- Because they mail us the information and we use what we need.
- We get the information and use that. If we had questions we would call, but we haven’t yet.

I just found out about the NCL Program
- Just learned about them and will begin to use.

No need
- Haven’t had time and a need, most of the companies they cover are not in our community.
- Haven’t found the need.
- No need to.
- We only have one account that is an NCL company and they are the most generous and biggest campaign, no need to contact NCL staff.
- Haven’t felt a need for them.

Not beneficial or useful
- Never considered there was any great relevance to the program.
- Most of my accounts are not nation wide, and information does not come out quick enough.
- Really haven’t had a reason and the information sheets are not useful.
Use other resource

- My division is public sector and I use state office more.
- Use internal people for assistance.
Q. 10 Is there any other reason why you call the UWA NCL staff?

CATEGORIES

Problems
- Straighten out a problem.
- When there was discrepancy with a local entity and the NCL figures.
- To figure out designation contribution from NCL through the NCL company.
- To express dissatisfaction with account management.

To see if a company is NCL or to get one on board
- Get assistance on making a company NCL.
- To talk about a specific company.
- Get a company on board with the NCL program.
- Call to check if company is NCL.
- Determine if they were handling certain accounts (if NCL or going to be NCL).
- Trying to find out what corporate entities are NCL.

Help/Information
- What was going on with an actual account.
- Couple of mystery accounts so I would call to find out more, or get information on trends.
- For staff listing.
- Campaign History.
- Find out basic information.
- Specific questions on an NCL company.
- Bring information to their attention.
- Coordinate with NCL staff because we have an NCL HQ (Campbell soup).
- Information on local entity that wouldn’t run.
- Call regarding companies that are listed NCL but do not do anything locally.
- An NCL company was being sold, so called to see how to best approach.
- Provide information they didn’t have.

Profile questions
- Clarification on profiles and guidance.
- Inquire when we would receive information.
• Follow-up with a profile questions, because the ones I received seemed out dated
• General prospect information about corporate picture (what does HQ do, and other locations).
• Strategy on accounts.
• Strategies on how to access local companies versus how they run at the national level.
• Check on when a campaign begins
• To verify documentation they sent us that does not appear to be valid.
• Call to find out what’s going on, and get a hold of information in a timely matter.
• Find out background information from different companies that are NCL.
• Call regarding information that isn’t in the profile.
• If new company opens that’s NCL, I may call to find out what to expect.
• Trying to find out what corporate entities are NCL.

Miscellaneous
• Electronic pledging/procedures
• CFT
• Get some comparative statistics.
• Lost money in an account and had concerns on technology and computer use.
• Find out about a matching gift.
• Comparative statistics.
APPENDIX D

Q.16 In what ways do you feel the UWA NCL program is beneficial to your local United Way?

CATEGORIES:

The NCL program is good for corporations nationally
- Benefits NCL companies having a central contact.
- Important for companies to get recognition.
- Enhances campaign ability of local entities that have an NCL affiliation
- Providing customer service for those national firms.
- The concept is perfect for an NCL company for coordinating the campaigns across the country.
- NCL is convenient to large corporations.
- Small locations get direction, encouraging wide spread campaigns.
- One stop shopping.
- Central place for company to negotiate, and more willing to do business.
- Really a benefit to the company.
- The level of organization they bring together with companies that have so many offices across the country.
- Bringing national companies together.

Brings in money
- Easier for us to get results.
- Helps raise more money.
- Money that comes in and NCL does a good job of tracking all that.
- They provide campaign results.
- To get results.
- Use them as a resource to provide us numbers and dollars.
- Brings in a lot of money.
- A lot of little companies that are NCL that bring in money, and NCL helps us cut down on leg work.
- Results
- Dollars that are generated from NCL companies.
- Getting free money that just comes in.

Do not see an impact
- If conducted properly yes, but so many companies they can’t deal.
Small dealings with them during campaign. (Unsure response)
Knowing about companies that run, however, offices here are so low in employees that they do not participate.
Depends on NCL staff person and company they are working with. (situational)
Do not necessarily benefit us here, besides having someone to contact regarding NCL companies.
Some information we get on NCL companies does not help, too general.
Sometimes assistance good and sometimes not so good.
We have very few subsidiaries (local entities)
Do not see impact in my local community.
Not sure if there is a benefit.
We do not have a whole lot of NCL companies in this area.

The only source of information
Able to provide information from very top where local level can not.
Because of information they provide.
Any source of information is helpful.
More meaningful contact with NCL companies than I do, so I look to them for guidelines (one source of communication).
Letting us know we have these accounts.
Information provided and timely.
Having one person as central point.
Good source of information when I am able to connect with them.
We need someone to coordinate these national companies and its helpful to have one source (valuable).
Only contact we have with a National firm, and NCL staff can get in and communicate to us locally.
A place to call to get some information for without we would be helpless.
Information provided that we do not have access too.
Comparable information is provided.
Information that suggests ways to do things better.
Keep UW in collective minds nationally.
Being so small, I am able to obtain information that I might not otherwise have.
Provides information that we do not have to go seek.
Getting basic information on NCL companies.
Point me in the right direction on what I need to do.
Additional information.
Getting basic campaign information and then we know how we need to solicit them.
Information about branches that are in our area are helpful.
• Clarifying information that is not available at local company and that assists me locally with the campaign.
• Managing relationships that we have no access to.
• Accurate information.
• Access to information that I would normally not be able to access.
• Information they provide.
• Provide me with information that otherwise I wouldn't get a hold of.
• Information assists us in managing appropriate local requests.
• Gives us good company information.
• When we need information on companies, the only information we can get is from the NCL staff.

The program helps locally
• Helps us with our local accounts
• Gives you the culture of the company.
• Gives you a time so you can work with those companies.
• Coordinating some campaigns that are held elsewhere, as well as secure corporate gift.
• Creating a direction.
• Able to take information and show local CEO’s (90% of time CEO has never seen).
• Helps direct loaned executives on how to handle an account.
• Immediate cooperation, quick response, and providing all information needed.
• Lovell Mosely, NCL staff, his willingness to work with local United Ways.
• Profiles are helpful.
• Keeps us in the loop locally.
• Assists with local company campaigns and provide help with HQ to assist with satellite offices.
• Saves us the trouble of handling an account with multiple locations (i.e. Taco Bell).
• Get information on NCL companies, and use NCL staff as a resource.
• Deal with a lot of accounts with satellite offices, and if it wasn’t for the fact that they are NCL we wouldn’t be able to.
• Contacts provided to assist in local area.
• Nice to have one person you can use as a resource, and find out what other local UW’s are doing.
• Information on NCL companies and have the relationships with those companies.
• Act as Liaison.
• Background on company.
• Access corporations at the national level.
• Leverage they provide with resources.
• Information as a whole, finding out giving history nationally. (Profiles)
• The endorsement that could not be done locally.
• Provides open doors so I don’t have too
• Appearance that the local UW looks like they know what’s going on.
• We need support from them to get in the door.
• Liaison to corporate philosophy, and establishing UW in corporate arena where we couldn’t in the field.
• Brings attention to any company we might have overlooked.
• Give us good direction.
• Assists us with a # of companies locally and is very time saving.
• Helps us keep in contact with corporate HQ down to a local level.
• Consolidates contact need and reduces amount of leg work I have to do locally.
• Basic point of reference and sense of pulling UW’s (coordinating) from the local level.
• Profiles are helpful.
• “Assists us greatly when we do not have the ability to interact with senior management of a corporation.”
• Having the clout to tell local NCL companies that their HQ has told us to contact you to run a campaign.
• We “could not operate with out them”
• Get some inside information to help us locally.
• A lot of good information locally (giving history, contact)
• General support and interest at local level.
• National Program is important to have that connection and am glad to have the resources available.
• Assists local UW’s in getting in the door.
• Helps give us a leg up with a national company.
• NCL staff assist locals to get into companies.
• Provides emphasis from top down to local.
• Number of companies not HQ here, so assists with getting us in.
• Profiles.
• Gives us some good information as far as follow-up and contacts.
• NCL staff are a resource and problem solver for local NCL entities.
• Helpful to have coordinated efforts.
• Getting information on NCL companies that corporate office is not in our area.

Miscellaneous
• Prompt service.
• Corporate development at the top level.
• Help us with CFT information, because CFT is messed up and NCL usually helps us out with it.
Recently they have gotten a lot better with communication.

- We are looking to develop a MN state leadership program like the NCL program.
- Whatever I need they produce, but other campaigners not as lucky.
REFERENCES


