

**Table IV:8 – Common Types of Issues in Nonprofit Organizations**

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**Board operations**

- Low attendance at meetings
  - Low participation in meetings
  - High turnover of Board members
  - No, or poor, decision making
  - Rubber-stamping recommendations from the Chief Executive Officer
  - Conflict among Board members
  - Micromanagement of the nonprofit's day-to-day activities
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**Strategic planning**

- Lack of clear focus for building programs and making major decisions
  - Frequent suggestions from Board and/or staff for new programs
  - Continual shortage of funds across the organization
  - Low attendance and participation from Board and/or staff members
  - Poor program results
  - Conflict among Board and staff members about priorities, roles and responsibilities
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**Program planning**

- Lack of clear goals and outcomes with programs
  - Shortage of resources for programs
  - Little or no results from programs
  - Frequent complaints from program staff members
  - Conflict and turnover among program staff members
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**Management development**

- Poor planning, organizing, leading and administration of resources
  - Lack of direction and guidance to staff members
  - Conflict among staff members
  - High employee turnover
  - Poor communication between staff and Board members
  - Incomplete implementation and evaluation of programs
  - Board is not involved at all, or far too much, in planning and leadership
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**Staff development**

- Frequent turnover
  - Frequent complaints and conflict
  - Poor performance
  - Compliance (“going through motions”) on the job
  - (See symptoms of problems with program planning as listed above in this table)
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**Table IV: 8 – Common Types of Issues in Nonprofit Organizations (Cont.)**

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**Teamwork**

- Conflict between team members
- Inefficiencies in activities
- High turnover of members
- Confusion about decision making and problem solving
- Poor performance among members
- Ineffective meetings
- Low morale

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**Financial management**

- Shortage of resources for programs
- Lack of understanding of costs of various resources
- Bills continually not paid on time
- Problems reported by annual financial audits
- Numerous requests for funds
- Frequent refusals from donors to fund programs
- Financial goals for fundraising are not clear

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**Advertising and promotions**

- Little or no available feedback from program participants
- Strong testimonials and results from program participants, yet little growth in programs
- Confusion among clients about program benefits and activities
- Lack of program resources

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**Fundraising**

- Poor program evaluations
- Shortage of resources for programs
- Little or no results from programs
- Frequent complaints from program staff members
- Numerous requests for funds to develop new programs
- Frequent refusals from donors to fund programs

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**Program evaluations**

- Confusion among staff members about the program
  - Inability to successfully describe program to others
  - Poor program results
  - Frequent complaints and conflicts among staff members
  - Ineffective advertising and promotions
  - Ineffective fundraising for programs
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