



REFRAMING NCRPA

An Organizational Analysis of the North Carolina Recreation and Park Association



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Executive Summary

Founded in 1944, the North Carolina Recreation & Park Association (NCRPA) is the premier non-profit education and advocacy organization dedicated to the advancement of the park, recreation and leisure professions in North Carolina. NCRPA empowers park and recreation professionals and citizen board members through educational opportunities that enhance their ability to change lives and impact communities on a daily basis for the citizens of North Carolina. (North Carolina Recreation and Park Association (NCRPA), 2017a) For over 70 years, the North Carolina Recreation and Park Association has been planning and producing high-quality training and continuing education programs for recreation professionals across the state of North Carolina.

NCRPA's administrative staff consists of three full-time employees, a full-time Fellow, and a 20 hour a week Graduate Assistant. In addition, NCRPA is governed by a five-person Board of Directors, consisting of recreation and park professionals from across North Carolina. NCRPA is also supported by a variety of standing and ad-hoc volunteer committees. In 2015, NCRPA's board voted to decrease its size from 35 to 5. The former election process was eliminated, and board members are now selected through a nominations process. Also, the board re-aligned the committee's function and created a system of board and staff led committees (NCRPA, 2017b).

The 2008 economic recession had a significant effect on NCRPA; the organization saw decreased revenue and program attendance from 2008-2014, combined with a stagnant organizational structure. To address these challenges NCRPA's membership model was overhauled in 2014, and in 2015 NCRPA's board went through a restructure. NCRPA has turned around, and in 2015, 2016 and 2017 saw significant growth in membership and revenue. While the changes NCRPA made to its board and membership model have resulted in many positive changes for the organization, NCRPA still faces external factors affecting professional associations and internal organizational challenges.

NCRPA still struggles with an organizational homeostasis and a lack of defined roles and engagement of membership. Using theories based on Bolman and Deal's Four Frames as highlighted in their 2013 text *Reframing Organizations: Artistry, Choice, and Leadership*, along with additional sources and research of the North Carolina Recreation and Park Association, this case study will analyze NCRPA's organizational structure and identify the external and internal factors creating challenges for NCRPA. The case study will present NCRPA in the Structural, Human Resource, Political and Symbolic Frame identify solutions to the difficulties NCRPA still faces, and prospect how NCRPA can prepare for new challenges that it will meet in the next 3 to 5 years.

Part 1 - 75 Years of Service, Putting NCRPA into Context

"A mess can be described as both a troublesome situation and a group of people who eat together. The core challenge of leadership is to move an organization from the former to something more like the latter." (Bolman & Deal, 2013 p. 40) The following section highlights the physical setting of NCRPA, its organizational mission, objectives, and history of NCRPA, Organizational Leadership and Environment, past challenges, and major organizational changes that occurred in the last five years. NCRPA has had a statewide presence for 75 years in North Carolina, putting NCRPA's culture and history into context will be key to understanding NCRPA's current challenges, solutions, and long-term prognosis.

NCRPA Home Base: NCRPA's office is centrally located in Raleigh, NC. With advocacy, it is important for NCRPA to be based in North Carolina's Capital, Raleigh to allow for better engagement and monitoring of legislative activities. Additionally, Raleigh is a major metropolitan hub with access to Universities, Business and some of NCRPA's largest membership organizations, allowing for better engagement and

access to resources. Furthermore, the central location allows for easy travel across the state. NCRPA staff are provided with offices, computers, access to technology and standing desks.

NCRPA Organizational History: “In 1944, a meeting of pioneer recreators in our state formulated initial steps to establish an organization providing for professional fellowship and united planning in the advancement of the recreation movement. This organization, originally named the North Carolina Recreation Association, was incorporated by the state of North Carolina in April 1948. NCRPA established a nationwide image as one of the first and leading state recreation bodies, with its membership well represented in elected and appointed offices of national prominence.

Because of its strong and continuing participation in national recreation interests, the North Carolina Recreation Society in November 1966, amended its By-Laws for the second time (originally amended September 1959) to meet requirements of association with the new national organization. The National Recreation and Park Association formed by the merger of national recreation and national park organizations. This opportunity was utilized to change the name of our State organization to the North Carolina Recreation and Park Society (NCRPS), Incorporated. In 2004, NCRPS amended its bylaws to remove the term "Society" and add "Association."

In 2015 NCRPA went through significant changes to its board structure reducing the size from over 30 to 5. This has allowed the organization to act in a more agile and responsive matter. Former board and committee functions were aligned with staff and board positions to allow for consistent and high quality programs and services. As NC continues to change and grow, NCRPA strives to enhance the quality of park and recreation services throughout the state. Whether by providing ongoing training or helping to coordinate various promotions of the profession or legislative activities, NCRPA is committed to improving both the quality of life and the diversity of park, recreation and leisure services to our

citizens. Today, NCRPA has over 3,000 members and growing. The members of the NCRPA are obligated to meet this challenge and to provide leadership in promoting park, recreation and leisure services and facilities in our state.” (NCRPA, 2017c)

NCRPA Mission Statement: “North Carolina Recreation & Park Association (NCRPA) is the premier nonprofit education and advocacy organization dedicated to the advancement of the park, recreation and leisure professions in our state. NCRPA empowers park and recreation professionals and citizen board members through educational opportunities that enhance their ability to change lives and impact communities on a daily basis for the citizens of North Carolina.” (NCRPA, 2017a)

Organizational Objectives: To provide high-quality educational opportunities, professional development, networking, promotion and advocacy of recreation and parks in North Carolina for our membership, the community, and our partners.

- Promote the advancement of the profession.
- Promote best practices in the field of recreation and parks.
- Provide relevant and high quality training, professional development, and resources for our members.
- Advocate on behalf of our membership and the profession.
- Promote positive change within the recreation and park profession.
- Promote recreation and parks as a resource for health and wellness.
- Position parks and recreation to be partners and leaders in supporting community health and wellness initiatives.
- Plan, produce and implement a yearly conference that brings together like-minded professionals, service providers and companies that support the profession.

- Survey and gauge membership engagement to meet the needs of the profession.
- Publish a quarterly news magazine “Recre8 North Carolina”, a monthly e-news and member communications.
- Communicate relevant grant and funding opportunities to members.
- Recruit staff, volunteers and board members who have the skill sets and dedication to help the organization and the profession advance.
- Enhance the image and visibility of our members’ organizations and recreation and parks as a whole across the state of North Carolina.
- Be recognized as the premier nonprofit education and advocacy organization, dedicated to the advancement of the park, recreation and leisure professions in our state.

Membership: NCRPA is primarily a membership organization consisting of approximately 3,500 members. NCRPA’s Membership is trending upwards from approximately 2,000 in 2012 to over 3,000 in 2017 a trend that is expected to continue. NCRPA’s membership is at a record high of 3,422 as of 10/7/17 (NCRPA, 2017d). The majority of NCRPA members are Mid-level management with 15+ years in the profession. NCRPA’s members are not only interested in educational opportunities but also volunteer and networking events (NCRPA, 2016).

NCRPA’s membership of close to 3,500 consists of professionals who work primarily for municipal recreation and parks departments across our state. Of NCRPA’s 3,422 active members, 2,554 are employed by or are on volunteer boards with local government entities in NC. The remaining members are students, university faculty, and staff or commercial and professional members who work for state or private organizations (NCRPA, 2016d). NCRPA’s membership has traditionally been broken out into nine regions, with the majority of the regions hosting a network of leaders and volunteers who

are engaged with the association and its membership. Since NCRPA's board restructure in 2015, the region structure has remained in limbo as no new outline or plan has been created to engage this group.

A Professional NCRPA Member is a career professional by virtue of training and experience in the field of park and recreation services. A Professional Member is eligible upon retirement for the Retired Professional Membership. A Student Member is a student pursuing a degree in the field of parks and recreation and is not employed full time as a professional in the field. A Citizen Board Member is a person who is serving the recreation and park field on Commissions, Boards, Committees or other related interest groups. An Agency/Organization Member is an agency or organization providing services in the field of recreation, parks or a closely allied field. Commercial Members are businesses in the area of Leisure Services (NCRPA, 2007).

Organizational Leadership and Environment: NCRPA has a strong organizational culture, which is key to the success of a small organization. Because NCRPA is a membership organization, it has two distinct but aligning cultures and sets of values that help NCRPA remain a successful and relevant professional organization, in a time when professional organizations, association, and societies are struggling. The internal culture of the organization revolves around the core set of beliefs and values that the staff and leadership are committed to, they include an alignment with NCRPA's organizational statement, which states that NCRPA is "dedicated to the advancement of the park, recreation and leisure professions in our state. NCRPA empowers park and recreation professionals and citizen board members through educational opportunities that enhance their ability to change lives and impact communities on a daily basis for the citizens of North Carolina." (NCRPA, 2017c) This alignment can be seen in the organizational culture and values of NCRPA which emphasizes: customer service, dedication to the members and the work they do, advocacy for the profession and the sharing of knowledge. Additionally, NCRPA's culture is very people focused, which makes sense as a membership organization. This person focused and

team mentality is also seen in the dedication of NCRPA's small staff. Team members understand they often need to put in extra time and effort to get projects and events planned. Staff at all levels work to listen to and accommodate the needs of the membership. The office has a family like atmosphere and staff at all levels are invested in the personal and professional growth of their co-workers.

First Steps in Overcoming NCRPA's Homeostasis - 2015 Board Reorganization

While NCRPA Benefits from a long history of dedicated service to the recreation and park profession in North Carolina, NCRPA like many professional associations, has seen a significant decline in both membership and revenue since 2008. The continued decline in state and local government spending, budgets, and tax revenue has also affected local government training budgets, (IBISWorld, 2016) which directly affected NCRPA's membership numbers and investment in training offered by NCRPA. The support of professional associations has also changed, professionals are not automatically joining, and organizations themselves are demanding more value before investing dollars to pay for staff memberships. (Coever & Byers, 2011) The loss in membership is reflected in NCRPA's decreased program attendance from 2008-2014, which has turned around in 2015, 2016, and 2017. While the changes NCRPA made to its board (as highlighted above) have resulted in many positive changes for the organization, NCRPA still faces external factors affecting professional associations and internal organizational challenges that can be addressed through this study.

Over the last three years, the North Carolina Recreation and Park Association (NCRPA) has seen significant organizational changes. Much of this change came from board leadership and staff recognizing that the association had not followed the shift in how many successful professional organizations operate. Some of the organizational challenges mentioned in both Dr. Bocarro's lecture and in Reframing Organizations correlated with the challenges NCRPA was facing. The most prevalent problem was the organization's unwillingness to change, as Dr. Bocarro highlights in his lecture, the

organization was seeking homeostasis. (Bocarro, 2015) Except for minor updates to NCRPA's By-Laws in 2007, NCRPA had not seen significant changes to its programs, services, structure, or board in roughly 20 years. NCRPA's board consisted of over 35 members with an almost complete turnover each year. Additionally, in 2008's recession, NCRPA's board made a conscious decision not to cut any programs and services or raise membership or program costs, even though the organization had seen a significant loss in membership and revenue due to decreased spending in the governmental sector (IBSWorld, 2016). Similar to Bolman and Deal's example using Home Depot, the initial actions appeared correct until the long-term costs became apparent (Bolman & Deal, 2015). From NCRPA's perspective, the freezing of the price structure while maintaining programs and services provided a temporary solution. By the time 2013/2014 arrived, the idea of doing things the way they have always been done become status quo and the organization had put itself in a financial predicament by balancing its budget with reserve funds. As Bolman and Deal point out "the solution to yesterday's problems can often create future obstacles" (Bolman & Deal, 2015, p.30). Another challenge was NCRPA's large and somewhat transient board structure. The organization often faced ever-changing priorities and did not have the capacity to look at external factors.

A second challenge Bolman and Deal (2015) point out is that "organizations are complex. People whose behavior is notoriously hard to predict, populate them." (p.30) While Bolman and Deal relate this challenge to the "bewildering array of people" that large organizations have, for NCRPA, this challenge presented itself with its large board that saw an over 50% turn over from year to year. This, at times, created an ever-changing list of priorities that prevented NCRPA from working in an agile manner and reacting to external changes in the field that would/could affect the future of the organization. To get things on track, the board and leadership took action and changes were put in place to help combat the challenges NCRPA faced. In November 2014, an Ad Hoc Committee was charged with reviewing the current board structure. This committee's primary responsibility was to ascertain whether NCRPA was

organized to meet the changing needs of the profession and if not, recommend changes that would provide a board structure that would be agile and effective in meeting those needs. The committee met for four months, discussed many options and ultimately recommended significant changes to the board structure of NCRPA. (NCRPA, 2017b) NCRPA now operates with a board of 5, this smaller board has allowed for a more agile organization that has significantly changed its membership structure and program model to reflect the needs of its membership. While this change was not met without pushback, as some members were hesitant or doubtful it would make a difference; it was embraced by the majority of NCRPA's membership. Michael Kirschman (2015), in an interview with Dr. Kanters and Dr. Bocarro, stated it best "you don't manage change you embrace it."

NCRPA's changes over the last five years have led to instances where NCRPA had to shift cultures and subcultures to align with NCRPA's new business and membership models as well as its board structure. NCRPA needed to evolve to meet the needs of its current membership and take into account external factors that made the organization change how it did business. Some of NCRPA's more ingrained volunteer groups, with their own subcultures, also had to change, because these groups operated with relative anonymity, it at times created instances of animosity. These groups had operated for 10, 20, 30 and sometimes 40 years as their own subcultures within the larger frame of NCRPA; they did not always align and started in some cases to become dysfunctional. While shifting this culture was not easy, especially because it dealt with members and volunteers, it was necessary. Leaders worked with stakeholders to address why the status quo needed to change and how the organization had to adopt new ways of thinking to remain relevant and operational. When framed in a manner that explained the underlying reasons and consequences of not changing the current culture, most of the stakeholders supported and took on roles to support the implementation of the changes. Those who remained ingrained and did not see the necessity for change either chose not to participate or stepped

away from the organization, their roles were easily filled by new members engaged by the shift in culture.

While NCRPA has overcome the challenges highlighted above, it does still face some organizational challenges highlighted by Bolman and Deal. From a staff perspective, NCRPA is a small organization, but it still has facets that lead to homeostasis and make it complex, surprising, deceptive and ambiguous. Being a membership organization of over 3,000 working to serve members specific needs while looking at the big picture of staying true to our mission can lead to complexity and generate ambiguity amongst staff, the board, and members. The organization has become agiler, staff and board members often see their ideas and programs now come to life more quickly. However, the results may not always be what the staff or board are expecting, resulting in failure of a program to the surprise of leaders and membership. As NCRPA enters its third year of implementation of the new structure, there is still fine-tuning that needs to be done and challenges to overcome. The good thing is that overall as an organization; the association is growing at a record pace and expanding programs and services to better meet the needs of the profession.

Part 2: A Need for Further Study

While NCRPA Benefits from a long history of dedicated service to the recreation and park profession in North Carolina, NCRPA like many professional associations, NCRPA did see a significant decline in both membership and revenue from 2008-2014. Coever and Byers (2011) describe this partly due to an association model that was created more than 100 years ago. This model isn't nearly as effective as it once was, leading to challenges that associations are facing in growing, retaining and engaging members due to; decreased availability of time that members have to dedicate to association activities, increased value expectations, increased consolidation and specialization, increased generational differences, increased competition, shrinking revenue sources and rapid growth and adoption technology (p.5), From

NCRPA's perspective this in conjunction with the continued decline in state and local government spending, budgets and tax revenue, has also affected local government training budgets, (IBISWorld, 2016) and directly affected NCRPA's membership numbers and investment in training offered by NCRPA. The support of professional associations has also changed; professionals are not automatically joining, and organizations themselves are demanding more value before investing dollars to pay for staff memberships. (Coever & Byers, 2011) The loss in membership is reflected in NCRPA's decreased program attendance from 2008-2014, with a the new membership model, this has turned around in 2015, 2016 and 2017. NCRPA's organizational structure and culture are still rooted in foundations that were set 20 to 30 years ago. These assumptions do not account for economic growth or downturn as seen in the 2008 recession and a shift from baby boomers to gen-x and millennials as the primary population in the workforce. This brought changes in attitude towards work-life balance, telecommuting, advancements and technology, and attitudes towards professional engagement and development. While the changes NCRPA made to its board (as highlighted above) have resulted in many positive changes for the organization, NCRPA continues to face the same external factors affecting professional associations and internal organizational challenges that can be addressed through this study.

Challenge 1 - Homeostasis

Some changes, but still doing the same things- While NCRPA's board underwent significant change, the organization still faces the challenge of a culture and membership that is afraid of change. Because NCRPA had gone through a period of financial uncertainty, the organization is sometimes hyper focused on the bottom line and often hesitant to take risks or break the mold of years past, resulting in an organization that may be less dynamic and operates year to year. This creates a culture and cycle that repeats the same events and processes over and over without looking at ways to invest in the

organization's future or develop successful partnerships. In the end, this challenge revolves around the organization remaining in a state of **homeostasis**.

Challenge 2 - Lack of Defined Roles and Engagement

Member Support and Engagement- NCRPA is a small organization but still has facets that make its organization structure complex. NCRPA currently has over 3,000 members with diverse jobs and roles within their organization. As a membership organization, the staff work to address the specific needs of the board and members, which are at times divergent, while trying to maintain an eye on the big picture of staying true to our mission. This can lead to complexity and generate ambiguity around goals amongst staff, the board, and members. While a smaller board has allowed NCRPA to be more agile as an organization, the smaller board structure and diminished committees have also decreased the opportunity for members to be engaged on a more meaningful level. In addition, if a member/volunteer has to step down from their responsibility or has a bad experience, the staff has to find ways to accommodate for the lost support. NCRPA relies heavily on member and volunteer support to help execute educational programs, as well as member participation in educational programs to drive member engagement and revenue. Creating meaningful volunteer experiences and engaging membership is vital to NCRPA's success but can be challenging due to the **lack of defined roles and engagement**.

Internal and External Attributing Factors Expanded: Bolman and Deal (2013) state that evidence presented in the books by Collins and Porra, and Kotter and Heskett offer impressive longitudinal evidence that link culture to the bottom line. Bolman and Deal (2013) point out that organizational culture "can shape more cohesive and effective organizations - so long as the cultural patterns align with the challenges of the marketplace."(p.264) NCRPA is a perfect case study for this, while NCRPA always

had a strong organizational culture, aspects did not align with the current economic and business climate it operated in. The culture was one that was dated and made assumptions based on its member demographics from the 70s, 80s, and 90s and not the current workforce/membership. This culture that wanted to keep things how they always were without looking at internal and external cues that change was needed. The problem is a whole new set of individuals are entering the workforce and moving into leadership roles, in fact, millennials are now the largest, most diverse generation in the U.S.

Population, (The Council of Economic Advisers, 2014) creating a whole new set of priorities the association needs to address. NCRPA's staff is a great example of this; its staff consists of 3 Millennials, One Generation-X'er, and one Boomer, the staff is also diverse in their ethnicity, cultural affiliations, and educational backgrounds. While the workforce in our field (including NCRPA) has evolved and become more diverse, the culture of NCRPA's membership and those serving on the board and committees do not always reflect those facts. The downsizing of NCRPA's board and restructuring of sections, regions, and committees, has only compounded the challenges of ensuring all members are properly engaged and represented. The lack of representation is not by design, but due more to the lack of foresight. Not only did this mindset lead to many of the challenges NCRPA faced before its restructuring, but it is also the main component of current challenges the staff and board leadership will need to craft solutions for moving forward.

Economic Challenges: The 2008 recession had a significant effect on government spending. In an article for the Brookings Institute, Tracy Gordon (2012) describes how the 2008 downturn was particularly harsh on state and local governments. "More than in past economic downturns, state and local governments were a prominent casualty of the recent recession. States, in particular, saw their revenues plunge. Although state taxes have been rebounding, local property taxes have dipped, consistent with a two- to three-year lag between home prices and

property tax rolls. These reductions coincide with state cutbacks in local aid, further squeezing local budgets. Overall, state payrolls declined 2.6 percent (137,000 jobs) and local payrolls 3.3 percent (437,000 jobs) between August 2008 and September 2012“(Gordon, 2012). Examples include the significant cuts to Mecklenburg County Park and Recreation as just one of the casualties the parks and recreation field suffered. In addition to a loss in revenue and funding that resulted in job cuts, there is a decrease in spending on professional development as the decline in state and local government spending, budgets, and tax revenue also affected local government training budgets, (IBISWorld, 2016). As training and membership dues are NCRPA’s primary sources of revenue, the organization also suffered.

Stagnant Culture: As described above, many aspects of NCRPA’s culture remain stagnant, factions within the membership are hesitant when it comes to change. There is a fear that a region or workshop they have been part will no longer exist, or networking opportunities and facets of NCRPA that they cherish will be taken away. Coalitions formed within membership and change was delayed or averted out of fear of losing out. The challenge with this mindset it that it at times creates barriers for new members to get involved or have meaningful experiences. Younger less experienced professionals are too easily dismissed and not given an opportunity to participate.

Disconnects: There are a series of disconnects between NCRPA’s board and the challenges and needs of a non-profit organization. NCRPA’s membership and subsequently its board is made up primarily of professionals working at municipal recreation departments. Due to short terms on the board and committees, there is a disconnect in how nonprofits work vs. local government. There are assumptions about how budgets and funds are managed, lack of understanding that a

small non-profit with only three full-time staff does not have the resources like municipalities have such as finance, public information, human resource departments to support their efforts. Additionally, some members are unaware NCRPA is an independent non-profit organization and not part of state parks or a university. These assumptions can create confusion and conflict; board members may be focused less on governing the organization vs. day to day operations, members may have unreasonable expectations regarding NCRPA's capacity which can further ignite conflicts and challenges.

Evolving Workforce: “More than one-in-three American workers today are Millennials (adults ages 18 to 34 in 2015), and this year they surpassed Generation X to become the largest share of the American workforce, according to new Pew Research Center analysis of U.S. Census Bureau data.” (Fry, 2015) The workforce is changing, Millennials and Generation X are moving into senior management roles as the workforce evolves so do the interest and allegiance to professional associations. Additionally, generations in the workplace have their own conflicts which can spill over into board and membership interactions. A recent study by UNC's Kenan-Flagler Business School identified that: Baby Boomers see Millennials and Generation X as lacking discipline and focus. Generation X sees Baby Boomers as resistant to change, dogmatic in their thinking, sexist, defensive, and lacking in creativity. They also see Millennials as arrogant. Millennials see Generation X as having poor problem-solving skills and being slow to respond. They also see Baby Boomers as resistant to change, dogmatic in their thinking, sexist, defensive, and lacking in creativity. (Kelly, 2014, p.12) Perceptions that may create challenges at members' places of work may also create conflict within the membership of NCRPA. Each specific group may have preconceived notions about the other or a completely different set of goals and expectations.

Changing Priorities: As Millennials start to make up the majority of the workforce, priorities are changing. A recent study featured in Forbes on millennials found the following: 64% of millennials say it is a priority for them to make the world a better place. 88% prefer a collaborative work-culture rather than a competitive one. 74% want flexible work schedules. Moreover, 88% want “work-life integration,” which isn't the same as work-life balance, since work and life now blend together inextricably. The piece concludes that millennials are looking strategically at opportunities to invest in a place where they can make a difference, preferably a place that itself makes a difference (Asghar, 2014). The largest group of professionals now in the workforce are seeking value for their investment, they want to see how their affiliation benefits both them and their community. Cover and Byers (2011) identify this as one of the most significant challenges associations are facing today regardless of who their membership is, professionals are no longer automatically joining professional associations and societies, and when membership is paid by the organizations themselves they are demanding more value before investing dollars to pay for staff memberships (Coever & Byers, 2011).

Use Technology and Millennial Engagement: Technology is affecting how professionals connect, network and learn. In his article in Entrepreneur, John Rampton (2015) sums it up best; “when it comes to their careers, millennials use social media platforms to their benefit. Whether it is connecting with colleagues, job hunting or seeking advice, social media platforms seem to have replaced the old-fashion professional organization.” Going further in analyzing the study by Rampton suggests that one-quarter of respondents to Buzz Marketing Groups “Professional Organizations Study 2015,” survey referred to professional organizations as “old school.” Additionally, respondents who were under the age of 40 have been leaving older groups in

record numbers for the following reasons: They do not see value in the group. Participation was too expensive. The group was not a community comprised of their peers. They felt that groups lacked technology. They thought the group lacked proper curation (Rampton, 2015). This is relevant because many of the services once offered by professional associations are being disrupted by social networks like LinkedIn and Facebook, job boards like Indeed, learning sites like uDemy, edX and Instructables, and even colleges and universities who are now offering online degrees and certificates and adding to the competition. These factors are making “old school” associations increasingly irrelevant. Rampton’s article concludes that “A majority of millennials (67 percent) stated they would “prefer to join an organization founded by peers of a similar age, millennial-focused groups resonate with young professionals because they are innovative, tech-savvy and useful” (Rampton, 2015).

Part 3 - NCRPA Through Bolman and Deal's Four Frames

The following sections dive deeper into the organizational analysis of NCRPA and the internal and external factors attributing to the challenges the organization faces through the structural frame.

NCRPA Through the Structural Frame

“Two issues are central to structural design: how to allocate work (differentiation) and how to coordinate diverse efforts after parceling out responsibilities (integration). It is important to settle issues concerning who does what, when the “what” gets done, and how individual efforts mesh to ensure harmony” (Bolman & Deal, 2013, p. 49). While NCRPA has a fairly simple structure and a small team, there are still complexities and challenges that can occur, to better understand the challenges NCRPA has ahead of it it will be important to highlight NCRPA’s structural frame and its inherent challenges Bolman and Deal (2013).

NCRPA Staff and Board: NCRPA's administrative staff consists of the Executive Director, Program and Marketing Manager, Executive Secretary, a Fellow and a Graduate Assistant. The Fellow is a one-year grant funded position, with an option for the individual working as the Fellow to apply to serve a second year. The Graduate assistant is also a grant-funded position in partnership with North Carolina State University's Parks, Recreation, and Tourism Management Graduate program. NCRPA is fortunate to have a diverse staff with a variety of skills and backgrounds that complement each other and support the overall success of the organization.

The organization's Board of Directors consists of a President, President-Elect, Past President, At-Large- Professional Development, and At-Large- Finance. The President position serves for three years starting as President-Elect year one, President year two, and Past President year three. The at-large members each serve for two years. Two members roll on and off the board each year. NCRPA is also supported by a variety of standing and ad-hoc volunteer committees. In 2015, NCRPA's board voted to decrease its size from 35 to 5. The former election process was eliminated, and board members are now selected through a nominations process. Also, the board re-aligned committee's function and created a system of board and staff led committees. (NCRPA, 2017b) The procedures, regions, nominations, and advocacy committee are all now board led committees with respective board members and the executive director serving as liaisons. The Professional Development and At-Large Committee are also board led committees with respective board members and the program and marketing manager serving as liaisons. The remaining committees are staff led, with the executive director facilitating the Citations, Awards and Finance, and the Program and Marketing Manager with support of the Fellow facilitating the Marketing, Membership, Young Professional, ADW, SWAC, Conference and Ad-Hoc committees as needed. NCRPA's regions currently are in Limbo, 2015 saw away with a formal regional structure that included official maned positions.

Organizational Communication and Coordination: NCRPA's rules and policies are set by the Board of Directors and are stated in NCRPA's By-Laws and Manual of Procedures; these are updated when needed with input from staff leadership. NCRPA's overarching organizational goals are often set yearly at NCRPA's board retreat. The NCPRA board, Executive Director, and Program & Marketing Manager meet for two days to review the accomplishments of the previous year, build upon goals and set both staff and board directives for the upcoming year. Status of these directives and goals are reviewed at each board meeting and updated as needed. The Executive Director and Program and Marketing Manager communicate goals and tasks to Junior and support staff. The Executive Director is evaluated by Board of Directors, the Program & Marketing Manager and Executive Secretary are evaluated by the Executive Director, and all other staff are evaluated by the Program and Marketing Manager. Performance is evaluated on a variety of factors: the ability to complete projects and tasks in a timely manner, customer service and member engagement.

Because NCRPA is a small organization and the majority of the work is project based, effective coordination is key to NCRPA's success. The Executive Director and Program & Marketing Manager often work in coordinating roles, helping to manage the interactions with the board, committees, staff, and volunteers to support revenue driven functions, member engagement, programs, and projects. Additionally, NCRPA utilizes effective meeting strategies and technology to support lateral coordination, the board meets bi-monthly, the Executive director has standing meetings with the Program and Marketing Manager and Executive Secretary, and the Program and Marketing manager holds weekly team meetings with the Fellow, Graduate Assistant, and Interns. NCRPA staff utilizes project management tools and communication tools such as Slack, Trello, Google Suite, and Viewpath to further support lateral communication.

From a membership perspective; standing committees, networks and ad-hoc committees set up meeting schedules to help facilitate conversation and planning. Committees work with respective staff liaisons to facilitate these meetings throughout the state or by utilizing technology. Depending on whether the committee is a function of the board or is staff led, accomplishments and initiatives are communicated to the board by respective assigned representatives.

Structural Configuration: NCRPA's board and organization are so small that NCRPA's structural configuration often resembles a combination of Mintzberg's Simple Structure and Adhocracy as described by Bolman and Deal (2013). NCRPA as an association deals in an environment where the work is very entrepreneurial, while this allows for innovative programs and partnerships, this can also at times hinder the planning process. Looking at the description of Mintzberg's models in Reframing organizations, there are many parallels. For example, since NCRPA has only three full-time permanent staff, a fellow and graduate assistant, leadership's involvement in day to day operations can result in the neglect of long-range strategic issues (Bolman & Deal, 2015). Additionally, the loose, flexible nature of the Adhocracy structure also can affect planning; the organization is often setting goals for the short term, getting new goals and directives with each board that doesn't always align. While the goals are set with the best intentions, they can be at times short sided, seeking more immediate results and not long-term solutions.

Organizational Structure - Strategic Planning: NCRPA last completed a strategic plan early in 2012. While in theory, the plan made sense, in reality, multiple factors, "kept the plan on the shelf" or in our case sitting as a file on a computer. This was partially due to the disconnect that occurred because the staff and team who should have ultimately implemented the plan, were not involved in the planning process. In most instances, due to NCRPA's small staff size, the entirety of the staff is often involved in

the planning process. The challenge for NCRPA is more an issue of capacity to implement because the NCRPA has new board leadership each year and once a plan is adopted, the architects of the plan are either off or about to roll of the NCRPA board. Regarding the 2012 strategic plan, the organization saw significant staffing changes with the retirement of the executive director, the program manager becoming the executive director and the hiring of a new program manager. While in a larger organization, it may have been possible for the plan to remain viable, but in this case, the former board president who spearheaded was no longer in the role and there had also been major staff changes; therefore the plan did not see follow through. When the plan was eventually “found,” a new planning process was already underway, this time with outside consultants.

NCRPA through the Human Resource Frame

“Organizations need people, and people need organizations, but their prospective needs are not always aligned. When the fit between people and organization is poor, one or both suffer; individuals may feel neglected or oppressed, and organizations sputter because individuals withdraw their efforts or even work against their organizational purpose. Conversely, a good fit benefits both; individuals find meaningful and satisfying work, and organizations get the talent and energy they need to succeed” (Bolman & Deal, 2013, p.135). From a staff perspective, NCRPA has done an excellent job of getting dedicated and talented professionals in the positions that engage their interest and complement their skills sets. NCRPA benefits from a diverse staff with a wide range of backgrounds, skill sets, education, age, and cultures. While NCPRA has a diverse and talented staff, it lacks the size and resources to create opportunities for internal growth, promotion and financial investment into staff development. Additionally, capacity issues are a constant challenge for NCRPA. NCRPA struggles to engage its larger

membership and find meaningful ways to get its members involved and engaged. Additionally, the lack of volunteer positions has put more responsibility on the staff, which creates potential capacity issues.

Staff Assets: Looking at the Human Resources Frame from NCRPA's perspective, the organization is limited in how it can recruit, hire and train staff to deliver services. This is because NCRPA has only three full-time permanent staff, a Fellow position (which is a one-year grant funded contract), a graduate assistant who works in our office 20 hours a week, and interns during the summer. Because NCRPA is smaller, hiring and recruiting staff is not a factor, the last full-time employee was hired in 2012. In 2016, NCRPA created and implemented a strategic hiring process for a grant-funded Fellow position. Due to the nature of NCRPA's work and because this position was going to be project-based, the Fellow needed to be a detail-oriented independent worker. A job description was created that specifically highlighted a need for specific skills and questions were developed that would evaluate and identify candidates best suited to excel in the position (getting the right person on board). Additionally, since NCRPA has only had three permanent staff, opportunities to move upwards in the organization are close to non-existent.

Where NCRPA does excel is in its ability to motivate, engage and provide professional development and growth opportunities for staff. Bolman and Deal (2013) state that "progressive organizations give power to their employees as well as invests in their development,"(p.147) and I think this is a place where NCRPA excels. Both the Executive Director and Program and Marketing Manager promote an atmosphere that reflects Bolman and Deal's (2013) strategies to empower employees. Team members are encouraged to be innovative, independent and entrepreneurial in their thinking and problem-solving. Because NCRPA's team works across multiple projects, NCRPA has an organizational philosophy that gives all team members opportunities to take the lead on various projects. All staff, interns, and volunteers are treated as equally important parts of the team, with the ability to contribute ideas to assigned projects and bigger picture items. Team members are often encouraged to find

innovative ways to re-think how things are done and find ways to re-design work. This is also made possible by the organization's willingness to be an early adopter when it comes to using technology, which often leads to better project management and helps to speed up or decrease menial tasks, allowing staff to engage membership and develop new programs.

NCRPA does, however, operate on an extremely lean budget and has a small staff, so opportunities for vertical movement within the organization along with raises or bonuses are minimal to non-existent. While NCRPA cannot provide financial incentives, the organization invests heavily in providing training and professional development opportunities for staff both inside and outside the organization. These opportunities include the ability to attend any NCRPA hosted workshop, NRPA Conference, and other industry training events. Bolman and Deal (2013, p.142) also highlight the strategies to “Keep Employees” and “Reward Well,” this is a place where NCRPA can potentially add some more value to help retain and recruit quality staff. Even though NCRPA is a small organization, creating an avenue for employees to develop in their positions and roles through vertical growth, even if corresponding monetary raises are left out, should help with staff retention, since they now have an avenue to “move up” in the organization.

Board Assets: NCRPA also changed its strategy with how it identified and recruited its board. In the past the 30+ board members were self and peer-nominated and voted on by the general membership, while this gave the membership a direct say in who would lead the organization, it did not always result in board members who fit the needed roles or were engaged in moving NCRPA forward. Under NCRPA's new structure, the five board members are self or peer nominated and required to fill out an application and submit a resume. The nominees are then vetted and interviewed by the nominations committee, and a slate of new officers is presented to the board to be accepted or sent back to be re-evaluated. This process allows for the board to strategically recruit members with skills needed to lead the organization

and fill at-large board roles that focus on specific areas such as finance, member engagement, strategic planning and revenue development.

Member Assets: While the strategic recruitment of board members has been successful, there has been a shortage of members interested in or applying to sit on various committees, in addition regions are in limbo, leaving either members who should be engaged without a way to get involved or committee and volunteer positions that need to be filled, empty. While NCRPA has seen a surge in membership and program participation, members getting involved in committees and other volunteers' roles has seen a significant decline.

Engaging Membership: With a major shift in organizational structure, NCRPA has done a fair job of seeking input from the membership. The challenge again is the capacity to seek and manage input, NCRPA's membership consists of approximately 3,500 members with diverse jobs and roles within their organizations. The staff and board work to address the specific needs of the members, which are at times divergent, while trying to maintain an eye on the big picture of staying true to the mission. While the organization is transparent and is willing to take the input of any member who cares to share it, avenues for input are not always clear. Recently, the use of surveys, suggestion boxes, focus groups and open forums have helped to better engage membership. These include an annual program survey of the membership that seeks input on the training and professional development needs of the profession, as well as the satisfaction in the current offerings, which is a key component to our mission. Internally the organization, because of its size, involves all staff in most of the planning process with major decisions being made by the board in conjunction with the executive and program director. The Board also often involves staff in any initial planning, policy or governing decisions the board may be making, by seeking

input and suggestions, however final directives are not always clearly communicated.

NCRPA through the Political Frame

“Organizations are coalitions composed of individuals and groups with enduring differences who live in a world of scarce resources. That puts power and conflict at the center of organizational decision making” (Bolman & Deal, 2013 p.204). NCRPA, like the Parks and Recreation professionals and departments it serves, is made up of a diverse group of stakeholders, often with different perspectives and agendas. The sometimes divergent vision and goals of the stakeholders can lead to complexity and generate ambiguity or even conflict amongst staff, the board, and members.

Multiple Stakeholders: NCRPA has three distinct sets of stakeholders who “have a position of power” in one way or another, each vies with many other contenders for other forms of leverage (Bolman & Deal, 2013, p.197). NCRPA’s management staff, board, and membership all come from different positions of power from a political sense. Staff are the constants with the organizations; they have the knowledge, expertise, and relationships needed for the organization to thrive. The board, although temporary in their positions are elected to govern the organization, their directives can have significant effects, both positive and negative on the staff and association. The members sustain the organization, their investment and participation are paramount to NCRPA’s success. Each of these stakeholders often has diverging agendas. However, NCRPA succeeds in this climate because it has created an atmosphere of transparency and mutuality, and leadership works to find ways to negotiate and keep the various stakeholders engaged. When NCRPA’s Executive leadership changed in 2012, the new Executive Director(ED) was quick to create an “Agenda for Change,” the ED worked to create an agenda that conveyed direction, but also addressed the concerns of major stakeholders. (Bolman & Deal, 2013 p.223) The ability of the ED and her team to leverage the skills of various board members and their

interests was paramount to engaging the board in pursuing the changes to NCRPA's structure and business model in 2014-2015. While at the highest level of the organization, NCRPA has had success from a political framing perspective. There remain multiple points of disconnect and conflict amongst different factions of the membership. Young professionals, students, and educators feel unheard and underserved, regions are looking for direction, specific sectors of the profession are vying for resources and support, and in some instances, factions are questioning or openly opposing the changes made in 2015. NCRPA's staff and leadership will need to continue to map the political terrain, create a network of support and negotiate with all members regardless of their current alliance to help NCRPA stay viable. (Bolman & Deal, 2013 p.223)

NCRPA Through the Symbolic Frame

“Overtime, an organization develops distinctive beliefs, values and customs. Managers who understand the significance of symbols and know how to evoke spirit and soul can shape more cohesive and effective organizations - so long as the cultural patterns align with the challenges of the marketplace”(Bolman & Deal, 2013 p.264). NCRPA has benefited from a membership culture that is based on themes of volunteerism, giving back to the profession, peer support and mentoring. This is seen by the large numbers of members who lend their professional expertise and volunteer outside their regular work duties to serve in various capacities to support the organization. Bolman and Deal (2013) describe that becoming a member or joining a team involves a rational decision. “It is a mutual choice marked by some form of ritual” (Bolman & Deal, 2013. p.274). In NCRPA's case it is when members, even if they passively are part of the organization, sign up to become members, opting to interact and be part of the greater NCRPA network.

NCRPA as the “Parks and Recreation Family”: NCRPA’s leadership and members often refer to the overall members of the organization as the “Parks and Recreation Family.” This revolves around that idea that NCRPA members and those working in the field are not only employees of their organization, but are part of a larger group that is dedicated to the field and helping build better communities.

Conferences and Events: While NCRPA’s conferences, workshops, and events are part of the organization's business model, there are inherent aspects of each of these events that go along with Bolman and Deal's theories of ritual and ceremony. Building on the idea of “Parks and Recreation Family,” NCRPA utilizes a variety of events to bring members together to celebrate the work of the association and their work in the field. While members attend conferences and workshops for professional development, they also attend to be part of the ceremonies and rituals that are intertwined in the organizational culture. At Conference, NCRPA swears in its new board and officers each year, along with hosting an annual awards ceremony celebrating the accomplishments of members, retired members and past board presidents sit at dedicated tables and are recognized, a year in review video is played highlighting the programs and gatherings of professionals from the past year. Smaller events and workshops also have aligned events such as awards and social opportunities that help drive these themes.

Part 4 - Further Study

Looking at the challenges described in section 2, and the analysis of NRPA according to Bolman and Deal's four frames in section 3, section 4 will further analyze the challenges and their relation to the four frames and propose strategies and solutions to overcome them. The challenges of homeostasis and lack of defined roles and engagement can contribute to each other and may share solutions and strategies

that resolve both. These challenges are the result of a lack of planning and poor alignment with the organization's environment, structural, political and human resource challenges also attribute the challenges described.

Challenge 1 - Homeostasis

Past challenges and a tight budget have left NCRPA in a state of Homeostasis, this fear of change has resulted in the following challenges.

- Hyper-focused on bottom line.
- Hesitant to take any new risks.
- Operates year to year, = less dynamic.
- Not looking for ways to invest in the future.

Framing the challenge: The majority of NCRPA's challenges related to its homeostasis can be attributed to the organizational culture and challenges highlighted primarily through the structural frame and human resource. First, NCRPA has not completed a strategic plan since 2012, and that plan was never implemented. In addition, no policy or process exists to investigate or implement a growth strategy. While over the past three years, NCRPA has continued to significantly exceed its budgeted revenue projections, upwards of 35% of projected net revenue, the excess income is folded back into the general budget and moved to restricted funds. Compounding these challenges is a disconnect between NCRPA's board and understating the difference between local government operating budgets and non-profit budgets. There is an underlying fear amongst the staff and board leadership to step outside the box and look for new avenues of growth; no one wants to take the risk of putting NCRPA back into a precarious situation. The format of major events and programs generally remains the same, and the organization is hesitant to seek out new sources of revenue or partnerships.

Framing the Solutions: While NCRPA's challenges of Homeostasis are primarily rooted in the Structural and Human Resource Frames, solutions can be found by looking at theories and strategies in all four of the frames highlighted by Bolman and Deal.

- Create an ad-hoc committee to develop a long term strategic plan for the organization.
- Develop a strategic plan that will incorporate the mission and vision of NCRPA but also establish a framework for long-term growth, capacity building and revenue development.
- Create a process to determine revenue and growth objectives for the organization, Utilize ad-hoc committees and coordinating roles to develop opportunities for the organization to expand.
- Initiate re-investment that encourages innovation and creativity from staff and executive team.
- Develop a re-invest policy that determines a maximum reinvestment back into the organizational reserve fund and create a policy that uses excess funds beyond the set amount to invest in new programs, staff and back into the profession through scholarships and grants.
- Create opportunities for staff to invest in new programs and increase revenue.
- Create a clear process to communicate and approve opportunities and ideas between staff and executive team, create a revenue/partnership model that allows the organization to enter into partnership and apply for and receive grants up to a predetermined monetary amount without board approval.
- Empower key members to be advocates for changes and initiatives, build this group into a grassroots coalition to grow NCRPA's membership and support.
- Realign a staff position to include a focus development and strategic partnerships.
- Create a bonus schedule for staff based on revenue goals and fundraising objectives.
- Expand upon the board retreat to include an on-boarding process, job descriptions, duties and training with a non-profit facilitator.

- Create a digital “Who/What is NCRPA series.”

Implications: While these strategies should promote innovation and growth, they will also change expectations of staff and the board, which in the case of another economic downturn could present challenges where new programs, initiatives, or even staff may need to be eliminated. These changes may also result in a change in staff roles and responsibilities.

Challenge 2 - Lack of Defined Roles and Capacity

Although NCRPA is small from a staff perspective, the organization has over 3,000 members with diverse jobs and roles within their organizations. A lack of defined roles and meaningful volunteer experiences, along with capacity issues has resulted in the following challenges::

- Divergent agendas around organizational goals.
- Lack of meaningful volunteer opportunities.
- Need for better member engagement.
- Lack of capacity and defined roles.
- Lack of proper representation of generation in the workforce.

Framing the challenge: A lot of NCRPA’s challenges related to the lack of Defined Roles and engagement can be related to the organizational culture and challenges highlighted in the structural frame. Beyond NCRPA’s board of directors, committee and volunteer roles and responsibilities are not clearly defined. Board Goals are not clearly communicated down to staff, committee or volunteer. NCRPA’s Regions currently have no defined structure or purpose. There are no longer sections, which used to be board positions that brought together various interested groups (Athletics, Aquatics, TR, Admin, Park Services, Education) within the membership to represent their interests. The board and committee members are

often in senior level positions within their organization, lacking participation and input from the student and young professionals. The current board also consists of only boomers and Gen-Xers. The board representation consists of only one minority, and a gender breakdown of three males, two females. The incoming board in 2018 will consist of only boomers and gen-Xers with no minority representation, and a gender breakdown of four males, one female. While board representation has never presented a problem in the past, as the field of parks and recreation and NCRPA continue to grow and become more diverse, the lack of a diversity philosophy or policy, inclusion of students and young professionals in leadership positions and the overall lack of defined roles and capacity of the organization need to be addressed.

Framing the Solutions: While NCRPA's challenges of lack of Defined Roles and Engagement is primarily rooted in the structural and Human Resource frames, like the organization's challenges with homeostasis, the solutions can be found by looking at theories and strategies in all four of the frames highlighted by Bolman and Deal.

- Institute yearly member surveys and focus groups.
- Create a structure that aligns NCRPA's committees and geographic regions with the current needs of the organization and profession.
- Create defined roles for leadership and volunteers based on survey feedback. This will fill gaps created in the restructure.
- Build upon the success of the YPN Network and develop networks to support specific areas of focus within the membership.
- Engage Student members by holding student summits in partnership with member universities.
- Increase NCRPA's board from five to seven, dedicate one of the additional spots to a student representative and/or young professional.

- Develop a consistent framework for committees, including roles, number of members, how they are selected or recruited, goal setting and reporting process.
- Create opportunities for committees to operate independently, but within a framework that acknowledges external factors that NCRPA faces.
- Engage members to learn how they see themselves being involved in a professional association.
- Develop a diversity philosophy. “Be explicit and consistent about the organization's diversity philosophy. “ (Bolman & Deal, 2013 p. 140)
- Build upon the success of NCRPA’s annual conference and awards, to offer more opportunities to celebrate the parks and recreation profession and NCRPA’s members.
- Highlight and recognize outstanding members and volunteers on a weekly or monthly basis.
- Reinvest in the profession through; Grants, Scholarships, Research, Advocacy.

Implications: While these solutions should increase engagement and participation, they can also create further rifts with the collations within the NCRPA’s membership who have been hesitant to change or unwilling to see the value in embracing change. Staff may also see their roles change, as more members are engaged and involved they may need to reposition into roles that require more enabling and coordinating of committees and volunteers.

Part 5 - Prospecting the Future

The current socio-economic climate is quite interesting in how it may affect NCRPA. If we revisited Coever and Byers (2011) challenges of an outdated association model combined with the decreased availability of time that members have to dedicate to association activities, increased value expectations, increased consolidation, and specialization, increased generational differences, increased

competition, shrinking revenue sources and rapid growth and adoption technology,(p.5) NCRPA will need to continue to adapt to meet the needs of its membership. While these challenges are currently affecting how NCRPA and associations do business, they will only become more relevant as Boomers retire and Gen-X and Millennials fill vacant leadership roles, members become more focused on the organization mission and identity vs. the services offered, technology advances, and revenue sources evolve.

Relevance to rising leadership: NCRPA will need to continue to work to gain and keep the attention of its youngest members. With 10,000 Baby Boomers projected to reach retirement age each day through 2020, and Millennials comprising 46 percent of the U.S. workforce by 2020, NCRPA will have to shift its focus on meeting the needs of its Millennial and Gen-X members(Kelly, 2014, p. 8). Being that, Millennials have ranked “Technology Use” as the top reason for making their generation unique according to a report released by Nielsen. Millennials rely on technology to make their lives easier, both professionally and personally. (Rampton, 2015) NCRPA will have to continue to find ways to innovatively engage their members through innovative technology.

Evolving NCRPA’s identity: As a membership association, NCRPA’s primary identity has been around its member services and signature events. While these aspects of NCRPA’s work will still be relevant, NCRPA may want to pivot to be more mission focused. Taking into account the continuing influences of millennials on our field, highlighting the impact of NCRPA’s work will be key to building collations of members, stakeholders, and advocates. Looking back to the Forbes study “64% of millennials say it’s a priority for them to make the world a better place.”(Asghar, 2014) Finding ways to build upon the inherent need to do good and make an impact should be a priority for NCRPA. NCRPA is already making strides to position itself as a leader to help promote Parks and Recreation as a partner and source drive

of health and wellness in communities across North Carolina. Finding ways to build upon NCRPA's wellness initiative and reframe its mission statement to include elements of health and wellness and the impact of parks and recreation, can help reposition NCRPA as a change maker. This repositioning will allow the organization to get better buy-in from millennials and potentially open up more opportunities for strategic partnerships and grant funding. Looking at ways NCRPA can create a foundation arm, or build upon its grassroots outreach may also be beneficial to this strategy.

Development: With shifts and alterations to NCRPA's mission and identity, it may be time to focus on fundraising and alternative revenue sources. Positioning NCRPA as a bridge builder for funders and initiatives throughout the state can help NCRPA build capacity, as well as increase its value offered to member organizations. Additionally, NCRPA will want to focus on potential grant opportunities to help fund new initiatives.

Embracing Technology: NCRPA will need to continue to embrace technology. A 2014 Gallup Poll showed that texting, using a cell phone and sending and reading email messages are the most frequently used forms of nonpersonal communication for adult Americans and that texting was the most used form of communication for Americans under 50. (Newport, 2014). Additionally, Business Insider points out that "Nearly 70% of US adults use at least one social media site, according to Pew Research Center, up from 60% in 2013 and 50% in 2010" (Gallagher, 2017). Utilizing technology and new media to communicate with membership on their terms will be key to engaging membership and keeping NCRPA relevant. Technology can also help NCRPA's capacity issue by helping NCRPA to streamline menial tasks and focus on relationship building, a cornerstone to a successful association.

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Appendix



