The Formation and Operationalization of Charter(s) for the LYTE Foundation, Inc. (Living Your Truth Empowered), Through the Creation of Policies, Roles, and Responsibilities of Charter Leaders, Identification of Resources, and Identification of Community Needs

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2024
Approval of Dissertation Committee

This dissertation has been duly read, reviewed, and critiqued by the Committee listed below, which hereby approves the manuscript of Charles Tran as fulfilling the scope and quality requirements for meriting the degree of Doctor of Public Health with a concentration in Leadership and Management.

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Abstract

The Formation and Operationalization of Charter(s) for the LYTE Foundation, Inc. (Living Your Truth Empowered), through the Creation of Policies, Roles, and Responsibilities of Charter Leaders, Identification of Resources, and Identification of Community Needs

By

Charles Tran

Claremont Graduate University: 2024

This study aimed to develop policies and procedures needed for the operationalization of LYTE's charters. Employing a dual-methodology approach in document review and qualitative study, the study addressed two main objectives. The first is through document review and analysis of successful charters and nonprofit organizations in the US. With the insights gained from document analysis, drafts of policies required for LYTE’s charters operationalization were developed. The second is through interviews with organizational leaders and stakeholders such as breast cancer survivors and advocates. This provided perspectives and thematic insights crucial for tailoring policies specific to LYTE’s charters. The resulting deliverables include charter bylaws, governance policies, affiliation agreements, and MOUs, whilst integrating best practices and stakeholder perspectives. These policies align with LYTE's mission of delivering community-based care for breast cancer survivors, facilitating the implementation of NBHWC-certified coaching programs. By incorporating diverse insights from multiple sources, this study represents a significant advancement in achieving LYTE's mission through effective charter operationalization.
Acknowledgment

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I. INTRODUCTION AND BACKGROUND

Breast Cancer Survivorship and Need for Community-Based and Locally-Tailored Care

Oftentimes, breast cancer survivors’ needs are neglected and forgotten once their arduous journey with cancer treatment has ended. Breast cancer survivors deserve continued care and support post-recovery. The need for community-based and locally-tailored care is essential in improving the lives of breast cancer survivors. Supportive care, including psychosocial and palliative care and cancer rehabilitation, can improve pain, functioning, and overall quality of life throughout every stage of survivorship (Thomson et al., 2021). This can be achieved by establishing charters through The Living Your Truth Empowered (LYTE) Foundation, Inc.

The overall relative survival rates for women diagnosed with breast cancer are 91% at 5 years after diagnosis, 84% at 10 years after diagnosis, and 80% at 15 years after diagnosis (American Cancer Society, 2022). Relative survival rates are an estimate of the percentage of patients who survive for a given time period following cancer diagnosis, after accounting for death from all causes based on the experience of people of the same age who have not been diagnosed with cancer (American Cancer Society, 2022).

Breast cancer survivors are often discharged with Survivorship Care Plans (SCP). Survivorship care plans are not standardized across institutions, and the effectiveness of various components of plans have not been evaluated in many studies (Greenlee et al., 2016). Along with this issue, SCPs have been widely implemented by multiple organizations, yet data evaluating the efficacy of this intervention on patient outcomes are limited and have shown inconsistent results (Greenlee et al., 2016). If the SCP is examined by the breast cancer survivor with their health care provider, it is often done once with short duration and little detail to its contents. In conjunction with SCPs,
organizations such as The American Institute for Cancer Research and The National Comprehensive Cancer Network produce health behavior guidelines for breast cancer survivors to lead healthy lifestyles. Even with SCPs and official guidelines as resources, some breast cancer survivors do not adhere to them. Through LYTE Foundation, Inc., community-based and locally-tailored care can be delivered to breast cancer survivors, leading them toward empowerment, healthier lifestyles, and increased well-being.

The need for community-based and locally-tailored care is essential for breast cancer survivors. The harsh reality is that disparities in breast cancer care persist beyond treatment and these disparities remain unanswered, especially for those who are socioeconomically and racially marginalized. Women from disadvantaged backgrounds face numerous barriers to accessing survivorship care and support services. Resources are either devoid with a significant lack of culturally-tailored programs attributed to cultural and linguistic barriers that prevent some survivors from accessing appropriate care. Offering free community-based, locally- and culturally-tailored coaching and resource identification services to breast cancer survivors immediately following completion of treatment, would address this lack of access to care and work towards providing a comprehensive support system to those in need, regardless of location, language, or socioeconomic status.

Locally-tailored charters that are reflective of the community it resides in can prove to be beneficial in supportive care for breast cancer survivors. The concerns and needs that exist among breast cancer survivors are unique to each individual and community. Being cognizant and culturally sensitive to each individual from their different racial/ethnic backgrounds along with the community that they are from is fundamental to the establishment and operationalization of
community-based, locally-tailored care charters and fundamental to effectively addressing the needs of the diverse and growing breast cancer community. The LYTE Foundation, Inc. aims to fill the gap of unmet needs of breast cancer survivors for each respective community through the establishment of locally-tailored charters.

The mission of LYTE is to address the needs of a growing and diverse community of breast cancer and metastatic breast cancer survivors by establishing community-based and locally-tailored charters through cutting-edge research, strategically-placed charters, locally-tailored programming, and expertly-trained wellness coaches. LYTE will offer free-of-charge National Board for Health and Wellness Coaching (NBHWC)-approved credential training to breast cancer advocates and community members, who will then establish LYTE charters in their local communities. Based on a formal needs assessment, these charters will provide free-of-charge health-coaching, programming, and resource identification services to breast cancer survivors in their local community.

**Scope of Study:** The scope of this study focused on breast cancer survivors and the creation of policies and procedures needed for LYTE’s charters to operate. I sought to develop policies and procedures for LYTE’s charter operationalization through document review and analysis of existing or past successful charters and nonprofits in the US. In addition, qualitative research was conducted utilizing input from previous charter developers, past and present organizational leaders, and selected community stakeholders such as breast cancer survivors or advocates via interviews. In doing so, themes, strategies, and successes or failures experienced in the organization were identified. By identifying themes, strategies, and success or failures via input
from participants, these key elements were incorporated into the policies and procedures developed for LYTE’s charters’ operationalization.

**Significance:** The breast cancer and metastatic breast cancer community is growing and diverse. Because of advances in treatment and survival rates increasing in the breast cancer community, many survivors are asking “Now What?” after treatment. Breast cancer imposes many obstacles on the overall well-being of the individual including physical, financial, psychological, and many more. To answer the “Now What?” question, I developed policies and procedures needed for LYTE’s charters operationalization. With the development of policies and procedures, LYTE will be able to execute and fulfill its mission of providing community-based and locally-tailored care for the unique and diverse breast cancer survivor community. The charters enable certified coaches who have completed the NBHWC training to deliver community-based, locally-tailored care. This will allow LYTE to offer a holistic, community-based, and locally-tailored approach to care.

**Goal of the Research:** To develop policies and procedures needed for LYTE’s charters operationalization.

This project aimed to develop the policies needed for the formation and operationalization of charters through LYTE. LYTE’s NBHWC Certification Program launched in February 2024. The launching of the charter pilot will be an effective contribution to the success of LYTE’s program launch in supporting breast cancer survivors by providing community-based, locally-tailored care. The effectiveness of launching the charter pilot in supporting breast cancer survivors through community-based, locally-tailored care can be measured through participant satisfaction surveys,
assessing their access to services and health outcomes, evaluating the tailoring of care to breast cancer survivors’ unique needs, and tracking the impact on breast cancer survivor well-being.

**Objective 1:** Identify existing or past examples of successful charters or other relevant documents, including organizational strategies, or policies of successful nonprofit organizations and charters in the US via Document Review.

**Objective 2:** Utilize input from previous charter developers, past and present organizational leaders and selected community stakeholders (Breast Cancer Survivors/Advocates) via interviews to identify themes, strategies, successes and failures experienced in their organizations to develop effective policies and procedures for LYTE’s charters.
II. LITERATURE REVIEW

Overview

Chapter two examines breast cancer and breast cancer survivors’ disparities, continued care and support, survivorship care plans (SCP) provided after discharge, breast cancer survivors’ adherence to SCPs and national guidelines, community-based care, and policy frameworks. This chapter also provides context on how LYTE Foundation Inc. aims to address the difficulties and unique unmet needs of the growing and diverse breast cancer survivor community. Historical frameworks will be introduced in this chapter, which was used as the framework for guidance in reaching the goal of the research.

Summary of Literature

Breast Cancer: Breast cancer is a group of diseases in which cells in a person’s breast tissue change and divide uncontrolled, typically resulting in a lump or mass (American Cancer Society, 2022). Although breast cancer typically affects women, men can still be afflicted by it. Typically, breast cancer has no symptoms when the tumor is small; however, the most common physical sign is a painless lump, and sometimes breast cancer can spread to the underarm lymph nodes and cause a lump or swelling even before the original breast tumor is large enough to be felt (American Cancer Society, 2022).

In the US in 2022, an estimated 287,850 new cases of invasive breast cancer will be diagnosed among women and 43,250 women will die from the disease along with approximately 2,710 new cases and 530 deaths in men (American Cancer Society, 2022). More than 4 million US women with a history of invasive breast cancer were alive on January 1, 2022 (Miller et al., 2022). Two-
thirds of breast cancer survivors (>2.7 million women) are aged 65 years and older, whereas 6% are younger than 50 years (Miller et al., 2022). Along with this statistic, more than 150,000 breast cancer survivors are living with metastatic disease, three-fourths of whom were originally diagnosed with stage I, II, or III cancer (Mariotto et al., 2017). Breast cancer incidence rates have been increasing in the United States for the past several decades and the rapid rise during the 1980s and 1990s largely reflects the widespread dissemination and rapid uptake of mammography screening, mostly in women 50 years of age and older (Breen et al., 2011). From 1980 to 2000, rates of invasive breast cancer increased by nearly 40% among women ages 50 and older, compared to an increase of 15% among younger women (American Cancer Society, 2022). Breast Cancer in men is rare, accounting for less than 1% of breast cancer cases in the US (American Cancer Society, 2022); however, men are more likely than women to be diagnosed with advanced breast cancer (49% versus 33%) when compared to women (American Cancer Society, 2022).

There are known breast cancer risk factors that are potentially modifiable. Some potentially modifiable risk factors include excess body weight, physical inactivity, and alcohol consumption (Islami et al., 2018). Although exposure that influences risk accumulates throughout a woman’s life, research suggests that early-life exposures during breast development may be particularly critical (Dall & Britt, 2017). By developing policies and procedures for LYTE’s charters, operationalization will commence, allowing LYTE to address these potentially modifiable risk factors through its certified NBHWC coaches. Since each breast cancer survivor’s needs are unique, the tailored care that LYTE offers through its NBHWC-certified coaches will effectively address potentially modifiable risk factors.
Breast Cancer Survivorship: The steady growth in population and age is attributed to the increasing number of breast cancer survivors. Along with the growth in population and age, advances in healthcare, treatment, and early detection are contributors to overall cancer survivorship. Many cancer survivors must cope with the physical effects of cancer and its treatment, potentially leading to functional and cognitive impairments as well as other psychological and economic sequelae (Weaver et al., 2012). Survivors of different types of cancers face unique challenges, differing from one another. Breast cancer survivors in particular have unique unmet needs that either remain unaddressed or have been addressed, but not holistically.

Breast cancer survivors are vulnerable to medical financial hardships, which may manifest as material or behavioral aspects (Miller et al., 2022). Survivors who are younger, underinsured or uninsured, and/or have lower income are more likely to experience financial hardships, as are long-term survivors of childhood cancer (Zheng et al., 2019). Along with vulnerability in regards to medical financial hardships, sexual dysfunction, and fertility concerns are common in breast cancer survivors (Carter et al., 2018). Healthy behaviors can improve functioning and quality of life among survivors, as well as reduce the risk of cancer recurrence/progression of subsequent cancers (Denmark-Wahnefried et al., 2015). Smoking prevalence among cancer survivors, although declining, is still a major issue. Support for smoking cessation and increased access to cessation aids is essential because approximately 10% of cancer survivors continue to smoke even up to 9 years after diagnosis (Westmaas et al., 2014). The battle with breast cancer is not over once treatment has ended; rather, breast cancer survivors face a new set of battles as they continue living their lives looking for a “new normal”. To better assist breast cancer survivors, the development
of policies and procedures for LYTE’s charters to operationalize, will enable the foundation to provide proper support, adequate care, and education that is tailored to the individual.

Many challenges remain in addressing the concerns and challenges of breast cancer survivors. Fractured healthcare systems, poor integration of survivorship care between oncology and primary care settings, clinician workforce shortages, lack of diversity in the medical workforce, knowledge gaps about the needs of cancer survivors, and lack of strong evidence-based guidelines for posttreatment care are a few to name (Miller et al., 2022). To address these concerns and challenges, better efforts must be made to identify the best practices for the equitable delivery of quality cancer treatment, rehabilitation, and posttreatment cancer care as needed (Miller et al., 2022).

**Breast Cancer Survivorship Disparities:** Disparities exist even amongst breast cancer survivors. From 1980 until 1996, Chicago mortality rates for black and white women with breast cancer were about the same, but by the late 1990s a widening gap was emerging and by 2005, the mortality rate for black women was 116% higher than the rate for white women (Canin et al., 2015). Breast cancer disparities are a major concern for many groups, including racial/ethnic minority, older, rural, less educated, the underserved, those with cultural barriers, and breast cancer survivors who have ongoing medical or psychosocial needs (Canin et al., 2015). Many breast cancer patients and survivors suffer disproportionately from inadequate access to high-quality diagnosis and treatment and more frequent and severe adverse outcomes from the disease (Canin et al., 2015). Along with this, a study performed by Palmer et al. found that over half of the survey correspondents reported at least one barrier to follow-up care; the most common were anxiety or fear and financial concerns
Similar studies have also shown that 10-20% of breast cancer survivors delay or forgo medical care because of cost, with minority survivors at greater risk (Palmer et al., 2015).

Since the 1970s, breast cancer survival has improved significantly in both Black and White women in the US (American Cancer Society, 2022). Although there has been an improvement in the survival rate in these two racial groups, progress among Black women is still lacking. The 5-year relative survival rate during 2012-2018 was only 83% among Black women, compared to 92% among White and API women (American Cancer Society, 2022). Black women have the lowest survival for every stage at diagnosis and breast cancer subtype compared to women of other racial/ethnic groups (American Cancer Society, 2022). This disparity in breast cancer survival rates among different racial/ethnic groups is a reflection of the differences in access to care and insurance statutes, which are associated with a history of structural racism in the US (Singh & Jemal, 2017).

Inequities and disparities that currently exist among breast cancer survivors are evident. LYTE attempts to address these disparities and inequities through the formation and operationalization of its charters. By establishing the framework of its policies and procedures, the development of necessary policies and procedures for the LYTE’s charters to operationalize effectively are attained. Through the NBHWC training program that coaches must complete to ensure effective community-based and locally-tailored care, LYTE aims to ensure all survivors have equal access to resources for empowerment and continued care. These policies will allow certified coaches in the charters to address both physical and emotional well-being, creating a more inclusive and supportive environment for breast cancer survivors.
Continued Care and Support for Breast Cancer Survivors: Experiencing a breast cancer diagnosis, subsequent treatment, and its ongoing long-term and late effects often leave breast cancer survivors with increased needs for social support and information throughout their lives (Mayer et al., 2017). To cope and address these challenges, survivors often seek emotional and informational support from friends and family, healthcare providers, and individuals with similar experiences (Hewitt et al., 2006). Receiving social support from these sources has been linked to a variety of favorable outcomes for breast cancer survivors such as reduced mortality, higher health-related quality of life, and lower anxiety and depression (Westmaas et al., 2020); however, there is a lack of continued care and support for breast cancer survivors. One of the challenges for continued care and support for breast cancer survivors is that there is a lack of awareness of support groups available. A study performed by Hatano et al. examined cancer survivors’ awareness of and reasons for participation or non-participation in cancer support groups. The cross-sectional questionnaire survey was conducted amongst Japanese cancer survivors in Kyoto, Japan. There was a total of 569 questionnaires distributed and 275 patients with cancer responded, 135 of which were aware of support groups and 23 had participated in a group (Hatano et al., 2017). It was found that many patients participated to meet others in similar situations and to obtain knowledge and skills about coping with cancer, along with also expecting emotional support by talking openly and sharing their experiences with others (Hatano et al., 2017). Research has shown that there is a psychological positive change, known as post-traumatic growth, which occurs in people who have experienced traumatic events (Tedeschi & Calhoun, 1996). Post-traumatic growth comprises several domains, such as relationships with others, personal strength, and appreciation of life (Hatano et al., 2017).
One form of social support and information is via the internet and online communities. A cross-sectional, self-report study conducted by Westmaas et al. investigated the relationships among cancer survivors’ engagement in an online survivor community, perceptions of emotional/informational support available from online communities, well-being, and moderating effects of “offline social support” (Westmaas et al., 2020). The study found that more frequent social/communal and interpersonal communication engagement were associated with increased online social support and the relationship between interpersonal communication engagement and online social support was strongest for survivors reporting lower offline social support (Westmaas, 2020). This means that although online cancer survivor communities are an important source of support and information, actively engaging with the online community yielded more positive results. Chat rooms, virtual interaction, and active engagement seem to have a greater impact on cancer survivors as opposed to wall posts or simply using the support website functions such as blogs or search functions (Westmaas et al., 2020).

Continued care and support for breast cancer survivors are essential in improving and ensuring the well-being of these individuals. Their care and support must not end once treatment has been completed; rather, care and support should be continuous and ongoing for these individuals until they feel that their needs have been met.

**Breast Cancer Survivorship Care Plans:** The standard discharge process for breast cancer survivors entails a single visit by the survivor after the completion of their breast cancer treatment, where they receive the survivorship care plan (SCP) document and a brief explanation of its
contents (Kappor & Nambisan, 2020). If the SCP is examined by the breast cancer survivor with their health care provider, it is often only done once and very quickly. A pilot study conducted by Krok-Shoen et al. found that the participants reported poor communication with their providers and within their health-care team, resulting in frustration and confusion (Krok-Shoen et al., 2020). Findings from this study also found that participants believed that additional long-term care resources, such as health coaches, were important in improving their survivorship (Krok-Shoen et al., 2020). One participant from the study stated, “We had talked about making goals, setting some goals. Which I did, but I think I need to do goals ‘part two’, because once I reached those, I felt like I was lost again and had to start over…” (Krok-Shoen et al., 2020). This feeling of “Now What” is one of the many issues that LYTE attempts to address through the operationalization of its charters. By creating vital policies and procedures for LYTE’s charters, it will be able to operate, thus attempting to address breast cancer survivors’ feeling of “Now What”.

Another issue that is common with SCPs is that it is too difficult to understand among those who have limited English proficiency. A recent study of SCP preferences among Chinese American breast cancer survivors found that women interviewed would prefer reviewing the treatment summary in person with a provider, and that follow-up written information in lay language in English and Chinese would be acceptable (Wen et al., 2014). Research has also shown that minority breast cancer survivors report that SCP templates are too generic (O’Malley et al., 2016). In a focus group study conducted by Hewitt et al., participants preferred SCPs that were more personalized, tailoring the treatment plan to the individual, and were written in layman’s terms (Hewitt et al., 2007).
The feeling of being lost and asking “Now What?” can be addressed through a needs assessment performed by LYTE to better understand the unique needs of each breast cancer survivor. The development of essential policies and procedures to effectively operate LYTE’s charters will allow LYTE to deliver community-based, locally-tailored care through certified NBHWC coaches. LYTE attempts to fill the gaps that SCPs fail to address through its NBHWC training program by providing specialized coaches who are equipped with the necessary skills and knowledge to do so.

**Breast Cancer Survivors’ Adherence Towards Guidelines:** Engaging in health behaviors may be advantageous to breast cancer survivors’ health. Health behavior is defined as any activity undertaken for the purpose of preventing or detecting disease or for improving health and well-being, such as regular physical activity and avoiding tobacco use (Conner, 2001). Engaging in health behaviors has been shown to improve quality of life, mitigate cancer-related late effects, and reduce the risk of co-morbid health conditions, cancer recurrence, new primary tumors, and mortality in survivors (Vijayvergia & Denlinger, 2015). The National Comprehensive Cancer Network (NCCN) has provided guidelines to promote cancer-survivor specific healthy lifestyles (National Comprehensive Cancer Network, 2016). Survivors who follow these guidelines may experience notable quality of life and health benefits (Hyland et al., 2018).

Even with guidelines provided by organizations such as the NCCN, there are breast cancer survivors who do not adhere to them. In a study performed by Hyland et al., it was found that very few survivors (7.6% of sixty-six participants) were adherent to all six of the NCCN health behavior guidelines (Hyland et al., 2018). This study was consistent with previous studies performed by Blanchard et al., 2008 and Mayer et al., which found that less than 8% of survivors were meeting...
a combination of nutrition, physical activity, cigarette smoking, and BMI guidelines (Blanchard et al., 2008; Mayer et al., 2007). A study performed by Greenlee et al. found that when compared with a standard written survivorship material, a two-hour survivorship intervention was associated with short-term increased knowledge of lifestyle recommendations, change in physical activity, and change in dietary behaviors among a multi-ethnic group of breast cancer survivors (Greenlee et al., 2016).

Most breast cancer survivors are not implementing these guidelines into their daily lives because they do not feel listened to and they do not know how to. LYTE attempts to address the low adherence rate to guidelines and the feeling of not being listened to amongst breast cancer survivors through the creation of policies and procedures for its charters. This enables certified NBHWC coaches to provide community-based and locally-tailored care through LYTE’s charters.

**Community-Based Care for Breast Cancer Survivors:** Transitioning to breast cancer survivorship can be challenging, yet there are few community-based supports (Thomas et al., 2017). In a qualitative study performed by Thomas et al., most participants had been counselled by mental health professionals and/or participated in conventional support groups and were told that writing could be helpful with survivorship transitions; however, these participants did not receive any specific guidance (Thomas et al., 2017). Thomas et al. address this by suggesting community-based workshops with writing programs could function as a low-cost intervention to address this gap, providing the necessary guidance for participants to begin to enhance well-being and their quality of life (Thomas et al., 2017).
Community-based writing programs are only one of the many types of tailored care for breast cancer survivors. Another type of community-based care for breast cancer survivors that needs to be addressed is physical activity. Although community-based exercise programs for cancer survivors exist in some areas, they are structured exercise programs in which participants are required to visit a gym-like environment and exercise under supervision (Tami-Maury et al., 2022). Tami-Maury et al. address the requirements of visiting a gym-like environment and exercising under supervision through their Active Living After Cancer (ALAC) program which promotes home-based exercise and encourages lifestyle changes by setting personalized and achievable goals (Tami-Maury et al., 2022). Some survivors may be able to visit gym-like environments while some are not able to. It is imperative to understand and acknowledge that breast cancer survivors are unique and their needs may differ from one another while emphasizing setting personalized and achievable goals.

Few educational programs exist that address both the promotion of physical activity and use of mindfulness-based strategies to improve the health of breast cancer survivors (Spector et al., 2012). In response, Spector et al.’s study designed community-based wellness workshops to promote regular exercise and the use of mindfulness-based techniques. After completion of the workshops, there was an increase in physical activity 1 month following the exercise workshops (Spector et al., 2012). Community-based care is essential in addressing the unmet unique needs of breast cancer survivors. The creation of policies and procedures for LYTE’s charters attempts to fill the gaps in services for breast cancer survivors through its operationalization, allowing certified NBHWC coaches to deliver community-based and locally-tailored care.
At the forefront, LYTE’s mission is to address the needs of a growing and diverse community of breast cancer and metastatic breast cancer survivors by establishing community-based and locally-tailored charters through cutting-edge research, strategically-placed charters, locally-tailored programming, and expertly-trained wellness coaches. By developing essential policies and procedures for LYTE’s charters to operate, certified NBHWC coaches will be able to effectively deliver community-based, locally-tailored care for breast cancer survivors’ unique needs.

**Policy Framework:** Policy frameworks are defined as general structures, often encapsulated in documents, or established practices, that provide institutions a guiding architecture for policy action across on or multiple policy areas (Maryna Lakhno, 2023). Policy frameworks are similar to policies in their goal-oriented nature as well as in their documented/written form; however, a policy is not identical to a policy framework, since the latter refers to a set of statements that might not be interrelated (Maryna Lakhno, 2023). A policy framework is not necessarily limited to one area of application or one institution; rather, it guides the policy-making process itself, ensuring that individual policies are consistent with each other and aligned with the organization’s overall objectives (Maryna Lakhno, 2023).

Frameworks help to organize and unite separate policies in an organization into one coherent “organism” (Maryna Lakhno, 2023). With the definition of policy frameworks and the presumed outcome of using frameworks, establishing a framework of policies and procedures of the charter (or prototype) for LYTE can be achieved. Understanding that policy frameworks are adaptable and can be tailored to an organization’s mission or overall objectives is important. Policy frameworks originate in institutions and are adapted to their contexts (Maryna Lakhno, 2023). With this
understanding, the mission of LYTE should be central to the process of the creation of policies and procedures for LYTE’s charters, utilizing the framework created.

**Historical Framework**

**Maslow’s Hierarchy of Needs:** The needs of breast cancer survivors are unique and vastly different from one another. Upon completion of treatment, breast cancer survivors’ lives have completely changed, including their holistic needs. Holistic needs are defined as an individual's overall well-being, such as physical, emotional, social, psychological, and spiritual. For breast cancer survivors, addressing their holistic needs not only involves traditional support but also tailored care for the entire well-being of the survivor. This calls to attention the need for LYTE’s mission of delivering community-based and locally-tailored care to meet the unique needs of breast cancer survivors. A framework that can capture breast cancer survivors’ holistic needs is Maslow’s Hierarchy of Needs. The well-being of an individual is determined by how well their physical, social, psychological, emotional, and spiritual needs are being met (Ng et al., 2017). Maslow’s Hierarchy of Needs has five tiers (from bottom to top) – physiological, safety, love/belonging, esteem, and self-actualization. Below is Maslow’s Hierarchy of Needs Modified for Breast Cancer Patients created by Schmid-Büchi et al.
Figure 1: Maslow’s Hierarchy of Needs Modified for Breast Cancer Patients (Schmid-Büchi et al., 2008) (NCCS Breast Cancer Survivorship Program, 2016).

Figure 1 above is Maslow’s Hierarchy of Needs modified by Schmid-Büchi et al. for breast cancer patients, illustrating the unique needs of breast cancer survivors. Typically, the more basic needs in the lower tiers must be met before the higher needs can be addressed; however, with cancer survivors, all aspects are assessed and managed concurrently as cancer patients often lose many components of their identity together (Ng et al., 2017). To address the holistic needs after treatment, LYTE offers free-of-charge National Board for Health and Wellness Coaching (NBHWC)-approved credential training to breast cancer advocates and community members. These breast cancer advocates and community members who complete the training will be able to provide health-coaching, programming, and resource identification services to breast cancer survivors in their local community.

Integration back into everyday “normal” life routines such as the workplace and society is another major concern. This directly correlates to the third tier of Love/Belonging in Maslow’s Hierarchy of Needs. Support groups have proven to be both effective and beneficial in addressing these challenges and concerns. Individuals facing these challenges may find solace in meeting people sharing similar situations as theirs and healing from those who have recovered psychologically from breast cancer (Ng et al., 2017). The need for community-based and locally-tailored care along with raising awareness that this exists is essential in addressing these challenges and concerns. To address these challenges and concerns, LYTE’s goal is to provide health and wellness coaching that are both community-based and locally-tailored, whilst incorporating the latest research. The
LYTE Foundation aims to bridge the gap through the empowerment and overall well-being of breast cancer survivors. Recognizing the unique needs of breast cancer survivors is paramount in their journey of empowerment and well-being, not only to offer support but to bridge the gap between the clinic, support groups, and recommendations.

Organization and Management Practice and Action Research: In pursuit of the establishment of policies and procedures for LYTE’s charters, it is important to both understand and execute the necessary steps. Organizations must learn and adapt to succeed in today’s ever-changing environment, so it is essential for scholars to better understand the antecedents to learning processes among individuals, teams, and organizations as a whole (Chadwick & Raver, 2015). Organizational learning is most commonly viewed as the process of improving organizational actions through better knowledge and understanding or as the outcome of such processes (Edmonson, 2002). Organizational learning is a theory that can help LYTE succeed by gaining valuable knowledge and a better understanding of the necessary policies for LYTE’s charters. By both understanding and executing policies and procedures designed to effectively operate LYTE’s charters, community-based, locally-tailored care can be effectively delivered to the breast cancer survivor community. Along with organizational learning, the establishment of the framework of policies and procedures needed for the creation of essential policies and procedures to form and operationalize charters through LYTE utilized the design framework from McNiff & Whitehead’s practice and action research found in Figure 2 below. The design framework served as a guide in initiating the first steps of LYTE’s charters' operationalization and creation. This design framework created by McNiff & Whitehead is unique in that it can be applied without
discrimination towards efforts in the establishment of the framework of policies and procedures needed for the creation of policies and procedures for LYTE’s charters to operationalize.

![Diagram of Organization and Management Practice and Action Research](McNiff & Whitehead, 2006)

The design framework created by McNiff and Whitehead contains nine domains. This positive approach to design builds on a foundation of performance excellence concepts and principles and integrates aspects of systems theory, design thinking, appreciative inquiry, and sustainability to design management systems that integrate the perspective of economic, environmental, and social stakeholders (Latham, 2012). Systems theory is integrated into the design process to facilitate the development of generative solutions that take advantage of leverage points to create value for
multiple stakeholders (Latham, 2012). Design thinking is used throughout the process to reframe the issues and constraints to develop new designs that enable leaders to explore new courses of action (Latham, 2012).

**Gaps in Knowledge**

Understanding and exploring the usefulness and need for continued support and community-based locally-tailored care and its effect on breast cancer survivors is imperative as there are both gaps in knowledge and literature. Although there have been studies performed on support groups, advocacy programs, and online communities, there are very few studies conducted on community-based, locally-tailored care, policies, procedures, and more specifically charters. The gaps that exist for policy and procedures in the operationalization and creation of charters in literature are evident. Currently, there exists no literature regarding charters catering to breast cancer survivors. Additional data and research are required to understand the effects of creating and operationalizing a charter system or network specifically in support of breast cancer survivors.

This project aimed to develop the policies and procedures needed for LYTE’s charters to operationalize and deliver care that is community-based and locally-tailored for breast cancer survivors. By creating the policies and procedures needed for LYTE’s charters, the gaps in knowledge can be addressed through the successful formation and operationalization of LYTE’s charters. This can prove to be beneficial for future use in creating similar charters – not only within the breast cancer survivor community but other niches. By reviewing and incorporating already proven successful techniques and programs in producing better holistic health outcomes for breast cancer survivors, the creation and operationalization of community-based, locally-tailored care
can become a reality. Locally-tailored care is paramount since each community and individual is unique.

Limitations from existing literature can prove to be beneficial in creating and operationalizing charters. Mirrielees et al. found that individuals may express disinterest in a peer support program because they may feel discomfort with discussing one’s health with another individual who is not a medical professional (Mirrielees et al., 2017). To address this specific concern, LYTE has devised an accredited National Board Certified-Health Wellness Coaching (NBHWC) seventeen-week program so that individuals who might feel discomfort when not talking to a medical professional can express their concerns with the coaches. If the coach is a clinician, this is mitigated through the accredited NBHWC training program because they will have gained the skills and knowledge, whilst taking on the role of a coach to better address and provide community-based, locally-tailored care. By utilizing existing resources and literature, the introduction of community-based, locally-tailored care will prove to be effective in providing continued support and holistic care to breast cancer survivors.
CONCEPTUAL FRAMEWORK

Figure 3: A flowchart illustrating the process of answering my dissertation research question as well as the creation and formation of LYTE’s charter.
III: APPROACH AND METHODS

Overview

Chapter three provides insight into the purpose, approach, and methodology of the study. The approach used in the study to accomplish the objectives is discussed in this chapter as well. Data source is also discussed in this chapter along with the two historical frameworks that were used for guidance. This chapter also explores the methodology used for data collection and analysis, emphasizing the steps followed to ensure reliability and validity. Limitations to the study are also discussed in this chapter, whilst providing a rationale for the use of the methodologies for the objectives to reach the goal of the research.

Purpose

The purpose of this project aimed to develop policies and procedures needed for the formation and operationalization of charters through LYTE Foundation Inc. The NBHWC training program has launched in February 2024. Although breast cancer survivor support programs are in existence, these programs do not provide the programming and locally-tailored care that LYTE does.

This project is novel and innovative as it will utilize the data and success from the development of successful nonprofit organizations and their charters and what they have accomplished whilst filling the gaps in the literature related to ongoing support and holistic care for breast cancer survivors. Although studies have been conducted on cancer survivors and continued care, such as support groups (Hatano et al., 2017), internet and online communities (Westmaas et al., 2020), and patient survivor advocacy programs (Mirrielees et al., 2017), there exists no literature in the
establishment of charters specifically designed and tailored for the continued care of breast cancer survivors.

As the first of its kind, the establishment of a framework of policies and procedures is first needed to ensure the effective development of policies and procedures for its development and implementation into LYTE charters. By establishing the framework and its utilization, the creation of effective and essential policies and procedures to operate the charters was attained. My dissertation aimed to do that through the identification of existing or past examples of successful policies and procedures in nonprofits and charters in the US through document review and analysis. I utilized input from previous charter developers, past and present organizational leaders, and stakeholders such as breast cancer survivors, and advocates through interviews to identify themes, strategies, successes, and failures experienced in their organizations.

**Approach**

Since this project was the first of its kind and because there is a lack of literature on the formation or existence of breast cancer survivorship charters, a document analysis/review was conducted. Data was collected from organizations/foundations and their development of policies and procedures required for their charters operationalization, to gain insight into their success. These organizations/foundations became a blueprint and model for LYTE to utilize to establish and operationalize its first charter pilot. Analysis of the various organizations’ successes, failures, development, and policies and procedures were key. A compilation of found evidence and data was created to produce the framework of policies and procedures for LYTE’s charter. This
framework was utilized to develop the policies and procedures needed for LYTE’s charters operationalization.

Along with conducting a document/analysis review, interviews were conducted with previous charter developers, past and present organizational leaders, and stakeholders such as breast cancer survivors and advocates through interviews to identify themes, strategies, successes, and failures experienced in their organizations. A thematic analysis was conducted based on the participants’ responses.

The establishment of a framework of policies and procedures for LYTE’s charters permits the development of necessary policies and procedures for LYTE’s charters operationalization. The framework was used as a model in the development of policies and procedures for LYTE’s charters operationalization, allowing LYTE’s NBHWC-certified coaches to provide the support breast cancer survivors need through community-based and locally-tailored care.

Systems Thinking and Design: For this study, a systems analysis was conducted using Hierarchical Task Analysis (HTA). HTA works by decomposing systems and behavior into a hierarchy of goals, subordinate goals, operations, and plans (Salmon et al., 2023, p. 93). The outputs of HTA specify the overall goal of a particular task/scenario/system, the sub-goals to be undertaken to achieve this goal, the operations required to achieve each of the sub-goals specified, and the plans that trigger engagement and achievement of the different goals and operations (Salmon et al., 2023, p. 93). HTA is extremely flexible and can be used in any domain (nonprofits, healthcare, business, etc.). The process of HTA consists of collecting data about the task or system
under analysis which is then used to decompose and describe the goals and sub-goals involved in the task or system operation (Salmon et al., 2023, p. 94). Figure 4 below illustrates the standard HTA procedure:

Hierarchical Task Analysis (HTA)

![Flowchart depicting standard HTA procedure (Stanton et al., 2017)](image)

**Figure 4:** Flowchart depicting standard HTA procedure (Stanton et al., 2017)
To conduct an HTA properly, ten steps are required. Below are the listed steps along with how HTA was applied to the study:

1. **Define Aims of the Analysis and the Task or System Under Analysis:** Clearly define the task or system under analysis along with any analysis boundaries along with the aims of the analysis (Salmon et al., 2023, p. 96).
   a. **Task/System under analysis:** The development of policies and procedures for LYTE’s charters operationalization.
   b. **Aim of the analysis:** The goal is to successfully develop the policies, procedures, roles, and responsibilities of charter leaders. The operations required are document analysis/review of existing policies and procedures of foundations and charters that have been successful, interviews of organizational leaders and selected community stakeholders, and producing LYTE’s policies for its charter.
   c. **Analysis boundaries:** The scope of the analysis is limited to working remotely.

2. **Data Collection:** Data should be collected regarding the goals and tasks involved, the human and non-human agents involved, the interactions, the ordering of tasks and conditions that dictate task sequences, and information on the factors that influence behavior (Salmon et al., 2023, p. 96).
   a. Data collection activities include extensive document analysis/review of existing policies and procedures of foundations and charters that have been successful and interviews with organizational leaders, and selected community stakeholders.

3. **Data Transcription and Analysis:** Once the data are collected it should be transcribed and analyzed (Salmon et al., 2023, p. 96).
a. Data analysis of documents was done via MAXQDA and recorded with the software. Interviews with organizational leaders was recorded via ZOOM and was transcribed via MAXQDA’s transcription service.

4. **Determine Overall Goal:** The overall goal should represent the overarching goal of the work or system under analysis and is usually placed at the top of the hierarchy (Salmon et al., 2023, p. 97).
   
a. 0. The development of policies and procedures for LYTE’s charters operationalization.

5. **Identify and Record Sub-Goals:** The next step involves decomposing the overall goal into a series of meaningful sub-goal which should be number 1, 2, 3, 4, and so on (Salmon et al., 2023, p. 97).
   
a. 1. Research popular and successful policies in foundations and charters
b. 2. Execute non-biased document analysis/review
c. 3. Organize and prepare proper interview procedure
d. 4. Develop an IRB approval consent form to commence interview process
e. 5. Conduct interviews with organizational leaders
f. 6. Collect data from the document analysis/review and interviews
g. 7. Analyze data collected and share with LYTE team
h. 8. Develop LYTE’s Charter’s policies and procedures

6. **Sub-Goal Decomposition:** The sub-goals identified in Step 5 should be broken down into further sub-goals and operations, according to the goals and tasks required (Salmon et al., 2023, p. 97).
   
a. 1. Research popular and successful policies in foundations and charters
i. Identify relevant policies in regards to the operationalization of charters for LYTE

b. 2. Execute non-biased document analysis/review
   i. Conduct rigorous and comprehensive research
   ii. Utilize techniques and strategies learned from previous classes to ensure non-biased review

c. 3. Organize and prepare proper interview procedure
   i. Develop questions for the interview

d. 4. Develop IRB consent form to commence interview process
   i. Review CGU’s IRB consent form on CGU portal
   ii. Ensure that the consent form follows guidelines

e. 5. Conduct interviews with organizational leaders
   i. Reach out to potential organizational leaders via email/phone
   ii. Create a comfortable atmosphere for the interviewee
   iii. Attempt to create future partnerships with the organization

f. 6. Collect data from the document analysis/review and interviews with leaders
   i. Collect and input data into MAXQDA

g. 7. Analyze data collected and share with LYTE team

h. 8. Develop LYTE’s Charter’s policies and procedures
   i. Using the data that has been collected and suggestions from LYTE team members, create a draft of potential policies and procedures
7. **Plans Analysis**: Once all sub-goals have been fully decomposed and described, the plans which dictate the sequencing of goals, sub-goals, and operations should be added (Salmon et al., 2023, p. 98).

   a. The plan will be linear
      i. Do 1, then do 2, then do 3, then do 4, etc.

8. **Construct HTA Diagram**: Once all of the goals, sub-goals, operations, and plans are described, the next step involves creating the HTA diagram (Salmon et al., 2023, p. 99).

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**Figure 5. LYTE HTA Diagram**: The development of policies and procedures for LYTE’s charters operationalization
9. **Subject Matter Expert Review:** Once the draft is complete, various team members should review it (Salmon et al., 2023, p. 99).
   
a. LYTE team members will review Figure 5

10. **Conduct Additional Analyses Using HTA Extension Methods:** HTA can be applied for various purposes once completed (Salmon et al., 2023, p. 100).
   
a. Possibly conduct future HTA diagrams for other operations within LYTE

**Study Design Strengths and Limitations:** There are some advantages as well as disadvantages to using HTA. Some of its strengths are that:

- It requires minimal training and is easy to apply
- HTA is a flexible technique and can be applied in any domain for a variety of purposes
- HTA is quick to use
- The output provides a comprehensive description of the task or system under analysis
- Conducting an HTA gives the analyst considerable insight into the task or system under analysis
- Tasks can be analyzed to any required level of detail, depending on the aims of the analysis and resources available (Salmon et al., 2023, p. 100).

The disadvantages of using HTA are:

- HTA mainly provides descriptive information
- HTA can be laborious and time-consuming to conduct for large, complex task or systems
- Data collection is time-consuming (Salmon et al., 2023, p. 100).
The systems analysis chosen for this study is HTA. HTA in comparison to other systems has a hierarchical nature. Because of HTA’s hierarchical nature, understanding the sub-goals and operations required to achieve the overall goal is important. Systems thinking and design apply to this study because of its complexity and inclusion of multiple stakeholders. Although this study serves a particular niche, systems thinking has its place. One theory within systems thinking that applies to this study is the learning organizations theory. Learning organizations theory is a description of organizations that facilitate learning by their members and continuously transform themselves (von Bertalanffy, 1968). The reason learning organizations theory applies to LYTE and this study is because of the overall mission of LYTE – to meet the unique needs of a growing and diverse breast cancer survivor community by providing community-based and locally-tailored charters run by breast cancer advocates who are certified as community health and wellness coaches. LYTE must and will continually transform itself as an organization along with its members to continuously meet the unique needs of the breast cancer survivor community.

**Goal of the Research:** To develop policies and procedures needed for LYTE’s charters operationalization.

**Objective 1:** Identify existing or past examples of successful charters or other relevant documents, including organizational strategies, or policies of successful nonprofit organizations and charters in the US via Document Review.

**Objective 2:** Utilize input from previous charter developers, past and present organizational leaders and selected community stakeholders (Breast Cancer Survivors/Advocates) via
interviews to identify themes, strategies, successes and failures experienced in their organizations to develop effective policies and procedures for LYTE’s charters.

*Maslow’s Hierarchy of Needs:* The operationalization and creation of LYTE’s charters are to meet the unique needs of the breast cancer community. Figure 1 encapsulates these unique needs and tiers them from low to high. Although these needs are tiered, all aspects within each tier was assessed and managed concurrently to effectively address not only the unique needs but holistic needs of the breast cancer community. The goal of using Figure 1 created by Ng et al. is to incorporate the modified Maslow’s Hierarchy of Needs into each charter’s initial phases. This project will use Figure 1 to establish the necessary knowledge required to understand the unique needs of the breast cancer survivor community alongside LYTE’s mission. By establishing and incorporating knowledge and understanding of the breast cancer survivor community, operationalizing the charters will properly address each survivor’s unique needs and concerns. This will be effective in LYTE’s goal of not only supporting the holistic needs of breast cancer survivors but also filling the existing gaps in services provided to them.

*Organization and Management:* The purpose of using Figure 2 in this project is to utilize the practice and action research design framework created by McNiff and Whitehead to understand the necessary steps required to develop policies and procedures for the development of a charter model (prototype) for LYTE formation and operationalization. The execution of LYTE’s charters applied the concepts from Figure 2, carefully addressing each of the nine domains. Following the design framework, I incorporated each of the nine domains into the framework of policies and procedures for the development of a charter model (prototype) for LYTE.
I (1) addressed the purpose and requirements of the charter as well as understand the multiple stakeholders’ roles, (2) understood the nature of the system which is concurrently being answered through Figure 1 along with LYTE’s mission, (3) understood the theories and concepts through literature review and research, (4) document analysis and interviews as my data source for inspiring examples and understanding how other organizations have been successful in the creation and operationalization, (5) understand LYTE’s unique context through learning and identifying both internal and external factors that impact LYTE, (6) Identify design principles through my data source of document analysis and interviews – choosing from established design principles whilst identifying new principles that apply specifically to LYTE and its charters, (7) properly integrate systems throughout the process by understanding that each charter is unique, (8) expertly understand the system designs and identifying the strengths, weakness, and potential opportunities for improvement, and (9) effectively establish, operationalize, and develop policies and procedures for LYTE’s charters.

**Data Source**

Data sources to address objective 1 were acquired via documents in qualitative research to conduct document analyses. Document analysis is a systematic procedure for reviewing or evaluating documents – both printed and electronic material (Bowen, 2009). Document analysis requires that data be examined and interpreted to elicit meaning, gain understanding, and develop empirical knowledge (Corbin & Strauss, 2008). Documents were from a variety of organizations (not only within breast cancer survivorship’s niche) to carefully assess and analyze the developments of these organizations and what they have accomplished to become successful. Along with the
analysis of the development of organizations, in-depth analyses were performed for other charter organizations.

These documents can take many forms which may include advertisements; agendas, attendance registers, and minutes of meetings; manuals; background papers; books and brochures; diaries and journals; event programs (i.e., printed outlines); letters and memoranda; maps and charts; newspapers (clippings/articles); press releases; program proposals, application forms, and summaries; radio and television program scripts; organizational or institutional reports; survey data; and various public records (Bowen, 2009).

There are many uses for which documents can provide quality data. First, documents can provide data on the context within which research participants operate; second, the information contained in documents can suggest some questions that need to be asked and situations that need to be observed as part of the research; third, documents provide supplementary research data; fourth, documents can provide a means of tracking change and development; fifth, documents can be analyzed as a way to verify findings or corroborate evidence from other sources (Bowen, 2009). Document analysis contains many advantages. These advantages are its efficient method, availability, cost-effectiveness, lack of obtrusiveness and reactivity, stability, exactness, and coverage (Bowen, 2009).

Objective 2’s data source came from eleven semi-structured interviews that were an average of 28.22 minutes (SD = 7.5) and were conducted through Zoom video call. Interviews followed a semi-structured protocol with a list of guided questions to direct the conversation (Appendix A).
The inclusion criteria are that you must currently or have previously held a leadership position in your organization. Additionally: 1) You must be 18 years or older; 2) You must be familiar with the various roles and responsibilities that are required of other leadership positions within your organization; 3) Have reliable access to computer and internet; and 4) Be able to speak, read and write in English. Participants were also given the list of questions before the interview. The interview guide was useful to the lead researcher so they could follow the same line of questioning for each interview to help ensure that each interviewee was asked the same questions. The interview questions reflected the literature review and the objective. Participants were not compensated but were informed that their participation would greatly contribute to the formation and operationalization of LYTE’s charters. Participants were asked to sign a Consent Form before proceeding with the interview (Appendix B). Participants were also asked to provide verbal consent after the lead researcher read the consent form approved by the Claremont Graduate University Institutional Review Board. The lead researcher informed the participants that the interviews would be recorded for transcription and analysis purposes only. Participants were informed that their names would be kept confidential and that participants would be identified in the dissertation by their role, job title, or the type of organization they represent. Interviews were transcribed through a transcription service called MAXQDA. Interviews were labeled with a number so only the interviewer would know the identity of the transcripts. The lead researcher reviewed and edited each interview along with the transcript to correct any mistakes that may have occurred.
Data Analysis Plan

Data collection involves both content and thematic analysis. Content analysis is the process of organizing information into categories related to the central questions of the research (Bowen, 2009). The identification of pertinent information will be recorded in separation from information that is not pertinent (Corbin & Strauss, 2008). Thematic analysis is a form of pattern recognition within the data, with emerging themes becoming the categories for analysis (Fereday & Muir-Cochrane, 2006). This process involves a careful, more focused re-reading and review of the data with a demonstration of objectivity and sensitivity in the selection and analysis of data from documents (Bowen, 2009).

With the process of document analysis defined, evaluation should be performed critically. Determining the relevance of documents along with whether their contents fit the conceptual framework of the project/study should be performed (Bowen, 2009). The reasoning behind why the document was produced and its purpose should be considered as well (Bowen, 2009). The quality of documents is considered as opposed to the number of documents. A sample of Bowen’s document analysis which was used as the blueprint/model for this project/study’s document analysis can be found in Appendix C.

I analyzed the documents and interviewee’s answers with the help of the computer software, MAXQDA. MAXQDA is a software that is used for qualitative and mixed methods data analysis. The goal of this data analysis plan is to conduct a qualitative analysis of successful existing organizations and other charter organizations. The document analysis and thematic analysis conducted for interviews supported what was already known for creating charters and add more
validity to LYTE’s charter operationalization and creation process through the establishment and utilization of a framework for policies and procedures in developing LYTE’s charters policies and procedures.

**Limitations**

Although there are clear advantages, there are some limitations which are insufficient detail, low retrievability, and biased selectivity (Bowen, 2009). Qualitative studies have limitations which include subjectivity and bias, generalizability due to small sample sizes, time-intensive procedures, challenges in replication, diverse data interpretation, ethical considerations, resource-intensive demands, absence of strict standardization, and the non-quantifiable nature of data. However, qualitative research can provide valuable insight and an understanding of objective 2.

Because of the known limitations, the analysis was selected without bias and from a large range of different organizations that represent different services/niches. This limited the lack of detail provided along with its low retrievability and biased selectivity. By researching and reviewing many organizations within different realms, it was possible to mitigate the limitations of using document analysis as the primary data source. Along with selecting participants from different organizations that represent different services/niches, the interview questions remained constant throughout all interviews. In addressing specific limitations in qualitative studies, some strategies include transparent documentation to mitigate subjectivity and bias, justifying sample sizes, effectively managing time constraints, providing documentation for potential replication, emphasizing the contextual focus due to generalizability, adhering to ethical considerations, and recognizing the non-quantifiable nature of data.
IV: RESULTS AND ANALYSIS

Overview

Chapter 4 will review the results and analyze objectives 1 and 2. Objective 1, will review and analyze the document and how it applies to the establishment and utilization of a framework of policies and procedures for the development of policies and procedures for LYTE Foundation’s charters. Objective 2 will explore the themes discovered through the interview process from past and present organizational leaders.

Objective 1: Identify existing or past examples of successful charters or other relevant documents, including organizational strategies, or policies of successful nonprofit organizations and charters in the US via Document Review.

General Analysis Summary

In conducting the document review and analysis, a systematic and thorough approach was utilized to gain insight into existing or past examples of successful charters, foundations, and nonprofits. The process began with the establishment of the criteria for relevance and outlining the types of documents to be considered for review and analysis. A comprehensive set of documents from diverse sources (handbooks, manuals, templates, examples, presentations, etc.) was chosen to be the source of documents to be reviewed and analyzed. Keyword searches and filtering mechanisms pertinent to the objective were employed, enabling the identification of relevant documents to the objective through a thorough examination of the documents’ content.
Contextual understanding was prioritized throughout the analysis, allowing for the identification of key information between documents and the objective. Application of coding methodologies through the use of MAXQDA enabled an organized document database, whilst allowing the analysis of the documents to be efficient and effective. The final step involved presenting the analysis in a clear and concise manner to convey the results and their pertinence to the objective and LYTE. This comprehensive approach to document review and analysis ensured that the objective was met, valuable insights were gained, and decisions were made with a well-informed understanding.

**Document Review & Analysis**

**Charters/Chapters/Affiliates**

*Chapter Bylaws:* Chapter bylaws are essential for organizations looking to establish chapters, providing a structured framework for consistent operations and governance. Although parent organizations have their own set of bylaws, chapter bylaws are still necessary. Some key aspects that chapter bylaws address are the establishment of roles and responsibilities of its members, decision-making processes within the chapter, and membership criteria. An organization’s long-term stability and success is dependent on the chapter bylaws. Chapter bylaws serve as an essential governance tool for the chapter, ensuring alignment with the parent organization’s mission and values. Once the bylaws have been adopted, they can only be changed as outlined in the chapter bylaws.

Conducting document analysis found that The Association for Facilities Engineering provides an example of their chapter bylaws that have been adopted into all of their chapters. Below are the
components of the chapter bylaws of The Association for Facilities Engineering which was adapted and developed into LYTE’s charter bylaws:

- **Article I – Name and Location:** The name of this organization shall be the Greater Philadelphia Chapter #6 of the Association for Facilities Engineering (AFE). This chapter is generally located in Philadelphia, Pennsylvania which is defined as its major geographic service area.

- **Article II – Objectives:** The objectives of this chapter shall be the same as the organization purposes defined in the AFE Bylaws. The major focus of this chapter’s programs and activities shall be in fulfillment of the needs and expectations of members generally located in the chapter’s service area.

- **Article III – Use of Funds:** The chapter shall use its funds only to accomplish the purposes and objectives referenced above. No funds shall inure to the benefit of, or be distributed to, the members of this chapter of AFE. Reimbursement of member expenses, where duly authorized by the Chapter, shall be considered a legitimate use of Chapter funds.

- **Article IV – Membership:** All members of this chapter must be members of AFE. All requirements for membership—application, rights and privileges, and expulsion—shall be as defined in the AFE Bylaws.

- **Article V – Dues:** Chapter dues are as specified by the chapter’s Board of Directors, with the approval of the Chapter’s membership.

- **Article VI – Meetings:** Regular meetings of this Chapter shall be held at the time and place designated by the Chapter President, or the chapter’s Board of Directors, upon 15-day notice.

- **Article VII – Board of Directors:**
- **Section 1: Authority.** The chapter’s Board of Directors shall be the governing body of the chapter. The Board may delegate portions of its authority to the chapter Executive Committee.

- **Section 2: Composition.** The Board shall consist of eight individuals: the five officers—a President, Vice-President, Secretary, Treasurer, and Immediate Past President; and three directors. The officers--plus the Vice President, Membership--shall constitute the Executive Committee. All are elected by the (voting) Members of the Chapter. The President is the Chapter Delegate unless he is not a full Member. In this case, the President must designate an Alternate Delegate, who must be a full Member.

- **Section 3: Nomination and Election.** (A) Nominating Committee: The Immediate Past President shall be the chairman of the Nominating Committee, which shall be composed of two additional members selected by the President. (B) Timing; Nominating Process: By March 1 of each year, the Nominating Committee shall present a candidate from among the members of the chapter for each position on the Board about to be vacant. Elections shall be conducted at the May Chapter meeting of each year or by 30-day (May 1 to May 31) mail (includes email) ballot. The standing Board of Directors shall set the manner in which this process is completed.

- **Section 4: Term of Office.** The term of office is one year for all officer positions, and three years for the three Director positions (staggered so that one director is elected each year). Any officer may serve a maximum of two consecutive terms in
the same office. Directors may serve a single, three-year term as a Director. All terms of office, as well as the administrative year, shall commence on June 1.

- **Section 5: Board Meetings; Quorum.** The board shall meet no less than four times each year at the time and place designated by the chapter President. In meetings of the Board, 50% of the Board members being present, shall constitute a quorum. Meetings may be held in person or by using any modern technology method such as teleconference call, email and/or chat room.

- **Article VIII – Duties of Officers and Directors:**
  - **President:** Presides at all meetings of the Chapter, Board, and Executive Committee; appoints all committees; is responsible to the Chapter Members for efficient and effective conduct of chapter affairs.
  - **Vice President:** In the absence of the President, presides at all meetings. Additional duties are as assigned by the President.
  - **Vice President, Membership:** Reports to the Chapter President, chairs the Membership Committee and coordinates membership retention and new membership activities with regional membership chairman
  - **Secretary:** Responsible for official meeting minutes; chapter records, and related activities.
  - **Treasurer:** Keeps an accurate record of all receipts and disbursements; submits summary financial statement AFE (for use with group tax exemption); makes payments with approval of the Executive Committee; submits reports at each chapter meeting or otherwise as directed by the President; prepares annual budget.
- **Immediate Past President**: Chairs the Nominating Committee, serves as advisor to the President.
- **Directors**: The duties of the three directors are as defined by the President, with the approval of the Board.

- **Article IX – Special and Standing Committees**:
  - **Section 1: Standing Committees**
    - There shall be, among others, the following standing committees (two, or more, committees may be merged for similarity of purpose as deemed so by the Board of Directors):
      - Nominating
      - Membership
      - Planning and Budget
      - Programs
      - Professional Development
      - Promotion, Publicity and Public Relations
      - Publications and Periodicals
      - College and University Relations

- **Article X – Finance**: In advance of the upcoming year, a budget shall be developed under the direction of the treasurer, and approved by the Board of Directors, covering the next fiscal year. The fiscal year shall be deemed to run the twelve months from January 1 to December 31 in order to match that of AFE.

• **Article XII – Dissolution:** In the event of dissolution of the chapter, all funds and other assets will be turned over to AFE.

• **Article XIII – Amendments:** Amendments may be proposed by: (1) the chapter’s Board of Directors on its own initiative; or (2) written petition signed by 25% of the (voting) Members of the chapter. Amendments will be approved upon a two-thirds vote of those Members qualified and voting by 30–day mail (including email) ballot (*Chapter Bylaws – EXAMPLE*, n.d.).

Another foundation that provides an example of their chapter bylaws is The Freedoms Foundation at Valley Forge. This foundation’s bylaws are different from The Association for Facilities Engineering, affirming that chapter bylaws can be adjusted, adapted, or tailored to the needs of the foundation. Appendix D is an example of chapter bylaws provided by The Freedoms Foundation at Valley Forge. Through the utilization of both these chapter bylaws as a model for LYTE’s charter bylaws, effective policies and procedures are ensured for the charter.

The chapter bylaws created by The Association for Facilities Engineering and The Freedoms Foundation at Valley Forge are clear, concise, and contain essential elements for charter operationalization. Along with this example provided by the two foundations, it also provides a template for use in the development of charter bylaws. This template was utilized for LYTE’s own charters. The components detailed above in the two foundations’ chapter bylaws was changed and tailored to fit LYTE’s charters. For example, within LYTE’s charters, since the charters will be operating under the parent organization’s bylaws and will be governed by the parent organization’s Board of Directors and leadership, it will not be necessary to create a board of directors for the
charter. Detailed adaptation of the chapter bylaws provided by both foundations will be discussed and presented in Chapter Five.

**Policies Governing charters**

Charters/chapters that operate under larger nonprofits share the same mission as the parent organization and can be state-wide or national. For LYTE, this means that the charter or chapter that is formed will be operating under LYTE’s mission and values. Since the charter will be operating under LYTE as the parent organization, it will adhere to the bylaws and policies of LYTE Foundation, Inc. Although the internal chapters will be adhering to LYTE’s bylaws, policies for governing charters must be developed. Conducting a document review and analysis of foundations and nonprofits with charters, discovered a foundation named, The Freedoms Foundation at Valley Forge. This foundation created guidelines for the development of policies and procedures that are essential in a chapter’s operationalization. Although these policies governing chapters apply to The Freedoms Foundation at Valley Forge, they can be adapted and tailored towards LYTE’s development of policies governing chapters. Below are the policies governing chapters of The Freedoms Foundation at Valley Forge:

- **Purpose:** The purpose of Freedoms Foundation at Valley Forge is to create and build an understanding of the spirit and philosophy of the Constitution and Bill of Rights—particularly among the rising generation. To that end, we welcome students and teachers to our campus for educational programs that inspire them to maintain the vitality of America’s founding charters and ideals.
The purpose of each local chapter of Freedoms Foundation at Valley Forge is to recruit and sponsor students and teachers to attend our on-campus programs and other programs of the Foundation. All chapter activities must support that objective. The Chapters may also engage in local events and programs as approved by the Foundation.

- **Tax-exempt Status:** Freedoms Foundation at Valley Forge is a tax-exempt charitable and educational organization. Contributions to us are tax-deductible. In return for that favored tax status, we and our local chapters are prohibited from engaging in political activity. No communication, event, meeting, or program hosted or sponsored by or at the Foundation or a local chapter may be used to promote or oppose any political campaign, candidate, or party. No one may use any Foundation or chapter position, affiliation, or resource to promote or oppose any political campaign, candidate, or party.

Freedoms Foundation at Valley Forge annually prepares and submits Internal Revenue Service Form 990, Return of Organization Exempt from Income Tax, on behalf of its chapters. Each chapter must timely provide an annual financial report in compliance with our instructions. The fiscal year of the Foundation and each of its chapters runs with the calendar year. Local chapters are subject to audit at the Foundation’s discretion.

- **Governance:** Each chapter must adopt bylaws consistent with the current bylaws of Freedoms Foundation at Valley Forge (adopted October 19, 2019) and with these policies (adopted February 16, 2021). Chapter bylaws or other governing documents (e.g., standing rules) referring to prior Foundation bylaws or policies must be amended or replaced, and submitted to the Foundation for approval, by September 30, 2021.
The Foundation has promulgated model chapter bylaws (appended to this document). Local chapters are encouraged, but not required, to adopt the model bylaws. Any variation from the model bylaws requires the Foundation’s approval.

- **Board, Officers and Memberships:** The business of the chapter shall be run by the chapter’s board of directors, which must consist of at least a president (who shall also serve as the board chair), a secretary, and a treasurer. Additional officers may be designated if desired. Chapters may set their own membership guidelines and dues. The Foundation imposes no dues or membership fees on its chapters. Chapters support the Foundation primarily by sending students and teachers to its programs. Chapters may also be invited, but not required, to participate in other fundraising efforts for the Foundation.

- **Inclusion:** If the Constitution prohibits discrimination on a particular basis, then so does Freedoms Foundation at Valley Forge. All participants in the American experiment are welcome in our chapters and programs.

- **Insurance:** Freedoms Foundation at Valley Forge does not provide Directors and Officers insurance for local chapters. It is recommended, but not required, that each chapter procure its own Directors and Officers Insurance. Freedoms Foundation at Valley Forge does provide liability insurance for local chapter events. A Certificate of Insurance Request Form, located at freedomsfoundation.org, must be completed one month prior to each event.

- **Youth and Adult Protection:** All chapter officers, board members and chapter members working directly with students and/or chaperoning students to Freedoms Foundation at Valley Forge must obtain state required background clearances for working with youth and
must adhere to the Youth and Adult Protection Policy of Freedoms Foundation at Valley Forge.

- **Use of Logo:** Each chapter is authorized and should use the name and logo of Freedoms Foundation at Valley Forge exactly as trademarked. The name and logo may not be used in conjunction with any other font, arrangement, symbol, or design (*Policies Governing Chapters*, 2021).

The policies governing chapters developed by The Freedoms Foundation at Valley Forge are comprehensive and precise. The policies allow the foundation to operate effectively. Utilization of their policies governing chapters is beneficial for the operationalization of LYTE’s charters. As mentioned previously, the policies governing chapters above are pertinent to The Freedoms Foundation at Valley Forge and these policies were adapted to LYTE’s charters. Adaptation of the policies governing chapters provided by The Freedoms Foundation at Valley Forge will be discussed and presented in Chapter Five.

**Charter Affiliation Agreement**

Understanding how charters operate under the larger umbrella of an organization is essential in both the establishment of a framework of policies and procedures for the development of a charter model (prototype) for LYTE and the policies and procedures that the charters need to operate. Charters and chapters are used interchangeably and operate identically. Although the charters must adhere to the bylaws of the foundation, a nonprofit affiliate agreement must be drafted and created. A nonprofit affiliate agreement is defined as a legally binding contract that establishes the terms and conditions for collaboration, outlining mutual expectations and obligations (*The Nonprofit Affiliate Agreement Template*, 2023). The agreement also establishes a relationship where each
party works towards a shared goal (The Nonprofit Affiliate Agreement Template, 2023). The affiliation agreement must clearly outline expectations which include the reporting structure, allocation of budget to the charter/chapter organization, code of conduct, and other assistance from the parent organization (training or hiring) (How to Start a New Chapter or Affiliate?, 2022). Some of the key components that every nonprofit affiliation agreement includes are:

- **Parties Involved:** Identifying the entities entering into the agreement.
- **Terms and Termination:** Specifying the duration of the agreement and conditions under which it may be terminated.
- **Obligations of Each Party:** A detailed breakdown of responsibilities and deliverables expected from each entity.
- **Dispute Resolution:** Outlining the methods for addressing disagreements or breaches in the agreement.
- **Confidentiality:** Defining any confidential information and the expectations for protecting such information (The Nonprofit Affiliate Agreement Template, 2023).

The nonprofit affiliation agreement functions as a guide that enables nonprofits to create well-structured and legally sound agreements as well as ensuring consistency, making it easier for nonprofits with numerous charters/chapters to manage these relationships (The Nonprofit Affiliate Agreement Template, 2023). Additional components that successful nonprofits include:

- **Detailed Definitions:** The agreement should define key terms used within the agreement. This helps avoid potential misunderstandings or ambiguities that could arise in the future.
- **Clear Scope and Structure:** The agreement should clearly state the scope of the charter/chapter and its structures. It explains how the company will be formed, managed,
and governed. It also provides a plan for equal representation on the board of governors for both parties.

- **Goals and Objectives:** The agreement includes a section for the parties to set and update their goals and objectives. This provides a clear direction for the affiliation and helps ensure that both parties are aligned in their mission.

- **Capital Contributions:** The agreement specifies the initial capital contributions for both parties and explains how additional capital contributions can be made in the future. It also describes how the membership interests will be issued in exchange for these contributions (*The Nonprofit Affiliate Agreement Template*, 2023).

An in-depth document analysis reveals that there are components of the chapter affiliation agreement that are essential in a charter’s operationalization. These components are highlighted in the *Understanding Your Chapter Affiliation Agreement*, created by the foundation, The Association of Clinical Research Professionals (ACRP). This document gives both a template for the development of a charter affiliation agreement and an explanation of each section in the charter affiliation agreement. Below are the components of the charter affiliation agreement with explanations for the respective components provided by The Association of Clinical Research Professionals:

- **Chapter Affiliation Agreement:** The purpose of this affiliation agreement is to outline the relationship between global ACRP and local chapters.

- **Grant of Charter to CHAPTER:**
  - **Charter:** ACRP grants chapter rights to become a chapter of ACRP as long as chapter agrees to conduct all chapter activities in accordance with this Agreement,
the Chapter Affiliation Standards and Expectations, and the ACRP Articles of Incorporation, and Bylaws.

- **Term and Termination:** Agreement will remain effective until terminated by ACRP or chapter in the manner permitted under this Agreement.
- **Territory:** Defines chapter’s primary service area or “Territory”.
- **Authorized Activities:** ACRP authorizes chapters to serve the needs of members through various activities within designated “Territory” noted above.

**Membership:** Chapter members must also be global members of ACRP at all times. Chapters may set their own terms and conditions of membership within individual bylaws so long as they are consistent with the ACRP bylaws. ACRP must approve the chapter terms of membership.

**Obligations of ASSOCIATION:**

- **Program Resources:** ACRP will support chapters by providing educational programs and opportunities to chapter members. Includes webinars and webinar replays, classroom course, certification prep course material, etc.
- **Membership Database:** ACRP will maintain a database of all chapter members and make list available to chapters as requested.
- **Tax-Exempt Status:** Chapter may obtain recognition of tax-exemption under Section 501(c)(3) by virtue of their participation in the ACRP Group Tax Exemption letter thereby avoiding the necessity of individually filing for exemptions. While group tax exemption decreases the amount of paperwork required, all chapters must still obtain a separate Employer Identification Number (EIN) and annually file Form 990 with the IRS. The chapters must also provide all
materials requested by ACRP that are necessary for inclusion in the Group Tax Exemption.

**Obligations of CHAPTER:**

- **Operational Requirements:**
  - The Chapter Affiliation Standards & Expectations provides chapter affiliation requirements for chapters. Chapters shall abide by all requirements contained in the Standards & Expectations.
  - Chapter agrees that all governing documents will remain consistent with ACRP’s governing documents. Any changes made to these documents must be submitted and approved by ACRP.
  - Chapter will abide by all federal, state and any other applicable laws at all times.
  - Chapter will complete and submit written reports including any information requested by ACRP no less than once per year.

- **Corporate and Tax Status:**
  - All chapters must be incorporated and operate in a manner that will allow the chapter to maintain its tax-exempt status.
  - Chapter agrees to be included in the ACRP Group Tax Exemption Letter and provide all requested information for inclusion.
  - Chapter will provide the required number of chapter programs and activities as stated in the Standards & Expectations.

- **Intellectual Property and Confidential Information:**
  - **Limited License:**
• Chapter will be provided usage of ACRP Intellectual Property including Chapter logo, ACRP membership lists and other copyrighted or proprietary information and materials.

• Misuse of ACRP Intellectual Property may result in the termination or suspension of chapter’s ability to use the ACRP Intellectual Property.

• Chapter understands the ACRP Intellectual Property must be used in a professional manner and all rights in and to such property are that of ACRP.

• Chapter agrees that ACRP may use the chapter’s name and mailing list and copyrighted materials.

• Chapter and ACRP Intellectual Property will not obtain any rights in the other party’s intellectual party that are not specifically granted in this Agreement.

• Chapter will not provide ACRP Intellectual Property to any third-party or allow a third party to use the ACRP Intellectual Property without ACRP authorization.

• Chapter will use designated ACRP branded Chapter logo and will not alter.

• Chapter and ACRP each agree that they have the rights in their respective intellectual property that permit each party to grant the licenses that are granted to the other party in this Agreement.

• Neither party may use the other party’s intellectual property after this Agreement is terminated or expires.

• Each party agrees to keep the other party’s information and materials confidential.
• **Relationship of Parties:** ACRP and chapter are separate legal entities.

• **Indemnification:** ACRP and Chapter each agree that the other party will not be held financially or otherwise responsible for liability that arises as a result of the party’s actions under this Agreement.

• **Revocation of Surrender of Charter:**
  - **Revocation of Charter:** ACRP has the authority to terminate this Agreement and revoke the chapter’s charter should there be a breach of any provision by providing chapter with 60 days’ notice and an opportunity to cure the breach.
  - **Surrender of Charter:** Chapter has the authority to surrender its charter and terminate this Agreement by providing ACRP with 90 days’ notice.

• **Miscellaneous:**
  - **Entire Agreement:** This Agreement along with all supporting documents (exhibits) make up the entire chapter affiliation Agreement (*Understanding Your Chapter Affiliation Agreement, 2016*).

The Association of Clinical Research Professionals provides an in-depth document on the essential components required in a charter affiliation agreement along with explanations of each portion. The components in the chapter affiliation agreement above are followed by the explanation provided by the foundation. Although this document portrays the charter affiliation for The Association of Clinical Research Professionals, it can be tailored and adapted for LYTE and its charters. The document was used as a template in the development of a charter affiliation agreement for LYTE and its internal charters as well as LYTE’s charters with other organizations such as hospitals, other breast cancer nonprofits, etc. For example, under the heading **Chapter Affiliation Agreement** – it can be adapted to reflect the title, **Charter Affiliation Agreement**.
Along with changing the title to reflect LYTE’s use of the word charter, its contents were also tailored towards LYTE. Adaptation and tailoring to reflect this will be further discussed and presented in Chapter Five.

**Charters & Partnerships - Affiliations**

Affiliations are defined as a “host foundation” that provides services to regional affiliates that operate as part of the host foundation but maintain local grantmaking authority and local representation (Graves & Marston, 2011). Affiliate structures vary, but most common is a model in which affiliates are governed by an advisory board that focuses its efforts on donor engagement and grantmaking, do not have their own 501(c)(3) status, pool investments with the host community foundation, and follow administrative policies determined with the host foundation (Graves & Marston, 2011). Because The LYTE Foundation, Inc. will be establishing charters in the local community, insights can be gained from how affiliations operate. Conducting a document review found that The Council on Foundations – Community Foundations Leadership Team performed a case study to examine the factors for success and complications and barriers in the creation of an affiliation. The case study performed by CF Insights conducted 42 interviews with community foundation executive and board members representing 26 foundations ranging in size from $2 million to $1.8 billion for insights on the pursuit, benefits, and challenges associated with affiliations (Grave & Marston, 2011). The case study found that some factors for success in affiliations were:

- Invest in the affiliation from a mission-driven perspective to build philanthropic capacity across the region.
• Develop mutual trust and understanding between host foundation and affiliate about motivations and strategy.

• Offer flexibility and transparency about roles, policies, and mechanisms for sharing costs and revenues, especially as the relationship matures.

• Determine the right mix for representation in governance, for instance, is it important for the affiliate to have a seat on the host foundation’s board?

• Clarify affiliate’s understanding of the benefits of the relationship (Graves & Marston, 2011).

Along with providing the factors for success, complications and barriers in an affiliation were discussed. Some complications and barriers according to the case study’s findings were:

• Ability for the host foundation to sustain initial and ongoing investment to build healthy affiliates.

• Mislaid expectations by the affiliate community about fundraising responsibilities and ongoing role of the host foundation.

• Board turnover at the affiliate and finding the right leadership.

• Balancing a decentralized structure with risk management (Graves & Marston, 2011).

With the factors for success and complications and barriers found through the case study conducted by CF Insights, proceeding in establishing an affiliation can be less daunting. Graves & Marston provide four key issues to consider in the establishment of an affiliation. These key issues are operational, organizational, donor, and community. To address operational issues, having a thorough understanding of the foundation’s model including strengths and vulnerabilities along with defining values, risk, parameter for partnerships, current resources and potential growth opportunities are essential (Graves & Marston, 2011). For organizational issues, there must be
specificity about roles, responsibilities, timeframe, decision-making processes, resources required, governance and communication systems, and mechanisms for conflict resolution (Graves & Marston, 2011). Donor and community issues according to Graves & Marston are addressed by establishing communication and transition plans (Graves & Marston, 2011). These four key issues may arise in different partner situations with LYTE, LYTE with hospitals, or LYTE with another breast cancer organization. Recognizing the four key issues is one step towards risk management and ensuring efficacy in establishing a partnership between LYTE and other organizations.

An example of a successful foundation that formed an affiliation is The Community Foundation of the Ozarks. In the case study conducted by CF Insights, reports were developed with four key questions being answered in successfully establishing an affiliation. The questions and answers are below and give insight into how LYTE should approach the affiliation process:

- **What was the primary motivation?**
  - An affiliate model felt like an effective way to engage in outreach to rural communities and offer administrate and investment support. The Community Foundation of Ozarks (CFO) recognized the need to address issues on a regional level, rather than focusing within the city limits of Springfield. For affiliates, CFO offers the opportunity to run a successful foundation without the need to build up the infrastructure and legal support and to focus on the needs of the community they know.

- **What decisions were made about identity?**
  - CFO has a brand that most of the affiliates follow. CFO views one of its key responsibilities as helping affiliates with promotional and public outreach.
• **What strategic decisions were made?**
  
o CFO stresses in its communications with affiliates and potential affiliates that the affiliate model can strategically address the long-term health of rural communities, which is tied to the generational transfer of wealth and increasing planned giving.

• **What leadership changes were made?**
  
o CFO gives the local affiliate a lot of autonomy on development and granting of funds so they feel they have the local connection and independence (Graves & Marston, 2011).

Different partner situations may arise in LYTE’s future. Being prepared and understanding the nuances of affiliations, the factors required for successful establishment of affiliations as well as the complications and barriers that may occur in the process is essential. Graves & Marston provide detailed insight with case studies performed by CF Insights into the intricacies of the development of affiliations. Along with these documents and insights, The Community Foundation of Ozarks’ answers to four key questions in successfully establishing affiliations highlight the importance of preparedness. These case studies can be utilized as a guide for LYTE’s future affiliation establishments with other organizations such as hospitals and other breast cancer foundations.

Further document review revealed a presentation that offers insight into successful operations and procedures needed for an effective affiliation by Venable LLP titled *Nonprofit Chapters and Affiliates: Key Legal Issues, Pitfalls, and Successful Strategies*. The key points in the presentation by Venable LLP discuss common affiliation structures and managing affiliate relationships. Three common affiliation structures identified in the presentation are fully integrated, parent/subsidiary, and contractual affiliation. Below are the contents that constitute these three affiliation structures:
• **Fully Integrated:** Affiliates have no separate legal existence.
  
  - Activities conducted by and in name of parent → Parent 100% liable.
  - Common for entities with affiliates dedicated to specific subject-matter interests; also, sometimes used by entities with geographic-based affiliates.
  - Full integration maximizes administrative burden of maintaining separate legal entities.

• **Parent/Subsidiary:** Separate legal entities and parent controls subsidiary through governance structure, operating agreement.
  
  - Activities of subsidiary conducted by and in name of subsidiary → Parent not liable unless separate entity status disregarded.
  - Common for association-related foundation relationships or other closely-affiliated relationships.
  - Maximizes control while minimizing liabilities.

• **Contractual Affiliation:** Relationship governed by agreement and affiliate may or may not be separately incorporated.
  
  - Activities of affiliate usually carried out by and in name of the affiliate → Parent potentially liable if affiliates not separately incorporated.
  - Common for “federation” model of related national, regional, state, or local associations.
  - Degree of integration or autonomy varies to suit organizations’ needs and preferences.
But beware unincorporated affiliates and/or absence of affiliation agreement (Nonprofit Chapter and Affiliates: Key Legal Issues, Pitfalls and Successful Strategies, 2012).

With the presentation provided by Venable LLP, LYTE can use this knowledge to determine the type of affiliation needed for different partnerships. For example, LYTE’s own charters will be fully integrated, meaning that the parent foundation (LYTE Foundation, Inc.) will be 100% liable since the charter’s activities will be conducted in the name of the parent organization. This type of affiliation is deemed appropriate for LYTE’s own charters because LYTE has a specific subject-matter interest – delivering community-based, locally-based tailored care to breast cancer survivors.

The second key point discussed in the presentation is on managing affiliate relationships. A figure created by Venable LLP shows the key elements for agreements, articles & bylaws, affiliate charters, and policies is shown below:
The figure above provided by Venable LLP places the parent foundation in the center with the key elements necessary in managing affiliate relationships. Each key element is given description to its purpose and contents. As seen in this figure, there are seven key elements necessary in managing affiliate relationships. The contents of the key elements in the figure are described below:

- **Governance:**
  - Parent entity control mechanisms.
  - Requirements for governance structure, nominations & elections, etc.
  - Common membership requirements.

- **Finances & Resources:**
• Cost allocation for shared staff, facilities, and other resources.
• Allocation of revenues, fundraising requirements.
• Dues collection arrangements.
• Internal controls requirements.
• Annual reports for group exemption purposes.

• **Purposes & Activities:**
  • Common (or at least not inconsistent) mission and purposes.
  • Expectations and parameters for affiliate activities; geographic territory.
  • Support and other services, if any, to be provided by parent to affiliate.

• **Tax Exemption:**
  • Expectation for affiliates to maintain tax-exempt statues (group exemption or otherwise).
  • Reasonable cost allocation for shared staff and facilities to avoid adverse tax consequences.

• **Intellectual Property:**
  • Ownership and license terms applicable to use of names, logos, and other trade or service marks.
  • Ownership and license terms applicable to use of membership lists and other copyrighted or proprietary data or materials.

• **Liability & Insurance:**
  • Confidentiality.
  • Limitations on authority to speak or act on behalf of affiliated entity.
  • Indemnification.
Insurance expectations.

- **Dispute Resolution & Disaffiliation:**
  - Establish clear procedures and authorities governing dispute resolution, including and up to probation or disaffiliation.
  - Consider leverage of respective parties.
  - At minimum, address parent’s right to terminate license of name, logo, and other trade or service marks (*Nonprofit Chapter and Affiliates: Key Legal Issues, Pitfalls, and Successful Strategies, 2012*).

These key elements are crucial in managing affiliate relationships. To address each key element, developing charter affiliation agreements, chapter bylaws, and policies governing chapters is necessary. These three documents provide the guidance needed as well as the policies and procedures to both operationalize and manage relationships of LYTE’s charters. In the development of LYTE’s charter policies and procedures, the establishment of the charter affiliation agreement, chapter bylaws, and policies governing chapters included and/or touched on each of these key elements to ensure the management of affiliate relationships is successful.

**Objective 1 Results**

After conducting a document review and analysis, several documents came to the forefront as valuable documents for the development of policies and procedures for LYTE’s charters operationalization. Chapter bylaws are essential for organizations establishing chapters charters because they offer a structured framework shown by The Association for Facilities Engineering and The Freedoms Foundation at Valley Forge. Chapter bylaws define roles, responsibilities, and the decision-making processes within chapters charters, covering aspects such as membership,
objectives, use of funds, meetings, and Board of Directors structure. As mentioned previously, chapter bylaws can be adapted and tailored to fit an organization’s needs. LYTE will tailor their chapter bylaws to fit the charter and overall organization. The examples allow flexibility for tailoring, allowing its utilization as templates for LYTE’s charter bylaws and ensuring effective policies and procedures. Detailed adaptation and tailoring for LYTE’s charters will be discussed in Chapter Five.

Charter affiliation agreements play a crucial role in the operationalization of charters. The agreements ensure charter adherence to the parent organization’s bylaws. These legally binding contracts define terms for collaboration, encompassing mutual expectations, reporting structures, budget allocation, and support from the parent organization. Key components of the charter affiliation agreement include parties involved, terms and conditions, obligations of each party, relationship between affiliation and parent organization, dispute resolution, and confidentiality. Clear definitions, goals of the parent organization and affiliation, and scope and structure throughout the charter affiliation agreement are contributing factors to a successful agreement. Charter affiliation agreements can also be adapted and tailored. Using the template provided by The Association of Clinical Research Professionals as a guide, LYTE can accomplish this through its adaptation. This approach will be detailed and presented in Chapter Five. Charter affiliation agreements establish a solid foundation for successful collaborations with internal and external partners.

Partnerships and affiliations involve understanding the dynamics and intricacies of affiliations, particularly the concept of a host foundation/parent organization providing services to regional
affiliates. Insights from the Council on Foundations and a case study by CF Insights highlight key success factors in partnerships and affiliations, such as trust-building, flexibility, mission-driven investment, and transparent communication. Complications and barriers in partnerships and affiliations include sustaining investments, managing expectations between the parent organization and affiliation, board turnover, and balancing decentralized structures. A comprehensive framework for the establishment of an affiliation provided by Graves & Marston comprises four key issues that may arise. These key issues are operational, organizational, donor, and community. An example of a foundation establishing successful affiliations is The Community Foundation of the Ozarks. The foundation offers valuable insights into motivation, identity decisions, strategic choices, and leadership changes in the formation of an affiliation. Concurrently, Venable LLP’s presentation on the legal aspects of affiliations outlines three common affiliation structures, fully integrated, parent/subsidiary, and contractual affiliation. Additionally, the presentation provides key elements for managing affiliate relationships, such as governance, finances, purposes, tax-exemption, intellectual property, liability and insurance, and dispute resolution. By understanding the dynamics and intricacies of affiliations, key success factors, complications and barriers in partnerships and affiliations, and the different types of affiliate structures, LYTE will be able to establish successful affiliations, whether with its own charters, hospitals, or other breast cancer organizations, by adapting and tailoring policies and procedures to fit LYTE, LYTE’s mission and the community it serves, and to the needs of potential partnerships.
Objective 2: Utilize input from previous charter developers, past and present organizational leaders and selected community stakeholders (Breast Cancer Survivors/Advocates) via interviews to identify themes, strategies, successes and failures experienced in their organizations to develop effective policies and procedures for LYTE’s charters.

General Analysis Summary

The analysis of the participant interviews is focused on achieving objective 2. Participants verbally consented to give their perspectives from their respective disciplines. The average interview length was 28.22 minutes with a standard deviation of 7.5 minutes. The recorded interview video was uploaded to MAXQDA, a professional transcription and coding software. Interviews were labeled with a number so only the interviewer would know the identity of the transcripts. The lead researcher reviewed each interview audio along with the transcript to correct any mistakes that may have occurred. Interview transcripts were then uploaded to MAXQDA, a software program used in qualitative data analysis. After all interviews were coded, the lead researcher began to sort out the major themes that addressed the objective. Many sub-themes appeared through this process. The SMART Coding Tool in MAXQDA’s software helped merge and organize similar themes and subthemes. The lead researcher used thematic analysis techniques described in Chapter 3 to identify themes as well identifying new, emerging themes. Below explores in detail the results found through qualitative analysis. In total, there are 8 themes and 15 subthemes.

Participant Description

Eleven semi-structured interviews were conducted between November 2023 and December 2023. Since the purpose of the interviews is to learn more about the interviewee, their organization – its
accomplishments and challenges it faced during its formation, and the policies/roles/responsibilities of the organization and individuals holding leadership positions, the lead researcher wanted to select participants that hold or have previously held leadership positions. Table 1 summarizes the number of interviews conducted among participants who hold or have previously held leadership positions in their organizations. One interviewee was a Doctoral Inter, two interviewees were CEOs of their organization, two interviewees were Directors of their organization, one interviewee was the Co-Owner/Co-Founder of their organization, one interviewee was a Pharmacist and Clinical Scientist in Early Clinical Development, two interviewees were Founders of their Non-Profit Organization, one interviewee is the Program Director of a BSN Nursing Program, and one interviewee was the Provost at Syracuse University. Given that this is a country-wide initiative it was important for the lead researcher to gain perspectives from professionals in different states of the country. Table 2 shows that interviewees represent Arizona (1), California (4), New York (3), New Jersey (2), and Florida (1).

Table 1: Description of Interview Participants

<table>
<thead>
<tr>
<th>Participant (n=11)</th>
<th>Eligibility</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participant #1</td>
<td>Doctoral Intern</td>
<td>Group Psychology</td>
</tr>
<tr>
<td>Participant #2</td>
<td>CEO</td>
<td>Apparel Company</td>
</tr>
<tr>
<td>Participant #3</td>
<td>Director</td>
<td>Cancer Non-Profit</td>
</tr>
<tr>
<td>Participant #4</td>
<td>Co-Owner/Co-Founder</td>
<td>Catering Business</td>
</tr>
<tr>
<td>Participant #5</td>
<td>Director</td>
<td>Breast Cancer Program</td>
</tr>
<tr>
<td>Participant #6</td>
<td>Pharmacist &amp; Clinical Scientist in Early Clinical Development</td>
<td>Regeneron Pharmaceutical Co.</td>
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<td>Participant #7</td>
<td>Founder</td>
<td>Community Non-Profit</td>
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<td>Participant #8</td>
<td>Program Director</td>
<td>BSN Nursing Program</td>
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<td>Participant #9</td>
<td>Founder</td>
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<td>Participant #10</td>
<td>Provost</td>
<td>Higher Education</td>
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<tr>
<td>Participant #11</td>
<td>CEO</td>
<td>Cancer Non-Profit</td>
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Table 2: States of The United States of America Represented by Interview Participants

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<thead>
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<th>States of The United States of America</th>
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Theme 1: Resource Management and Efficiency

Effective management of resources is essential in organizations, emphasizing proper utilization of financial, human, and technological resources. This often leads to optimal productivity and alignment with organizational goals. Proper and efficient management of resources, also improves decision-making within the organization and enhances adaptability toward change. Along with this, it is vital in risk management, providing an advantage by enabling organizations to operate more effectively and achieve long-term sustainability.
“We started from the must haves like the website, social media page, licenses. We figured out the company we were going to purchase our shirts, hoodies and hats from as well as our print company and built up a small inventory to test the markets. We started with our own money so the budget was basically how serious we were to get this business off the ground.” (Participant 2, CEO)

The participant’s answer shows a strategic approach to launching a business with a focus on resource management and efficiency by prioritizing essentials like a website, social media presence, and licenses. Starting the business with personal funds demonstrates the CEO’s financial efficiency, and the budget reflects the CEO’s commitment to launching the business. The participant’s approach aligns resources with strategic priorities and demonstrates a responsible and efficient approach to resource management.

“Well, you had to, on the one hand, have priorities, but on the other hand you didn’t want to cut somebody so that they would not be good anymore. So that’s where fundraising came in. And we reallocated some resources to make other things possible. When I mentioned the AAU and wanting to stay in it, I was afraid that we wouldn't. Here’s another thing: being able to do that because we didn't raise enough research money from places like the NIH and other government organizations. And we didn’t have many members of the National Academy of Sciences, so we were able to work on those things and move up our fund.” (Participant 10, Provost)
The participant highlights the organization's effective resource management and efficiency strategies through fundraising and flexibility in the reallocation of resources. The provost acknowledges existing funding challenges, which enabled a proactive approach, focusing on increasing membership and forming alliances for resource growth. The adaptive approach towards optimizing resources and strategic resource management allows for sustained success in the organization.

“A grant from the Lily Foundation. It was a big grant. It was $2 million. I would say more than probably close to half of that money was channeled through the center that I was running. And that influx of money really helped us do a lot of things. We expanded it so that we not only became service learning and we changed our title to Community Research and Engagement. And we actually had stipends to give to faculty to do research on different problems in the community and to support the community and then publish that research. So, it was like a win-win if you would. And one of the positive outcomes of that was that we were able to then use it. Lily required us to do sustainability after it, so they actually had to give me a staff person on hard money. ” (Participant 7, Founder)

The participant’s answer highlights the strategic utilization of a grant from the Lily Foundation, with close to half of the funds allocated to the center, enabling the expansion of services, which ultimately changed the nonprofit’s title to Community Research and Engagement. The organization’s commitment to sustaining post-grant money is essential because it was then allocated toward ongoing and future initiatives. The strategy used for the grant by the participant
demonstrates a proactive approach to resource management leading towards positive outcomes and impact.

**Theme 2: Creating a Collaborative Environment**

Creating a collaborative environment in an organization is crucial in promoting innovation, increasing efficiency, and overall success. Collaboration brings together diverse perspectives, stimulates creativity, and encourages knowledge sharing. Along with this, it can lead to higher employee satisfaction, improve communication within the organization, and help the organization adapt more effectively to necessary changes. Effective collaboration also contributes to a positive organizational culture which is reflected in employee satisfaction.

“Be collaborative. You know, I use the word multidisciplinary a lot, but I think that’s really, really important. The more that people feel like things are done without their input, the worse it is for everyone. Be present, you know, going back to, like, the face-to-face interactions, I think is really critical. If you’re starting up a charter or you’re starting up an organization, you have other people that you need to work together with to have your final product happen. You need to try to collaborate with them more in person when possible. Obviously, we do a lot of things online now, we have a lot of access to things like zoom and teams, whatever. But you know, the more you can do in person, I think the better it is. And then getting feedback from the other side of things. I think it’s important to make sure, like, at a hospital, you talk to the patients and get patient satisfaction surveys and see what things are doing. So, everything you’re doing is for breast cancer patients
or survivors. Don't forget about them. And all this is that they're the key stakeholder in all this right. So, get the feedback from them.” (Participant 6, Clinical Scientist/Pharmacist)

Creating a collaborative environment according to the participant involves emphasizing multidisciplinary collaboration and inclusive decision-making, with an emphasis on face-to-face interactions. The clinical scientist/pharmacist mentions that considering breast cancer patients or survivors as key stakeholders is vital and the significance of obtaining continuous feedback, including patient satisfaction surveys is important. The participant emphasizes a successful organizational culture is characterized by collaboration, adaptability, and responsiveness to the diverse needs of stakeholders.

“The other thing that was important, I think, was just face-to-face education and communication. There was a lot of like blast email, sending a lot of memos that was going on. And again, it's just really busy and people don't have the time to look at them, but probably the things that were most appropriately enforced and done accordingly was when we were giving them face to face. These medications, how to use them, talking with the providers one on one and telling them, hey, we have this new order set that you should be using because it outlines everything you need to do. So those are probably two of I think the biggest” (Participant 6, Clinical Scientist/Pharmacist)
The clinical scientist/pharmacist highlights the significance of face-to-face education and communication in a healthcare context as opposed to numerous emails and online communication. In creating a collaborative environment, the participant suggests transitioning from emails and online communication to face-to-face interaction. The emphasis is on engaging healthcare providers in one-on-one discussions, encouraging a team-based approach, and incorporating feedback mechanisms. This collaborative strategy acknowledges the existing constraints of healthcare professionals and prioritizes effective, personalized communication for optimal outcomes.

Subtheme 1: Unified Teamwork Setting

“Their effort also changes what you can expect of them. And like time turnaround, if it's like, oh, I just did a revision on the bylaws and here's like a 25-page document that is kind of written in legalese and I know you're working your regular 50 hours a week. Can you read this when you get home? Like, is this how you want to spend your Sunday afternoon? Just because that's how I'm spending my free time doesn’t mean that that's what I could expect of others. You know, where we're trying to create this entity, but also recognizing that it's not necessarily the first priority of everybody.” (Participant 9, Founder)

The participant’s response highlights the challenges associated with expecting consistent commitment from team members who have diverse personal and professional obligations. The founder of this nonprofit emphasizes the importance of recognizing and respecting individual
constraints and offering open communication among team members. The realization and acknowledgment of each person’s individual personal and professional obligation allow for an understanding and collaborative environment while working towards the overall organization’s objective.

**Subtheme 2: Fostering a Sharing and Learning Culture**

“Well, for me, a good success or a key metric for me is, were there questions asked. Was there engagement within the chat, or was there a lot of people that responded to the survey and actually wrote out in detail? It's like there's a whole social media communication component, but to me it's like, what are the views after? What are, you know, so it's like, I think sometimes taking away or really identifying what, what do you want success to look like for, like this particular thing within this particular area of the organization.” (Participant 5, Director)

The director states that to promote a sharing and learning culture, success must be measured by active engagement, the questions asked, and survey responses. There is an emphasis on meaningful communication, understanding, tailoring success criteria to specific organizational areas, and considering knowledge retention is key. With engagement amongst team members and clear, transparent communication, the culture of sharing and learning can manifest within the organization.
“I ask them questions. If we have a new team member or someone who's just kind of, like, getting more experience. Then I ask them, how was it? So, I asked them for feedback on how I can better assist that new team member. So that's kind of how we improve our processes in the company. That's how we ask for feedback. And then as far as clients, I think I just always ask them at the end of the day or at the end of the service, like, oh, how was it? Did you guys enjoy the service? I always, always ask, even though they've had as many, many times how was the service? If there's anything that we can do to improve it, especially since Hoang and I are not there, please feel free to let us know. You know, we'd love to find ways to provide improvement.” (Participant 4, Co-Owner)

The approach that the participant speaks about is a feedback system. This feedback system focuses on team members, especially new ones, and actively seeks insights into improving the organization’s functions and processes. The feedback is discussed confidentially, which promotes a culture of trust within the organization, ultimately promoting collaboration amongst team members. Along with team members, the organization seeks client input which allows for organizational improvement.

**Subtheme 3: Promoting Trust**

“As a university, they don't really care about the community. They're more concerned with donors and majors and the numbers of students coming in than they are with engaging with the community. I could give you like a gazillion examples
of that, but it was a big frustration of mine, particularly since I got my start in this field because of that internship I did at Seton Hall as a junior. Because before that I was going to go to law school and when I did this internship in this community-based organization for a year, I knew that I found my calling, if you would. At that point, the head of the social work department who oversaw my internship was very supportive of the community outreach. But after I graduated, Seton Hall put up those gates and the gates are, they're obviously, real structures, but they also serve as a message to the community that we don't want you here. We have done focus groups with community members because I was on the College of Arts and Sciences Strategic Planning Committee, and we invited community members from Irvington and Newark and East Orange, and they literally told us that they didn’t think Seton Hall wanted them on our campus.” (Participant 7, Founder)

The participant critiques Seton Hall University’s perceived neglect of community engagement in favor of corporate interests, resulting in trust issues between the university and the community. Physical barriers such as the gate surrounding the university serve as a symbol to the surrounding community that they are not welcome. Because of the demographics of the area around the university, Seton Hall has chosen to not only exclude the community but also show minimal effort to engage its surrounding community. The participant believes that to restore trust, social justice priorities must be addressed, and encouraging inclusive relationships with the community is essential.
“So, the major success, obviously, is starting the center and having 27 years of students being able to do this incredible work in the community. One of the things I will tell you that was a big success for us was two things. One, we never proposed the projects to the community. The community proposed to us what they wanted us to do, and that was really important. So, it was community. Community developed projects, not university developed projects. The second thing is that the students whose lives were changed by this were changed for one big reason. We didn't send them out to be the elderly Americans, meaning we didn't send them out so they'd come back to school and say, oh, those poor kids in Newark we’re really helping them and they don't have anything. We did a lot as part of our training before we sent them out to sensitize them and to teach them about the agency of these kids. So, I think we did a lot to break down barriers between groups that were different.”

(Participant 7, Founder)

The participant states that the success of community engagement is because of a community-driven approach where projects are proposed by the community, as opposed to being created by the university which promotes empowerment and collaboration. The student training model prioritized sensitization, mutual learning, and breaking down stereotypes, resulting in mutual understanding and respect. Because of the efforts in advocacy, it contributed towards trust-building and transparency between the parties.
**Theme 3: Continuous Growth - Policies**

Sustained growth is essential for nonprofits and their charters. It helps stimulate financial stability, draws in top talent, promotes innovation and adaptability, and improves overall efficiency while addressing the overall mission of the nonprofit, allowing it to reach and provide for its constituents effectively and efficiently. Ultimately, continual growth empowers organizations to fulfill their missions, meet stakeholder expectations, and flourish in dynamic, changing environments.

“I’d say in the health care setting sometimes changes in disease management, infection management from larger bodies nationally, if there’s changes in how there’s practice should be delivered, or care should be delivered that impacts us and maybe new policies that need to be made or revised. I’ll also say health literature. So, like, advancements in research around the treatment of certain things directly impacts policy. So, for example, there was enough literature showing that it didn't matter. A patient's blood counts as it relates to exercise. And then we learned about all that newer literature pushed it across the medical executive team. We were able to completely revamp our policy on exercise and patients and things. So, I would say research, national research, governing bodies on how cancer care should be delivered, infection practices, from larger national organizations. All of that impacts our policies.” *(Participant 3, Director)*

The director speaks on the impact of changes in disease and infection management, as well as advancements in health literature and its effects on policy development in a healthcare setting. According to the participant, healthcare organizations and systems require continuous policy
revisions to align with evolving best practices. Commitment to evidence-based decision-making practices along with research is essential in policies and policy development.

“What stands out to me is, people are not willing to review the current policies and update them. They are so worried because there's pharma money involved, because it's a nonprofit. I think that a lot of times, instead of coming up with something new and creative to put their dollars toward, they stick with the same old, same old. So therefore, the money doesn't always seem to increase or it's just the same.”

(Participant 5, Director)

The participant speaks on how there is a general reluctance to review and update policies in the nonprofit sector resulting in stagnation, which causes concerns within the organization. The effects of big pharma companies and their involvement in financial matters can be the root cause of this stagnation and because of this, financial concerns tend to arise causing more problems within the organization.

Subtheme 1: Gaining Insight from Feedback

“I'd say a big one is we put a lot of focus on patient surveys. I would say that there's a huge emphasis on the patient experience and the patient's feedback on the type of care that they're receiving. So, we take those scores really seriously. We use a national survey organization like press Ganey or Gallup and we also do it for the staff themselves. So, we survey staff and get their experience and their feedback.
We do a lot around risk and safety analysis within the departments too, and separate surveys for that.” (Participant 3, Director)

The participant focuses on patient surveys while emphasizing the significance of understanding and enhancing the patient experience and care quality. Once feedback has been recorded from the surveys, it is shared with the entire team, fostering collaboration within the organization. Along with this, the organization emphasizes risk and safety analysis within departments, as well as the utilization of surveys. This approach highlights an understanding of gaining insight from feedback through the utilization of surveys to enhance the understanding of patients and provide higher-quality care.

“Surveys. But anonymous surveys and making sure that at the top are 6 to 8 things you really want to know. The idea is to keep them as short as possible, but also making sure that there's a lot of multiple-choice options or fill in options. It is so important to capture the demographic. Also ask how they identify with their gender. Make sure that we are being inclusive in the questions that we're answering. Because if no one is from that community then that tells me we're not reaching this specific type of community.” (Participant 5, Director)

The participant advocates for the use of concise and anonymous surveys with a focus on 6 to 8 key aspects, with an emphasis on inclusivity, incorporating multiple-choice and fill-in options, and capturing demographic information, including gender identity. The participant speaks on understanding and recognizing the importance of reaching diverse communities and the
importance of inclusive, tailored questions to ensure that feedback is well-represented in underrepresented groups.

**Subtheme 2: Tracking Outcomes and Adjusting**

“My childhood was growing up in the 90’s and I love 90’s references. But that doesn’t work well today with the new trends and a lot of people don’t connect. With social media those trends change at the blink of an eye so you have to adapt and jump on it as soon as possible or you’ll miss the wave. Not just trends in pop culture but how they’re presented. Some people like big loud designs and some people like small simplistic designs. There are a lot of moving parts that have to be considered.” (Participant 2, CEO)

The CEO speaks on the importance of adapting to evolving trends, especially in social media, utilizing strategic adjustments to remain relevant, adaption of strategies, and tracking outcomes. The participant acknowledges that the company’s constituents have diverse preferences, causing the company to be flexible and adapt to the specific preferences of the company’s customers.

“We stopped doing as good of a job because maybe we didn’t get enough senior leadership to buy in to continue doing those things outside of the critical time when it was really needed because people get back into their own world and things that are affecting them and slowly get away from the things that are really affecting
everyone. So, I think we could have done a better job.” (Participant 6, Clinical Scientist/Pharmacist)

The participant states that there is a decline in performance due to insufficient ongoing senior leadership buy-in. There is an emphasis on the importance of sustained commitment to strategies beyond critical times, highlighting the need to continuously track and adjust approaches based on outcomes (risk management). Early recognition in the improvement of tracking outcomes and adjustment could have potentially mitigated performance decline.

Subtheme 3: Cultivating a Culture of Growth

“Be flexible. Change an idea. Revise an idea. Toss it out, start afresh. That’s actually refreshing because there’s no judgment. I feel like that’s a big difference when someone’s really established their whole board is white and then they’re all older and that’s your whole board. That’s where I feel like a lot of the problems of not being stagnant and then not understanding. Change needs to happen. You need to evolve as the people who are coming into the community evolve.” (Participant 5, Director)

The director stresses the importance of flexibility, adaptability, and openness to change. The participant encourages revising ideas with an emphasis on the need to be diverse and adaptive to understand the evolving needs of the community as it evolves in tandem. Continuous change and
evolution are essential for sustained growth and becoming stagnant can be detrimental to the organization and its mission.

“Beyond that, there's also organizational goals through the chairs of each department. Like is the initiative on research, is it on quality improvement? Is it on improving our metrics? So, I'm grateful to be at an organization that does keep up with the latest and greatest in cancer care. That's why as things move nationally in that direction, our organization then adopts those and moves forward to and kind of works really hard to meet the needs of these patients as well.” (Participant 3, Director)

The participant highlights that the organization’s goals are aligned with department initiatives in areas such as research and quality improvement. Staying current with advancements in cancer care at the national level allows the organization to adapt, innovate, and meet unique patient needs. This illustrates the organization’s commitment to promoting a culture of growth not only at the departmental level but at the entire organizational level.

Subtheme 4: Learning How to Overcome Adversity

“I'd say the pandemic was a big one. I think the way we had to pivot during those years was really traumatic. We learned very quickly how to triage patients, how to manage staffing models, how to work in a crisis situation, how to change our environmental setting to support these patients who had Covid. I think there are
things in place now that aren't going away because of what happened. We know how to work with very short staffing now in ways that we hopefully don't have to, but now we know how to do that.” (Participant 3, Director)

The director speaks about overcoming adversity during the COVID-19 pandemic, highlighting the need to rapidly adapt to challenges, manage critical healthcare aspects, and acquire advanced skills during the adverse COVID-19 pandemic times. Acknowledging that changes were necessary and committing to these changes allowed for growth within the organization and future preparedness for similar adverse situations.

“I would probably say Covid time, when we had to implement a lot of new policies and procedures and guidelines for the hospital, adjust and change a lot of existing ones, remove older ones. I think some of those challenges are still lingering today, it certainly lingered after peak Covid. Probably one of the biggest challenges was something that a lot of hospitals probably face which was staff retention, staff shortage, turnaround time of getting new staff wasn't very fast. That was a big limiter because we wanted to implement certain things in certain ways but it's challenging when you have high staff turnover and people being burnt out.” (Participant 6, Clinical Scientist/Pharmacist)

The participant speaks on how the hospital had to navigate challenges in implementing new policies while adjusting existing ones. Issues that lingered post-COVID included challenges in staff retention, staff shortage, and slow turnaround for new hires. These difficulties arose from
high staff turnover and burnout which limited the hospital’s ability to implement changes effectively. The participant highlights that overcoming adversity in managing policy changes and staff constraints during COVID-19 was a valuable learning experience.

**Theme 4: Proper Communication and Agreement**

Proper communication and agreement are vital for both nonprofits and their charters. Clear communication helps align members with the organization's mission, purpose, and goals, facilitates collaboration, and aids in decision-making. Along with this, communication is vital in the engagement of stakeholders, adaptability to change, and promoting a positive organizational culture. To achieve success effectively, communication and agreement within the organization is crucial.

“The common one that comes to mind is the more multidisciplinary the policy was or protocol or guideline, the better the outcome. Making that explicit in there and making it clear. It makes a difference when you put pen to paper for these things and you get those leaders to have buy in and have a stake in the game and be at the table.” (*Participant 6, Clinical Scientist/Pharmacist*)

The participant advocates for a multidisciplinary approach with an emphasis that explicit communication and involvement of leaders and stakeholders lead to better outcomes. Leaders actively participating, stakeholder engagement, and improved collaboration are essential to organizational success. By streamlining and having clear proper communication and agreement amongst all parties, not only will better outcomes be achieved, but so will relationships.
“Understanding the perspective of all stakeholders, students, faculty, boards of trustees, members of the communities, you have to understand them and take them into account. Leaders at universities tend to want to work in silos, and I don't think that ever works. So, you really have to have an open dialogue with people. Even if you disagree with somebody, you have to build the trust so that you can have conversations about disagreements, why you disagree, and then bring people together to solve those problems.” (Participant 10, Provost)

The provost highlights the significance of understanding and considering the perspectives of all stakeholders. The participant states that leaders tend to work in silos and stresses the importance of open dialogue, even if disagreements arise in hopes of building trust. Collaborative problem-solving and emphasizing effective communication and agreement are necessary to be successful, especially in universities.

**Subtheme 1: Consensus Building**

“I think sometimes taking away or really identifying what do you want success to look like for this particular thing within this particular area of the organization. If you're actually having programs and or services, to me it's about the survey responses. I do think it's important that the different departments get on board with what how each measures success. Like if something if we had a really high amount of people that show up, well what was it? Was it because of the title? Was it the
topic? What did the ad look like that you posted on social media? How much engagement did that get?” (Participant 5, Director)

The director emphasizes the importance of clearly defining what success is for specific initiatives within an organization while acknowledging that diverse perspectives on the definition of success are essential. The participant highlights consensus building by understanding how success is measured, with a focus on analyzing specific metrics. This approach illustrates a holistic perspective on how success is measured through collaboration, consensus building, and a shared understanding of important metrics.

“There was a weekly touch base that we had a few actually weekly, in which we kind of got the status of different things. What's the nursing, situation looking like? How are we being staffed? What's the medication shortage looking like? How much do we have left? What are some of the new guidelines that we've put through to reserve the medication use, and some of the departments and some of the units? That weekly refresh was critical because information was changing very quickly, and that allowed senior management to then trickle down those policies, procedures, guidelines to their staff.” (Participant 6, Clinical Scientist/Pharmacist)

The participant stresses the importance of frequent meetings and how they played a vital role in the hospital. The regularly scheduled meetings were essential for senior management to stay informed and distribute policies to their staff. Through this process of weekly meetings,
communication, alignment of goals, and informed decision-making, collaborative consensus-building was reached throughout the organization.

**Subtheme 2: Transparent Communication**

“Lack of communication. Sometimes, so many people are so used to doing things themselves or forget to delegate. I don’t know why there’s such an issue with the breakdown in communication, but I definitely feel when it’s specifically more on the nonprofit side. People are already wearing multiple hats. But I think what’s missing is not only that communication, but the delegation of responsibilities or even having the discussions.” *(Participant 5, Director)*

The participant identifies that lack of communication is an issue, especially in nonprofits because individuals often juggle multiple roles. The director states that the challenges derive from self-reliance, a lack of delegation, and a lack of effective communication. The lack of leaders delegating responsibilities or even having discussions with members of the organization contributes to the lack of communication that the director experiences.

“One of the issues is that there are actually three campuses that are undergraduate nursing. There’s one in Miami, there’s one in Fort Lauderdale, and there’s one here in Fort Myers. So, we try to standardize the education as much as we can across campuses, because it’s not fair to the students if one campus is easier, right? So, what we do is, the faculty meet before every semester, like a pre-course meeting
and they decide what they're going to do and they come up with activities and assignments and what textbook and what the readings are. They put the PowerPoints together and they even put exams together so that if each campus has an exam on the same day.” (Participant 8, Program Director)

The participant speaks on the challenge of standardizing education across three campuses. Recognizing the importance of fairness for students, faculty meetings are conducted before each semester and during these meetings, faculty decide on fair course material collaboratively. Because of the distance between the three campuses, the participant highlights that transparent communication is essential between the three campuses for success. This allows for the attainment of the collective goal – fairness for students.

**Theme 5: Presence of Direction and Arrangement**

Clear direction and organizational arrangement are essential in nonprofits and their charters because they ensure strategic alignment, efficient resource allocation, goal precision, and effective performance measurements. These factors promote better decision-making, increased employee engagement, adaptability to change, effective communication, risk management, and legal and ethical compliance. Having a well-defined mission and goal is vital in establishing the organization’s presence of direction, thus increasing the likelihood of success in its endeavors.

“We were using one form and really not having a lot of success. Our passing rate went down to 84%. If it drops too much, you get put on probation from the board of nursing. So, we revamped the curriculum. What we did was we worked with
another national assessment test, RTI. The reason we chose them is because they're more secure so that there aren't people that can cheat and look up the answers online and Quizlet or something. So, what ends up happening is they take the exam and if they don't pass that, then they'd have to take another predictor exam. They're not allowed to graduate until they get a complete in the course which they call the green light. Each student has a coach assigned to them. So that's really good.”

(Participant 8, Program Director)

The participant says that the university responded to the significant drop in passing rates by revamping the curriculum by introducing a more secure national assessment test (RTI) to prevent cheating and implementing a structured assessment for senior students. Along with this, individual coaches were assigned to students for personalized support. The approach described by the participant taken by the university shows a clear presence of direction and arrangement that addressed the issue of the decrease in passing rates.

Subtheme 1: Organizational Structure

“Insurance regulations are the primary influence for the organizational structure. The referral question must clearly indicate the type of evaluation requested in order for insurance to cover the cost, the insurance type and plan are processed to determine if the patient’s plan covers psychological evaluations and if our organization is contracted with the insurance company, any remaining deductible must be collected from the patient in order to schedule an evaluation per insurance
guidelines, and clinicians must use ICD codes when diagnosing a patient based on insurance regulations.” (Participant 1, Doctoral Intern)

The participant highlights that their organization is influenced by insurance regulations and a need for a clear referral question which indicates what the evaluation will be for. The participant also says that the organizational structure emphasizes clinician adherence to using ICD codes in diagnoses, further establishing the influence of insurance protocols within the organization’s operations.

“Working at a smaller health system was good in this regard where I felt like it was a pretty clear chain of command, as opposed to maybe some bigger organizations where sometimes you get lost into, like how decisions are made. So, things are started at the ground level and there's essentially layers to the different committees that you go to. You'd have your core committee group aligned on something, get by and then you move to the next one. Once you get alignment for that, then you'd have a final checkpoint meeting for the decision being made. After that final checkpoint one, it would go to one, senior leadership type of meeting where they'd give the final green stamp before being enacted. So, having that pretty clear guidance of how decisions are made and what those steps are, what are the meetings where the people, I think worked well for implementation of policies, procedures and guidelines.” (Participant 6, Clinical Scientist/Pharmacist)
The participant states that the organizational structure has a straightforward decision-making process. Beginning at the ground level, with the decisions beginning to progress through committees. Within the committees are layers that the decision-making process must go through. A final checkpoint, which is a meeting for evaluation is conducted before senior leadership approves the decision. This process ensures that all departments are involved in an effective and collaborative effort in the decision-making process.

**Subtheme 2: Guidelines and Policies**

“We created some structures where I could kind of run with a lot of it, on my own until especially when money wasn't involved. We were very clear about what the vision, the values and the scope of the project was. So, in doing things that are really just content based, I knew that I had the support of the folks and if we were to grow, if we were to make any kind of significant change in focus or the type of work we were taking on, that would require review and discussion.” (Participant 9, Founder)

The participant says that autonomy in tasks without financial implications was only possible with a clear understanding of the project’s goals, vision, and values. Because of the autonomous nature of the work, support was given. Transparent decision-making and collective decision-making allowed for the opportunity for growth.
“The lack of formal training for psychometrists, practicum students, and doctoral interns has been an ongoing issue within the company. Psychological testing requires standardization in test administration and scoring. The lack of standardized training processes has a subsequent effect on the individual’s ability to accurately administer and score various psychological tests. This in turn can influence the patient’s scores and test data, which ultimately impacts the psychologist’s diagnostic conclusions. The company does not provide incentives or outline the roles and responsibilities of supervisors to assist with training new employees. This results in other students or psychometrists training new employees.” (Participant 1, Doctoral Intern)

The participant states that there is an ongoing challenge with the lack of formal training for key roles within the organization. This lack of formal training affected members negatively, which influenced patient scores and test data. Along with the lack of formal training, there was no clear role outlines for supervisors which prompted the members to undertake the role of training new employees. This situation highlights the importance of establishing comprehensive guidelines and policies within the organization to mitigate the risk of compounding more work for members within the organization.

**Theme 6: Power Dynamics**

Understanding power dynamics is crucial in nonprofits and their charters. Power dynamics shape decision-making, leadership, organizational culture, members’ relationships, resource allocation, conflict resolution, inclusivity, stakeholder engagement, and responses to organizational change.
Properly understanding power dynamics, allows for a positive work environment, promoting collaboration throughout the organization, which will effectively and successfully achieve the organization’s mission and goals.

“A lot gets funneled through our board of directors. I've learned more and more that they prioritize things and that kind of trickles down to us. There's a little bit of the opposite direction of like, we have our priorities, our needs. That goes up to the board of directors. So, it is kind of two way, but a lot of the decision making on how things are handled goes up to them. Beyond that, there's also just organizational goals through the chairs of each department.” (Participant 3, Director)

The participant says that the organization’s power dynamics are through the board of directors, which plays a pivotal role in decision-making. The power dynamics in the organization are described as top-down, meaning that the decisions come directly from the board. Despite this, there is a two-way communication dynamic where organizational priorities are communicated to the board; however, department chairs contribute to the power dynamics of the organization by disseminating organizational goals. The organization’s structure can be described as hierarchical regarding its decision-making process.

“It's frustrating when you bring attention to potential issues. You have written proposals on some recommendations. Then it just gets stalled. I think a lot of these organizations bring in such great talent. I think for some leaders, in the
organizations, they don't like change. They want it to stay just the way it was without having that vision.” (Participant 5, Director)

The participant expresses frustration when attempting to address decision-making issues within the organization, because the organization’s leaders often make no progress, leading to challenges when trying to implement change. Organizational leaders resist change and do not attempt to try and adapt to it. There is a struggle to initiate change due to the perspectives of organizational leaders being stuck in their old ways.

“The chief executive is supposed to make the overwhelming majority of decisions, and the board is to approve the budget and review the chief executive. Those are their two primary functions. However, the board at the Love Foundation, where I work, has historically been more involved in the day-to-day operations than I would normally be comfortable with. But you adjust to culture, as long as it doesn’t cross into, inappropriate or illegality. So, there is the push pull of board members, wanting to have, decision making authority or at the very least, input on day-to-day decisions, programmatic focuses that sort of thing.” (Participant 11, CEO)

The participant says that The Love Foundation’s chief executive makes the majority of decision-making, while the board’s primary functions involve budget approval and CEO review; however, there is a historical trend in the organization with the board being more involved in day-to-day operations. Ultimately, this leads to a power dynamic struggle between the CEO and board
members because the board members have more input than necessary in day-to-day operations and decision-making.

Subtheme 1: Imbalance of Power

“I think what we're learning more and more is that sometimes power is vacuumed all the way up. Power is divided, it really makes or breaks a lot of things in the organization. I think we have a model that was based on a very small institution, and we never grew that model. So now when we want to make change, when we want to change processes or workflows or things like that, it can be slow because all the power is vacuumed up.” (Participant 3, Director)

The participant’s organization faces challenges because there is a concentration of power at the top, coupled with a model that is designed for a small institution that has not adapted to the organization’s growth. Any attempt to initiate changes within the organization is met with a slow decision-making process due to the centralized power structure. This leads to an imbalance in power within the organization which results in stagnation and no adaptability towards potential change.

“Other students and psychometrists are currently in charge of competency evaluations for new employees in which the new employee must administer all psychological tests with accuracy. This creates a power differential that leads the
new employee to feel unsafe in confiding in others about questions and concerns they may have about psychological tests.” (Participant 1, Doctoral Intern)

The participant describes how delegating competency evaluations to students and psychometrists as opposed to those suited for it creates a power imbalance because these evaluators, who are originally just students and psychometrists, now hold authority over new employees. There is a clear imbalance of power in the organization’s evaluation processes which hinders communication and can cause mistrust between new and existing employees.

Subtheme 2: Individual Responsibility

“I didn't want it to feel like I was misusing funds, even though it was largely me just doing the work. I wanted it to be in line with the values, of the organization. And so, that accountability was important when I'm having the board signing off at the end of each year on IRS tax documents and things like that. I wanted them to know along the way, this is what you're signing, don't just trust me.” (Participant 9, Founder)

The participant speaks on being cautious about misusing funds and emphasizes the importance of aligning one’s actions with organizational values, highlighting that transparency and communication with the board are key. Keeping the board informed throughout the process of using the nonprofit’s funds creates trust among the members. The key element from this
participant’s answer is their commitment to adhering to ethical conduct, transparency and communication, and personal accountability.

“In community organizing, it’s very much, what we call kind of a spokes council model, where you have the central organization and then you have different spokes, which are different, like working groups, different departments, maybe projects. Folks kind of go off into specialized areas and then it's always bringing it back to the whole, for feedback, for accountability, for reflection. You trust the subject matter experts to do their job and have individual responsibility.” (Participant 9, Founder)

The founder of this nonprofit puts into practice the spokes council model with a central organization and specialized spokes representing different working groups. Individuals in the organization are entrusted with specialized roles, with an emphasis on individual responsibility. This model that is being utilized by the organization, encourages and cultivates regular feedback and accountability amongst the members. The feedback and work done by the individuals are then funneled back to the central organization as a whole.

**Theme 7: Creating a Proper Vision**

Establishing a clear vision is fundamental for nonprofits and it charters because it fosters positive efforts, and alignment toward organizational goals, motivates and inspires individuals, informs strategic decision-making, shapes organizational culture, and engages stakeholders. Missions and
visions that are well-crafted promote measurable objectives, enhance accountability, define the nonprofit, and contribute towards the organization’s sustainability.

“A lot of people that we encounter on site ask us for fall specials. For example, when you say fall specials in the coffee industry, that usually means pumpkin spice, right? So, as a coffee business we get asked that all the time, like, oh, why don’t you guys have hot drinks? We’re going to keep to what our identity is as like a business and what our product is. Another is the expectations of people on how price point should be for Phinbar. We price our product on the higher end, primarily because we know that it’s worth that.” (Participant 4, Co-Owner)

That participant is adamant about maintaining brand identity, rejecting pressures from competitors and external pressures. The commitment towards the organization’s vision results in brand integrity, establishing organizational culture, while still being able to maintain its engagement with its customers. The strategic decision-making from the participant allowed the business to thrive despite its competitors offering lower-priced products and seasonal drinks.

“In developing the bylaws for the “Bridges We Burn”, that was very important to us. We create structures that in the long run, we’re going to feel good about and that aren’t going to feel limiting or we didn’t want to just do things because it was a legal requirement.” (Participant 9, Founder)
The participant’s vision to establish bylaws for “Bridges We Burn” that align with the organization’s values and mission is strategically thoughtful because there is an emphasis on creating structures and outcomes with a positive impact. Flexibility in developing the bylaws allows the organization to subsequently be flexible as well.

“We have core values here that we follow and that we, the students are aware of this and so are our stakeholders. It's academic excellence, sense of community, diversity, innovation, integrity, opportunity, scholarship and research.”

(Participant 8, Program Director)

The participant’s organization has core values that serve as guiding principles for its vision and mission. These values are transparent, making them available and known to both students and stakeholders. Collectively, the core values form the organization’s vision, ensuring a clear and well-defined approach toward academic excellence, community engagement, and ethics.

“Within my department I can speak a little bit easier about it. I think as we grew as a department there was a very structured, defined vision for any efforts or any initiatives that came up. It was really critical to tie those initiatives back to the overall vision and be very clear and consistent with that communication.”

(Participant 3, Director)

The participant’s department experienced growth attributed to a structured and defined vision that guided initiatives. The department’s success was due to aligning collaborative efforts towards the
overall vision and transparency was achieved because of clear and consistent communication amongst the entire department. Initiatives were consistently tied back to the overall mission aligning the efforts of individuals to the department’s defined vision.

**Theme 8: Synergistic Collaboration**

Synergistic collaboration is vital in organizations because it fosters innovation, increases efficiency, enhances decision-making, increases member engagement, and strengthens interpersonal relationships. Synergistic collaboration also enables the organization and its members the ability to adapt to change. Effectively fostering synergistic collaboration in an organization will allow the organization to fulfill its mission, goals, and vision.

“*Be present, you know, going back to the face-to-face interactions, I think is really critical. If you're starting up a charter or you're starting up an organization, you have other people that you need to work together with to have your final product happen. You need to try to collaborate them more in person when possible.*”

(*Participant 6, Clinical Scientist/Pharmacist*)

The participant stresses the importance of physical presence and face-to-face interactions. Effective collaboration is essential for achieving the overall goal, with an emphasis on in-person collaboration whenever possible. The participant highlights the significance of synergistic collaboration in realizing shared goals and outcomes.
“I’d say working as a team and how important that is. You can have the best idea in the world, but if it affects different people, you can’t do it in a silo. From the time of inception of the idea to the planning and strategizing of it, you have to involve the right people. Not just the leadership level, but also the people on the ground level. If you do that across the board, by the time you get to the final product, it’s probably going to be better.” (Participant 6, Clinical Scientist/Pharmacist)

The participant highlights the vital role of collaborative teamwork with an emphasis on inclusive involvement as opposed to working in silos. Engaging stakeholders from the inception of an idea to the implementation is essential in synergistic collaboration. By effectively establishing collaboration between all parties, the quality and success of the final product will be higher resulting in the process of synergistic collaboration.

Subtheme 1: Importance of Leadership Presence

“We have a great deal of oversight from the board. Both the board, broadly, as well as the Finance Committee, which is the most active committee. We also have auditors and outside bookkeepers and we have been recognized for the past six years as the most efficient breast cancer research organization in the United States, meaning that more the higher percentage of dollars going to research activities or mission related activities than any other organization.” (Participant 11, CEO)
The CEO’s organization establishes a strong leadership presence through oversight from the board, an active financial committee, external auditors, and bookkeepers. The collaborative efforts amongst these members allow for the organization to have a six-year recognition as the most efficient breast cancer research entity in the U.S. Along with a strong leadership presence, the CEO also emphasizes the importance of strategic resource allocation towards research or mission-related activities.

“While I adored and respected Susan, this search firm would not be able to find the next Susan and it really wasn’t possible because we looked at hundreds of candidates, but Susan came up at a particular time when there were not many women surgeons and certainly not coming out of Harvard and breast cancer was driven mainly by men. So, through the process of doing this search, which took almost a year made it really clear that we would have to hire these multiple advisors to feed in on creating the whole of a Susan. While that doesn’t sound like a big one, it’s sort of huge because when an organization has always been driven by one person to not have that one person, but to instead have multiple people, it’s affected how we do business on a daily basis.” (Participant 11, CEO)

The CEO acknowledges that Susan was a phenomenal leader in the organization; however, finding a similar successor proved challenging. To address this, the organization now has multiple advisors to replace Susan and her qualities. The dramatic change from having one leader such as Susan to multiple advisors has drastically changed how the foundation operates. This can potentially cause issues within the organization since leadership presence is important to the organization’s success.
Although issues may arise, the foundation has mitigated potential risks through its strategic decision-making and vetting process.

“However, competence would be enhanced if a formal training module was in place and policies were outlined regarding who is responsible for training. Additionally, supervising clinicians should be signing off new employees on their competence to administer tests as opposed to students and psychometrists. Other students and psychometrists are currently in charge of competency evaluations for new employees in which the new employee must administer all psychological tests with accuracy.” (Participant 1, Doctoral Intern)

The participant states that the organization’s training module is not established with clear policies; rather, there is no formal training module in place. Students and psychometrists are having to sign off on the competence of new employees instead of supervisors which dictates a clear lack of leadership presence in the organization. Undertaking roles and responsibilities that are outside the member’s realm can be harmful to the organization. This lack of leadership presence can be detrimental to the organization and cause an imbalance of power between existing employees, students, psychometrists, and new employees.

Subtheme 2: Goal Alignment and Planning

“When we decided to have a new curriculum, we completely changed everything. Students only go for five semesters. They have to do the prerequisites either on the
main campus or somewhere else. We completely changed it where it wasn’t a whole 16-week semester for each course. We condensed and they meet twice a week for eight weeks. So, what we did was we had the faculty involvement. The faculty who teaches each course got together and decided what would be the activities and assignments for each week for each class, what did they want them to do in the skills lab and for simulation? How many clinical hours? It was definitely faculty driven." (Participant 8, Program Director)

The participant describes a drastic change in the curriculum and its transition to a new model with involvement and effective collaboration among faculty members. The decision-making process was faculty-driven and collaborative and through this collaboration, the theme of goal alignment and planning arises. This is demonstrated through the active involvement and collaboration among faculty members to meet the common objectives and goals of the new curriculum.

**Objective 2 Results:**

After conducting a thematic analysis, several themes and subthemes were found to be vital for achieving effectiveness, growth, and operationalization in an organization/charter. Emphasis on efficient resource management and strategic allocation of resources are mentioned by many participants. A majority of the participants also stress the importance of a collaborative environment that encourages teamwork, which develops cooperation across the entire organization, enhancing overall organizational teamwork, culture, and decision-making. Through collaboration, the theme of a unified teamwork setting is established, emphasizing team cohesion, shared responsibility, and collectiveness toward the organization’s mission. A sharing and learning
culture within their organization is stressed among participants, with an emphasis on growth-oriented policies.

A key theme identified via thematic analysis was trust. Participants describe trust as open communication, consistency, and reliability. Transparent communication is essential in building trust in the organization and is achieved through honesty, integrity, and open information sharing. According to participants, continuous growth within the organization is tied to policies that support regular performance evaluations for ongoing improvement and skill development in the form of feedback. Feedback is essential in organizations and some participants expressed that gaining insight from feedback, whether positive or negative, greatly helps the decision-making process. Feedback paired with trust will foster the improvement and skill development that the participants discussed. Through effective feedback channels, tracking outcomes and adjusting to changes can be performed effectively. This further cultivates a culture of growth within the organization, leading towards continuous organizational improvement and adaptability.

To prevent misunderstandings, proper communication and agreement are important. Through proper communication and agreement, an agreement can be reached during the organization’s decision-making process. This results in the organization having a clear direction in its operations. Direction in an organization includes strategic focus, effective organizational structure, and well-defined policies to guide the organization effectively. The alignment of organizational structure with goals (organizational and/or individual) and regular policy reviews to adapt to changing needs are crucial for organizational effectiveness.
Another theme found via interviews was power dynamics. Participants expressed advocacy for fair power distribution, member empowerment, and accountability within the organization to mitigate potential power imbalances. An additional theme that appeared is the creation of a proper vision. To create a proper vision for the organization, effective communication and alignment of individual and team responsibility are necessary, whilst keeping in mind the organization’s mission. This promotes another theme, synergistic collaboration. Synergistic collaboration is achieved through effective communication, transparency, and collaboration of all members, leaders, and different departments within the organization. A collaborative environment, unified teamwork setting, trust, feedback, proper communication and agreement, and proper vision are key themes that are interrelated with one another. By addressing each theme individually and linking them to one another, effective and sustainable operationalization can be achieved.

Lastly, leadership presence is crucial in operationalizing an organization effectively. Maintaining a strong culture within the organization is vital and is achieved through leaders who are trustworthy, accountable, and transparent. Through strong leadership presence, goal alignment and planning can be achieved for the organization. According to the participants’ answers, involving individuals and teams collaboratively in the decision-making process proves to be effective in reaching the organization’s overall goal as opposed to working in silos. With these themes found via interviews with past or present organizational leaders and key stakeholders such as breast cancer survivors and advocates, the development of policies and procedures can be achieved for LYTE’s charters through its incorporation.
V: Discussion and Conclusion

Overview
This study explores the mechanisms and steps required to fulfill its goal: to develop policies and procedures for LYTE’s charters’ operationalization. The process required two objectives to identify, analyze, and apply essential policies and procedures in the operationalization of LYTE's charters. The first step was reviewing and analyzing documents pertinent to charters of foundations. These documents must be policy and procedure-related as well as contain elements required for an effective functioning charter. A comprehensive review and analysis of documents provided valuable insights into the requirements for the formation and operationalization of charters. It was found that to establish a charter and operate it effectively, three written documents of policy and procedures are required: (1) Charter Bylaws, (2) Policies Governing Charters, and (3) a Charter Affiliation Agreement. Several foundations with established charters provided templates and examples of these documents. These examples and templates are flexible, in that they can be adapted and tailored to meet the needs of LYTE. By developing the Chapter Bylaws, Policies Governing Charters, and a Charter Affiliation Agreement, the operationalization of LYTE’s charters will become a reality, enabling LYTE’s NBHWC training program that produces certified coaches to deliver community-based and locally-tailored care. The development of policies and procedures for LYTE’s charters operationalization will fulfill LYTE’s overarching mission of addressing the needs of a growing and diverse community of breast cancer and metastatic breast cancer survivors by establishing community-based and locally-tailored charters through cutting-edge research, strategically-placed charters, locally-tailored programming, and expertly-trained wellness coaches.
Following the document review and analysis, interviews were conducted with past or present organizational leaders and key stakeholders (breast cancer survivors/advocates) to identify themes, strategies, successes, and failures experienced in their organizations to develop effective policies and procedures for LYTE’s charters. A thematic analysis was conducted with the use of MAXQDA, to identify themes and subthemes that arose in the interviews. The purpose of conducting interviews is to incorporate the themes, strategies, and inputs of the interviewees, which are key elements, into the development of LYTE’s charters policies and procedures. The Charter Bylaws, Policies Governing Charters, and Charter Affiliation Agreement will incorporate the key elements gained from conducting the interviews.

In conclusion, this study provides the necessary processes required to develop effective policies and procedures for the operationalization of LYTE’s charters. The research process, literature review, approach and methodologies, document review and analysis of existing policies and procedures required for charters, and thematic analysis of interviewees’ answers lead to the development of LYTE’s charters policies and procedures in the form of Charter Bylaws, Policies Governing Charters, and Charter Affiliation Agreement.

*Systems Thinking and Design:* Throughout the study, systems thinking and design were used to comprehend the intricacies and interconnectedness of policies and procedures in relation to the discovery of documents and their review and analysis along with different organizational leaders and key stakeholders in the interviews. Utilizing HTA, a framework was created to guide the study’s process. The document analysis of different types of policies and procedures needed for a charter’s operationalization and thematic analysis of interviewees’ answers identified essential
policies, procedures, and strategies necessary for policy and procedure development. Through rigorous analysis, identification of established policies and procedures within existing foundations and charters enabled the creation of drafts for LYTE’s charters policies and procedures. These drafts of policies and procedures also contain elements derived from the themes that arose from the process of thematic analysis of the interviewees. By implementing systems thinking and design, this study ensures a comprehensive understanding of essential elements required for the development of policies and procedures for LYTE’s charters operationalization.
Study Findings and Contributions

Objective 1 Findings Summary

Document Review and Analysis: By conducting document review and analysis, significant documents were found on foundations or charters with established and successful policies and procedures for operationalization. Some foundations discovered through document review were The Association for Facilities Engineering, The Freedoms Foundation at Valley Forge, The Association of Clinical Research Professionals, The Council on Foundations – Community Foundations Leadership Team, The Community Foundation of the Ozarks, and The Open Worldwide Application Security Project. These foundations have established bylaws that allow the charter to operate effectively with its own policies and procedures in the form of charter bylaws, policies governing charters, charter affiliation agreements, and other relevant charter policies. Each charter’s policies and procedures differ from one another; however, the policies and procedures are adaptable and are tailored to fit their specific needs. Although these foundations did not provide all the documents mentioned, they did provide examples and templates of several. Analysis of these examples and templates allows for the effective development of necessary policies and procedures for LYTE’s charters’ operationalization due to its nature of being adaptable for tailoring to the organization’s needs. This approach of document review and analysis provides the foundation for discovering essential policies and procedures for LYTE’s charter operationalization.

LYTE Charter Policies and Procedures

Charter Bylaws: The governance and operationalization of charters are dependent on charter bylaws. These bylaws establish the structure of the organization, define the roles and
responsibilities of key stakeholders, while serving as a guide to the charter’s decision-making processes and operations. The charter bylaws also address membership requirements, giving insight into how an individual can become a member of the charter. Financial governance is also a key aspect covered in bylaws encompassing financial reporting requirements and guidelines for fiscal responsibilities. In response to disputes within the charter, bylaws are a risk mitigation tool by offering a structured framework for conflict resolution. Additionally, charter bylaws ensure compliance with laws and regulations. Bylaws are adaptable and amendable, allowing organizations to tailor and adapt to changing times. Overall, charter bylaws serve as a foundational document, guiding the charter’s structure, decision-making, and ethical practices for its effective operationalization.

Developing charter bylaws are essential for charters under LYTE because the charter’s long-term stability and success is dependent on the charter bylaws. Conducting a document review and analysis allowed for the discovery of several foundations with successful charters that have established charter bylaws. The charter bylaws derived from the document review was analyzed comprehensively which allowed for its utilization as a template in the development of LYTE’s charter bylaws. Adaptation and tailoring were performed to ensure that the charter bylaws reflect LYTE’s mission and overarching objective. Several drafts have been developed through the use of the charter bylaws templates provided by foundations with successful charters, comprising different formats and sections (see Appendices E, F, and G). These charter bylaws have been developed as a draft and are not finalized. As a member of LYTE, I do not have the authority to implement charter bylaws alone. The development of a draft of charter bylaws will be presented to the Board of Directors presiding over The LYTE Foundation, Inc. as well as the CEO, CFO,
and COO. Policies and procedures must be discussed as a team allowing for transparency, strategies, further adaptation, and ultimately reaching the goal of establishing the charter bylaws.

Situations to consider in developing charter bylaws are the possibilities of partnerships. Establishing a partnership with a hospital or other breast cancer organizations will require charter bylaws that satisfy both The LYTE Foundation, Inc. and the partnering organization. This will be discussed more in detail further in Chapter Five. Once an agreement has been met, these charter bylaws will be used as the framework and template for all of LYTE’s future charters in their creation of charter bylaws.

**Policies Governing Charters:** Policies governing charters are crucial for charters. Firstly, they provide a clear and concise definition of the parent organization and the charter’s purpose/mission, values, and charter operational guidelines. The clarity gained from these policies helps guide the decision-making process alongside the charter bylaws, ensuring that charter members are aligned with the charter’s overall goal and objective. Secondly, these policies in conjunction with charter bylaws, establish accountability and transparency within the charter by outlining the responsibilities and roles of individuals. Lastly, these policies contribute to operational consistency, helping to maintain stability and consistency within the charter. Together, charter bylaws and these policies serve as tools for risk management and conflict resolution. Overall, policies governing charters are needed to provide a structured framework that fosters organizational effectiveness, ethical conduct, and adaptability to changing circumstances.
Creating policies governing charters is essential alongside charter bylaws for the operationalization of LYTE’s charters. Although LYTE charters will be operating under the parent organization and will be sharing the same foundational bylaws, policies, mission, and values, policies governing the charter are still required. The policies governing charters will be uniform throughout each charter except for charter partnerships with other breast cancer organizations and hospitals. These policies enable the charters to function and operate with proper governance. Conducting a document review and analysis discovered a template provided by The Freedoms Foundation at Valley Forge, which was utilized to create LYTE’s policies governing charters. A draft of policies governing charters for LYTE has been developed (see Appendix H). Similar to the charter bylaws, these policies governing charters are not finalized and require the approval of LYTE’s Board of Directors as well as the CEO, CFO, and COO.

**Charter Affiliation Agreement:** A charter affiliation agreement is essential in fostering successful collaborations between organizations. The charter affiliation agreement establishes the terms and expectations of the type of partnership between both parties, whilst clarifying the roles and responsibilities each organization has, ensuring transparency and cohesive collaboration. It is vital that goals and objectives are aligned between both parties, thus enabling the partnership to work towards the common overall objective. The agreement in conjunction with both charter bylaws and policies governing charters allows for proper risk management. Overall, the charter affiliation agreement is crucial for charters, providing a comprehensive foundation for an effective, successful, and mutually beneficial partnership between organizations.
Developing a charter affiliation agreement is necessary to operationalize LYTE’s charters – not only for LYTE’s own charters but for internal charters resulting from partnerships with other organizations such as hospitals or breast cancer organizations. Charter affiliation agreements for LYTE’s own charters will be uniform and consistent throughout; however, depending on the type of partnership that The LYTE Foundation, Inc. establishes, the charter affiliation agreement must keep both parties’ interests in mind. This means that it is crucial to identify the roles, responsibilities, and duties of each party in the partnership. With this, the charter affiliation agreement must remain adaptable to be tailored specifically for each type of LYTE charter. Through document review and analysis, examples of charter affiliation agreements and explanations of their contents were found. Two drafts of charter affiliation agreements have been developed through the utilization of these templates (See Appendix I and J). As mentioned previously for charter bylaws and policies governing charters, the charter affiliation agreement requires the approval of LYTE’s Board of Directors as well as the CEO, CFO, and COO. In the event that LYTE partners with other organizations, the charter affiliation must be approved and agreed upon by the respective organizations’ leaders.

Other Charter Policies: As mentioned previously, a charter’s successful operationalization is dependent on its policies and procedures. Along with charter bylaws, policies governing charters, and a charter affiliation agreement, different charters require different policies and procedures. Additional policies and procedures may prove beneficial in providing clear guidance, establishing consistency, and promoting fairness in operations in the charter. These policies and procedures outline key principles, rules, and standards, define accountability within the charter, and help mitigate risks. Additional charter policies will help bolster the three required documents. Through
this, the charter can help the parent organization realize its mission and achieve the overarching goal with well-defined policies and procedures.

Upon completion of the document review and analysis, policies specific for charters should also be developed such as policies for committees presiding over the charter or policies that will be universal across all charters. For example, some components of policies for committees would be how committees will be formed in the charter, a contract proposed to the parent organization and Board on the scope and purpose of the committee’s formation, the committee’s composition, and potential dissolution of the committee. A draft of policies for charter committees has been developed to outline these key components utilizing an example provided by The Open Worldwide Application Security Project (OWASP) Foundation’s committee policies (See Appendix K). Along with these policies for charter committees, a draft of charter policies that are amendable to fit universally across all LYTE charters has been developed using The OWASP’s example as well (See Appendix L). Some components of this document include policies on charter leadership, running a charter, and processes for starting a new charter within LYTE or with a partnering organization.

**LYTE Charters Partnerships: Hospitals & Other Breast Cancer Foundations/Nonprofits**

If a breast cancer organization or hospital wants to partner and have an internal LYTE charter, it will follow the same policies and procedures of existing LYTE charters outlined in the charter bylaws, policies governing charters, and charter affiliation agreement; however, there will be some key differences and considerations. The major difference will be that LYTE will have to consider and abide by the respective breast cancer organization or hospital’s policies. Through collaboration
between each partnering organization’s leaders, adaptation and tailoring of the three documents will be achieved that satisfies both parties.

There are crucial aspects that should not be ignored in the event partnerships arise for LYTE. Key aspects include the potential partner organization’s mission, values, and goals in alignment with LYTE’s. Before engaging in the development of a partnership, it is imperative that information and research be conducted on the organization’s past partnerships, if they have established internal charters in the past, the result of those partnerships, or if the partnering organization’s mission and values align with LYTE’s. Upon agreeing to the establishment of a partnership and developing an internal LYTE charter, defining the scope of the partnership should be conducted. A memorandum of understanding (MOU) must be established to document the agreement, purpose and objectives, terms of agreement, responsibilities and duties, and expectations between both parties. A draft of an MOU has been developed (See Appendix M).

As mentioned previously, some key differences and considerations when developing the charter bylaws, policies governing charters, and charter affiliation agreement are the development of policies and procedures that satisfy both parties in partnership, whilst keeping both parties’ mission and values at the forefront and in alignment. Partner equity is crucial in partnerships. This begins with clearly defining the roles and responsibilities of the parties and members of the organizations. Defining roles, responsibilities, goals, and objectives will be established upon agreement of the memorandum of understanding. In contrast to LYTE’s own charter, an internal charter in a partnering breast cancer organization or hospital will require its own decision-making process because the leader and health coach of the LYTE charter will not be the only individual making
decisions; instead, the leader and health coach of the partnering LYTE charter will work collaboratively with the leader of the breast cancer organization or hospital. A figure has been created and is presented below to illustrate the potential dynamics between the participating organization (hospital) and the internal LYTE charter. Having a shared goal is the most important aspect of considering an internal LYTE Charter in a breast cancer organization or hospital.

**Figure 7**: Diagram of the relationship between Leader of Partnering Organization, Leader of Internal LYTE Charter, Health Coach, and Clinician in a hospital
Figure 7 is a diagram illustrating the roles and responsibilities of the leader of the partnering organization, leader of the internal LYTE charter, health coach, and clinician of the partnering organization (hospital). According to the figure, this partnership should yield beneficial results, both in the operations of the internal charter and in meeting the unique needs of breast cancer survivors. For example, with the addition of a clinician in a hospital, there will be many more resources available for the breast cancer survivor that LYTE otherwise would not have in an independent charter. By working together with the health coach, both the health coach and clinician can create a robust and effective plan to meet the unique needs of the breast cancer survivor.

**Objective 2 Findings Summary**

*Interviews:* Although conducting document review and analysis is effective in discovering policies and procedures for LYTE’s charters operationalization, gaining input and insight from individuals who are leaders within their organization or have held leadership positions as well as key stakeholders, adds to the effectiveness and sustainability of the policies and procedures for LYTE’s charters. The questions generated for the interview covered three major elements – Governance Policies, Operationalization Strategies, and Policy Effectiveness. These three elements that led the interview contained sub-questions to further discover themes. After conducting the interviews, a thematic analysis was conducted through the use of the software MAXQDA. Coding was produced through MAXQDA which developed themes and subthemes through MAXQDA’s Coding System (See Appendix N). Upon completion of the thematic analysis, several themes and subthemes arose that were consistent across each interview and were coded using MAXQDA. It is important to note that some interviewees held similar positions; however, the majority of interviewees have different leadership roles and titles within their respective disciplines and organizations. The manifestation
of similar themes across interviewees’ answers who hold different titles is significant. For example, Theme 7: Creating a Proper Vision is essential to several interviewees. Input on this theme gives insight into how and why creating a proper vision is crucial for organizations. With this knowledge, the interviewees’ answers have been generated and categorized into different themes, which was incorporated into the development of policies and procedures for LYTE’s charters operationalization.

**Codes: Themes and Key Factors**

Each theme was explored with participants discussing key factors associated with each theme. The number of participants expressing each respective key factor is presented, accompanied by the frequency of its mention. These theme-specific key factors have been analyzed and examined through participants' responses to interview questions. The analysis of these responses will provide valuable insights, strategies, and guidance on potential pitfalls to be avoided, ensuring the effective development of policies and procedures for the operationalization of LYTE’s charter.

**Theme 1: Resource Management and Efficiency:**

- **Resourcefulness:** 5 participants expressed resourcefulness as a factor for this theme with a frequency of 7.

- **Resource Allocation:** 5 participants expressed resource allocation as a factor for this theme with a frequency of 8.
  
  - Participant 5 – having poor allocation of time and resources that could otherwise be optimized.
  
  - Participant 10 – poor allocation of money that was deemed unimportant.
• **Inefficiency:** 2 participants expressed inefficiency as a factor for this theme with a frequency of 3.
  
  o **Participant 5** – loss of sight and direction, more work is being done for similar results, resulting in inefficiency.

**Theme 2: Creating a Collaborative Environment:**

• **Understanding:** 5 participants expressed understanding as a factor for this theme with a frequency of 7.
  
  o **Participant 6** – being able to understand situations and make a tough decision regardless of the potential benefit.

  o **Participant 10** – taking into account all perspectives.

• **Accessibility:** 5 participants expressed accessibility as a factor for this theme with a frequency of 8.
  
  o **Participant 3** – important to have accessibility to not just specific services but to the organization as a whole.

  o **Participant 7** – accessibility to services and knowledge of services.

• **Community:** 7 participants expressed community as a factor for this theme with a frequency of 23.
  
  o **Participant 4** – creating a sense of community within a niche group.

  o **Participant 7** – lack of sense of community within the organization is a risk.

  o **Participant 9** – create an organization more catered to community.

• **Trust and Transparency:** 10 participants expressed trust and transparency as a factor for this theme with a frequency of 25.
  
  o **Participant 1** – provide transparent policies.
o Participant 2 – building trust within members of their community for collaboration and establishing trust to create collaborations.

o Participant 3 – establishing trust from the emphasis of patient feedback.

o Participant 4 – creating a strong sense of trust stemming from shared respect as a team. Employees are more cohesive as a team and productive as a result of a strong and transparent environment.

o Participant 5 – no transparency or communication within the organization leads to potentially detrimental situations.

o Participant 6 – clear guidelines and protocols were the foundation for success within their organization.

**Theme 3: Continuous Growth:**

- **Simplification of Complex Tasks:** 4 participants expressed simplification of complex tasks as a factor for this theme with a frequency of 7.

- **Adaptability:** 7 participants expressed adaptability as a factor for this theme with a frequency of 15.
  
    o Participant 3 – adapt policies to new discoveries and research.

    o Participant 6 – it is essential to be able to have measurable and non-quantitative ways to measure success and effectiveness.

    o Participant 9 – be able to grow and adapt through regular collaborative meetings.

    o Participant 11 – be able to find solutions for the biggest challenge.

- **Monitoring:** 10 participants expressed monitoring as a factor for this theme with a frequency of 31.
• **Modernity:** 8 participants expressed modernity as a factor for this theme with a frequency of 15.
  - Participant 3 – collaboration with other organizations help create larger change. Updating an editing policy regularly.

  ▪ **Outdated Policies:** 4 participants expressed outdated policies as a factor for modernity with a frequency of 7.
    - Participant 1 – failure to update policies on organizational structure and goals.

• **Learning from Mistakes/Criticism:** 11 participants expressed learning from mistakes/criticism as a factor for this theme with a frequency of 27.
  - Participant 5 – seek feedback to improve upon.
  - Participant 6 – provide frequent surveys to assess level of efficacy and success.
  - Participant 8 – provide surveys with various questions and different formats.

• **Assessment:** 10 participants expressed assessment as a factor for this theme with a frequency of 23.
  - Participant 2 – assess the occurring situation and align it with organizational goals.
  - Participant 5 – observe then act. Learn the depths of the situation before any changes are made.
  - Participant 9 – assess the situation and address all the requirements and conditions.

**Theme 4: Proper Communication and Coordination:**

• **Inclusivity:** 5 participants expressed inclusivity as a factor for this theme with a frequency of 9.
• **Standing Out/Individuality**: 3 participants expressed standing out/individuality as a factor of inclusivity with a frequency of 4.
  - Participant 10 – essential to emphasize the organization’s strong points and leverage it.

• **Good of Group > Individual**: 3 participants expressed good of group > individual as a factor for this theme with a frequency of 4.

• **Coordination**: 11 participants expressed coordination as a factor for this theme with a frequency of 34.
  - Participant 1 – it is harder to coordinate when people are not on the same page.
  - Participant 5 – essential to coordinate different teams/branches to reach a similar goal.
  - Participant 6 – proper communication and coordination is vital to performance in tougher situations. Multidisciplinary approaches and teams are essential in collaboration.

• **Teamwork**: 9 participants expressed teamwork as a factor for this theme with a frequency of 17.
  - Participant 3 – transparent communication with other organizations (hospitals, foundation, nonprofits, etc.) is essential.

**Theme 5: Presence of Direction and Arrangement:**

• **Structure**: 9 participants expressed structure as a factor for this theme with a frequency of 29.
  - Participant 1 – a clear sense of direction is necessary. The presence of a strong sense of structure can lead to quick improvements.
o Participant 3 – a proper set of guidelines for different situations can prove to be beneficial.

o Participant 4 – have a structured vision and goal for the future.

o Participant 8 – having strong, enforceable policies and procedures lead toward success.

  ▪ **Strict Guidelines**: 2 participants expressed strict guidelines as a factor to structure with a frequency of 3.

- **Disorganization**: 4 participants expressed disorganization as a factor to this theme with a frequency of 8.

  o Participant 1 – having no standard set of policies and procedures lead to unbalanced levels of knowledge and competence.

  ▪ **Stress Affecting Outside Life**: 3 participants expressed stress affecting outside life as a factor for disorganization with a frequency of 3.

    ▪ Participant 5 – inefficiencies in the organization leads to degrading performance ultimately affecting their personal lives.

  ▪ **Unpreparedness**: 4 participants expressed unpreparedness as a factor for disorganization with a frequency of 4.

  ▪ **Small Issues → Bigger Problems**: 4 participants expressed small issues → bigger problems as a factor for disorganization with a frequency of 4.

    ▪ Participant 6 – previous mistakes made within the organization need to be address or it will spiral out of the control.
Theme 6: Power Dynamics:

- **Lack of a Voice:** 2 participants expressed lack of a voice as a factor for this theme with a frequency of 5.

- **Centralized Power:** 5 participants expressed centralized power as a factor for this theme with a frequency of 15.
  - Participant 3 – power that is vacuumed at the top makes change within the organization difficult.
  - Participant 5 – not being able to communicate with leaders leads towards potential risks for the organization. Transparent and effective communication between leaders and members are crucial.

- **Checks of Power:** 5 participants expressed checks of power as a factor for this theme with a frequency of 11.
  - Participant 9 – different branches within the organization should hold one another accountable.

- **Imbalance of Power:** 3 participants expressed imbalance of power as a factor for checks of power with a frequency of 3.
  - Participant 7 – using smaller positions as scapegoats is unethical and must be avoided.

Theme 7: Creating a Proper Vision:

- **Losing Sight:** 4 participants expressed losing sight as a factor for this theme with a frequency of 7.
  - Participant 5 – avoid fixation towards money and focus on the organization’s mission, vision, and objectives.
• **Staying True:** 6 participants expressed staying true as a factor for this theme with a frequency of 10.
  
  o **Participant 6** – always remember the organization’s mission and values when carrying out objectives. Do not forget about your constituents.

• **Authenticity:** 2 participants expressed authenticity as a factor for this theme with a frequency of 4.

**Theme 8: Synergistic Collaboration:**

• **Leadership:** 6 participants expressed leadership as a factor for this theme with a frequency of 12.
  
  o **Participant 9** – it is important that the Board of Directors are onboard with the operations of the organization.
  
  o **Participant 11** – it is imperative that committees are formed and each committee has a leader that communicates well and is willing to collaborate with other committees.

• **Goals:** 2 participants expressed goals as a factor for this theme with a frequency of 2.
  
  o **Participant 5** – clear communication on organizational goals is essential for effectively carrying out an objective.
  
  o **Participant 8** – different teams working collaboratively with one another yields success.
Significance of Study

The conducted study holds significant implications for the development of policies and procedures for LYTE's charter operationalization, focusing on charter bylaws, policies governing charters, charter affiliation agreements, and other essential charter policies (committee policies, memorandum of understanding, etc.).

Charter Bylaws: Charter bylaws are essential in shaping the governance and operationalization of charters. By addressing key elements such as finance, membership requirements, and providing a structured framework for conflict resolution, these charter bylaws are the foundation for transparent, inclusive, and ethically guided charter operations. With an emphasis on the adaptability of bylaws, this allows LYTE to tailor them to its mission and goal. The development of draft charter bylaws for LYTE, based on successful templates and examples provided by successfully established charters and foundations, ensures alignment with the foundation's mission and objectives, allowing them to be reviewed and agreed upon by LYTE’s leadership, leading to their implementation.

Policies Governing Charters: Policies governing charters are crucial in providing clarity on the charter's purpose/mission and operational guidelines. Along with charter bylaws, policies governing charters establish accountability, transparency, and operational procedures for charters. The study underscores the role of these policies in fostering ethical conduct and adaptability to changing circumstances affecting the charter, contributing to effective risk management and conflict resolution.
Charter Affiliation Agreement: Understanding the importance of a charter affiliation agreement in facilitating successful collaborations between organizations is essential. The charter affiliation agreement establishes clear terms, conditions, and expectations for partnerships. The document also outlines the duration, termination, and renewal options, ensuring a comprehensive basis for effective and mutually beneficial partnerships between both parties. The development of a draft charter affiliation agreement for LYTE, adaptable to different partnerships, further contributes to LYTE’s charter operationalization. The draft will be presented to LYTE’s leadership and upon agreement and approval, will be implemented.

Other Charter Policies: The study acknowledges the need for additional policies and procedures specific to different charters within LYTE. These additional policies and procedures not only bolster charter bylaws, policies governing charters, and charter affiliation agreements but also provide guidance, consistency, and fairness within the charters. It emphasizes the importance of well-defined policies for committees and universal charter policies, highlighting their role in outlining key principles, rules, and standards for effective operationalization. As LYTE’s charter operationalization becomes a reality, additional charter policies may be required and will follow the same framework used to develop the drafts of policies and procedures in this study.

Charter Partnerships: The study recognizes the unique considerations and differences when developing LYTE charters for partnerships with hospitals and other breast cancer organizations. Aligning mission, values, and goals, conducting thorough research on potential partners, and defining the scope of partnerships is essential and attained through a memorandum of
understanding (MOU). The study also developed drafts of charter affiliation agreements and MOUs tailored for potential partnerships, ensuring adaptability and approval by both parties’ organizational leaders.

Themes and Key Factors Influencing Charters: The study presents themes and key factors influencing charter operationalization and the development of its policies and procedures, gained from participant perspectives conducted via interviews. These themes include Resource Management and Efficiency, Creating a Collaborative Environment, Continuous Growth, Proper Communication and Coordination, Presence of Direction and Arrangement, Power Dynamics, Creating a Proper Vision, and Synergistic Collaboration. The identified key factors within each theme provide insights into challenges and opportunities that can be addressed through the development and implementation of effective policies and procedures for LYTE’s charters. The incorporation of these themes and key factors into the development of policies and procedures for LYTE’s charter operationalization is shown through the drafts created.

In conclusion, the study serves as a guide for the development of policies and procedures for LYTE's charters’ operationalization, through the development of draft charter bylaws, policies governing charters, affiliation agreements, and consideration of potential partnerships. It addresses key themes and factors influencing charter operations, offering valuable insights for strategic decision-making and policy development for LYTE’s charters. By utilizing the study’s results and deliverables, the drafts created can be presented to The LYTE Foundation, Inc.’s leadership for revisions and imminent approval, thus allowing the policies and procedures to be finalized and implemented for the operationalization of LYTE’s charters.
Recommendations and Future Directions

Expanding upon the insights gained from this study, which focuses on the development of policies and procedures for LYTE's charter operationalization, several avenues for future research come to light. One possibility for future research is conducting a comparative analysis specifically within the context of LYTE's organizational goals, size, and sector. This study could investigate variations in charter bylaws, policies, and affiliation agreements, providing an understanding of the contextual factors influencing charter governance within LYTE's commitment to community-based and locally-tailored care. Another area of exploration is a longitudinal study aimed at assessing the adaptability and evolution of LYTE's charter bylaws and policies over time. By examining how the organization modifies and adapts its charters in response to changing conditions and evolving best practices, this longitudinal study could offer valuable insights into the sustainability and flexibility of charter governance frameworks tailored to LYTE's unique mission of providing community-based and locally-tailored care to breast cancer survivors.

Encouraging the exploration of new themes emerging in the dynamic landscape of organizational governance is essential for staying ahead of emerging challenges and opportunities within LYTE's mission. Future research can investigate evolving trends and issues that impact charter operationalization within LYTE, ensuring that research remains directly relevant to the organization's mission to deliver community-based and locally-tailored care to breast cancer survivors. Incorporating technology into the study of charter operationalization within LYTE is another possibility for future research. Exploring how digital platforms (LYTE website, social
media, etc.) and communication tools, can enhance the implementation of charter bylaws, policies, and affiliation agreements will contribute to organizational efficiency within LYTE's mission.

Overall, future research on the policies and procedures needed for a charter’s operationalization should continue to be conducted to ensure efficacy and sustainability. Because of the lack of resources available on charters and policies and procedures needed for its operationalization, future research can continue to fill the gaps in knowledge. By filling the gaps in knowledge, LYTE can potentially be the leading source of reference for effective policies and procedures needed for charter operationalization.
Next Steps in Operationalizing LYTE’s Charters

Building on the insights gained from this study, some potential next steps are outlined below:

**Validation of Mission-Aligned Charter Bylaws, Policies Governing Charters, and Charter Affiliation Agreements:** Present the drafted versions of these documents to LYTE’s leadership and ensure that a unanimous decision is reached on its future implementation. Then, validate the drafted charter bylaws, policies governing charters, and charter affiliation agreements through real-world partnerships, emphasizing their adaptability and effectiveness to achieve LYTE’s goal and mission. Lastly, gather feedback from partners and organizational leaders to assess their performance, ensuring they align with LYTE's mission.

**Internal and External Communication:** Internally share the study findings, recommendations, and potential next steps to LYTE's charter operationalization with the foundation's leadership and members. Ensure transparency and create a shared understanding of the importance of the implemented policies in achieving LYTE’s overarching goal. Then, externally distribute key findings to relevant stakeholders, partners, and community, emphasizing LYTE's mission and the contribution charter operationalization will have in LYTE’s deliverance of community-based and locally-tailored care to breast cancer survivors. This external contribution can be updated and shared through LYTE’s official website and social media platforms.

**Implementation of Tailored Policies:** Initiate the implementation of the charter bylaws, policies, and affiliation agreements designed exclusively for LYTE's charter operationalization. Clear
Timelines should be set for adaptation of policies to ensure alignment with LYTE’s mission. Transparent communication and synergistic collaboration within the foundation for members should be considered to guarantee a thorough understanding and compliance with the implemented policies.

Continuous Review and Adaptation: Establish a framework for the regular review and adaptation of charter bylaws and policies, taking into account LYTE’s operational context and mission-driven objectives. Recognizing that organizational elements are constantly changing and ensuring that these governance documents remain adaptable to changing circumstances and evolving best practices, all within LYTE’s mission is necessary. Continuously evaluate the alignment of charter policies with LYTE’s mission, ensuring that the developed governance framework reflects and reinforces LYTE’s commitment to delivering community-based and locally-tailored care to breast cancer survivors. If needed after review, tailor policies to more effectively address the unique needs and challenges of the breast cancer survivor community.

Stakeholder Engagement and Mission-Focused Feedback: Engage key stakeholders such as organizational leaders, members, and external partners within LYTE, to solicit feedback on the implemented policies tailored to LYTE’s charter operationalization. Regularly assess the effectiveness and relevance of these policies, utilizing techniques such as surveys or interviews. This feedback loop ensures ongoing improvement and alignment of policies with the LYTE’s mission.
**Initiating Mission-Driven Follow-up Research:** Consider initiating follow-up research projects specifically focused on policy development or the adaptability of charter affiliation agreements within diverse partnership scenarios. This ongoing research may further refine and enhance LYTE’s charters’ operations within the mission of LYTE.
This study encountered limitations when conducting document review and analysis, which aimed to identify existing or past examples of successful charters or relevant documents, including organizational strategies or policies of successful nonprofit organizations and charters in the US. The limited availability of research and documents on the operationalization of charters was a substantial challenge. Existing literature in this realm is lacking, creating an obstacle in the comprehensive exploration of policies and procedures for charter operationalization. This difficulty in discovering relevant information pertinent to policies and procedures for LYTE’s charters operationalization added complexity to the document review and analysis process. Only a few foundations provided examples of their policies and procedures – more specifically charter bylaws, policies governing charters, and charter affiliation agreements. Acknowledging these limitations and the scarcity of available literature on policies and procedures as well as the operationalization of charters highlights the novelty of this research. This recognition validates the study’s significance by highlighting its role in addressing a distinct knowledge gap. Although there were limitations with this particular study, it is justified through the development of several drafts of charter bylaws, policies governing charters, and charter affiliation agreements. Utilizing the few examples and templates provided, several drafts were developed with the incorporation of themes and subthemes discovered from objective 2’s findings. The study contributes valuable insights into the development of policies and procedures for charter operationalization despite the difficulties in accessing data in this specific area. The limitations outlined for this study highlight the need for future research to further explore the policies and procedures needed for charter operationalization.
Along with the limitations discussed above regarding document review and analysis, some limitations were met with qualitative research and thematic analysis. The findings for the objective of utilizing input from organizational leaders and key stakeholders via interviews are limited to the responses of the participants. The inclusion criteria were intentional to gain insightful responses to the interview questions relevant to the development of policies and procedures needed for the development of LYTE’s charters. Of the eleven participants, some interviews were more relevant to the interview questions, thus those participants contributed more to the themes, subthemes, and quote examples. Eleven interviews were conducted over a two-month period, exceeding the initially anticipated duration. Additionally, the IRB approval requested during the summer extended beyond the expected timeframe, leading to a delay in the research process for identifying interviewees. Some additional issues that arose that caused the delay were locating individuals that fit the inclusion criteria, contacting these individuals, delays in communication (emails, phone calls, etc.), and scheduling conflicts. The costs associated with this study were not a factor as the researcher was able to purchase MAXQDA and its transcription service himself. The software and transcription service were not expensive. The interviews are difficult to replicate, so to address this, the researcher was thorough with coding and analysis so that future researchers and LYTE members would benefit from the recommendations of this study. Although there were limitations with this particular study, it is justified as it was deemed to be the most appropriate approach given the novelty of LYTE’s endeavors in operationalizing charters through the development of policies and procedures.
Conclusion

In conclusion, this study’s goal was to develop policies and procedures for LYTE’s charters operationalization. The two objectives were addressed through a dual-methodology approach – document review and analysis and qualitative study and thematic analysis, providing a robust foundation for the development of policies and procedures.

The first objective, focused on gaining insights from successful charters and nonprofit organizations in the US, employed a rigorous document review and analysis. This involved a thorough examination of existing or past examples of effective foundations and charters, organizational strategies, and policies. The strength of this approach lies in its thoroughness, guaranteeing an insightful understanding of successful and proven methodologies. With limited resources and documents available, those documents that were found were analyzed carefully to ensure their applicability towards the development of policies and procedures for LYTE’s charters operationalization.

The accomplishment of the second objective was through the implementation of a qualitative study, engaging in interviews with past or present organizational leaders and key stakeholders. These participants encompassed a diverse range of individuals, such as organizational leaders, and breast cancer survivors and advocates. This approach not only delved into the intricacies of their experiences but also discovered valuable insights related to overarching themes, effective strategies, successes, and failures within their respective roles and organization. The insight gained from these interviews had a crucial role in shaping the development of policies and procedures,
ensuring they are tailored to address the unique needs and challenges to LYTE’s charters operationalization. By incorporating the insight and perspectives gained from the interviews into the drafts of policies and procedures for LYTE’s charters operationalization, the final product of policies and procedures will reflect LYTE’s overarching goal and mission of delivering community-based and locally-tailored care through effective operationalization of its charters.

The deliverables of this study were carefully drafted, including charter bylaws, policies governing charters, charter affiliation agreements, memoranda of understanding, and more. Drawing on examples and templates identified during the document review and analysis and enriched by themes and subthemes gained from interviews, these drafts will be presented to LYTE’s leadership for approval. This step marks the beginning of the implementation phase, ultimately leading to the operationalization of LYTE’s charters. Following approval, a collaborative feedback process will be initiated, ensuring that the developed drafts align with the needs of LYTE and the breast cancer survivor community, further ensuring the successful execution of LYTE’s mission.

These developed policies and procedures align with LYTE's overarching mission of delivering community-based and locally-tailored care for breast cancer survivors. By integrating the findings from successful models and gaining insights from organizational leaders and key stakeholders, this study contributes not only to the formation but also the operationalization of the charter. This, in turn, empowers NBHWC-certified coaches to deliver care that is not only informed by best practices but is also attuned to the unique needs of the breast cancer survivor community. Overall, this study serves as a pivotal milestone in advancing LYTE's mission with the formation and operationalization of charters through the development of its policies and procedures.
Appendix A:

Begin Recording

Hello (Interviewee),

My name is Charles Tran. I am a Doctor of Public Health Candidate at Claremont Graduate University. Thank you for agreeing to participate in my dissertation research study. The purpose of this interview is to learn more about you, your organization - its accomplishments and challenges it faced during its formation, and the policies/roles/responsibilities of the organization and individuals holding leadership positions. This study has been approved by the Claremont Graduate University Institutional Review Board. You will not be compensated for your participation in this study. However, your responses will greatly contribute to the formation and operationalization of LYTE’s Charters. For transcription purposes only, our conversation will be recorded. Your identity will remain confidential if you prefer and only a job title or role that you approve of will be used to give context to your responses in the dissertation results. Your name
Instructions: Please answer each question to the best of your ability in its fullest extent. Questions that cannot be answered can be answered with “N/A”. Definitions of some terms are provided below:

- **Governance Policies** – established guidelines and rules that dictate how an organization makes decisions, allocates responsibilities, and ensures transparency and accountability in its operations.

- **Stakeholders** – individuals, groups, or entities who have an interest or concern in activities, outcomes, or decisions of an organization and can be affected by them.

- **Key Performance Indicators** – specific, measurable metrics used to evaluate the success or performance of an organization, project, or process, typically in relation to its goals and objectives.

Main Study Question:

1. What policies and strategies were most effective in the formation and operationalization of your organization/charter?

Questions:
1. Can you describe what roles and responsibilities you have, or have previously held in your position at your organization?

2. What were some challenges that your organization faced during its formation?
   a. What are some challenges that your organization is facing now?

3. What strategies were effective in your organization’s operationalization?
   a. Was there ever a time where your team had to reevaluate its strategy?

4. What policies exist today and have any of policies been removed in the past?

5. **GOVERNANCE POLICIES:** Can you provide specific examples of rules or policies that played a crucial role in your organization?
   a. Can you give examples of important rules that have influenced your organization, and have these rules changed to meet new needs?
   b. Did external laws or rules affect the creation of your organization's policies?
   c. How does your organization make decisions, and how do its policies help in this process?
   d. How can people who care about your organization influence the decisions made by your policies?
   e. How does your organization make sure that its policies are open and responsible?

6. **OPERATIONALIZATION STRATEGIES:** What key performance indicators (KPIs), specific measurements or metrics did your organization use to determine if its operationalization was successful?
   a. How did you handle money and resources while putting your plans into action?
   b. Did your organization work (partner) with other organizations to make its plans happen?
c. Can you tell us about any problems your organization had during this process and how you solved them? What did you learn from this that affected your future plans?

7. **POLICY EFFECTIVENESS:** How does your organization evaluate the effectiveness of its policies and strategies over time?
   
   a. Can you share policies or strategies that have been changed or made better due to feedback or new situations?
   
   b. Do you use specific measurements or standards to check how well your policies are working and their impact?
   
   c. How do you collect feedback from stakeholders about your organization to understand how your policies affect your organization's mission and goals?

8. Please add any additional answers or information that may be related to policies, strategies, or procedures in regards to your organization (i.e., any major success or failures connected to your organization’s policies, strategies, or failures)
Appendix B:

Agreement to Participate in an Interview for Living Your Truth Empowered (LYTE):
“Conducting Interviews and Questions on Organizational Leaders for LYTE’s Charters”

You are invited to be interviewed/answer questions for Living Your Truth Empowered (LYTE). Volunteering may not benefit you directly, but you will be helping us in the formation and operationalization of LYTE’s Charter. If you volunteer, you will partake in an interview process. This will take about 30 minutes - 1 hour of your time, with a follow-up meeting if necessary. Volunteering for this interview involves no more risk than what a typical person experiences on a regular day. Your involvement is entirely up to you. You may withdraw at any time for any reason. Please continue reading for more information about the interview.

STUDY LEADERSHIP: You are being asked to take part in an interview led by Charles Ngoc Tran, a Doctoral Student in the Doctor of Public Health Program (DrPH) at Claremont Graduate University, School of Community and Global Health supervised by Dr. Jessica Clague DeHart, Associate Professor at Claremont Graduate University and CEO of LYTE.

PURPOSE: The purpose of this interview is to learn more about you, your organization - its accomplishments and challenges it faced during its formation, and the policies/roles/responsibilities of the organization and individuals holding leadership positions.
**ELIGIBILITY:** To be in this interview, you must currently or have previously held a leadership position in your organization. Additionally: 1) You must be 18 years or older; 2) You must be familiar with the various roles and responsibilities that are required of other leadership positions within your organization; 3) Have reliable access to computer and internet; and 4) Be able to speak, read and write in English.

**PARTICIPATION:** We invite you to participate in an interview/answer questions to learn more about you and your organization. If you decide to take part in this interview, you will be asked to do the following:

**Review of Interview and Consent:** This session will take place 1 week after you sign this consent form and will last approximately 30 minutes - 1 hour via ZOOM.

- **Review of the Interview:** Charles Ngoc Tran will review the interview/questionnaire protocol with you and familiarize you with the process.

- **Informed Consent:** Charles Ngoc Tran will review the informed consent with you and the informed consent form will be signed once agreed.

- **Interview:** You will be asked to partake in an interview/answer a questionnaire, which will primarily consist of discussions and some questions about you, your position and its roles and responsibilities, and your organization.

- **Examples of Questions:** 1) Can you describe what roles and responsibilities you have in your position at your organization; 2) What
were some challenges that your organization faced during its formation; 3) What strategies were effective in your organization’s operationalization; 4) Was there ever a time where your team had to reevaluate its strategy.

The interview session will last approximately 30 minutes - 1 hour. Charles Ngoc Tran will take notes during and after the interview to collect data from the discussions and questions answered, which will only be shared with the LYTE team. The interview being held via ZOOM will also be recorded. Once the interview is completed, Charles Ngoc Tran will schedule a LYTE team meeting to share the information learned through the interview. If the LYTE team finds it necessary, a follow-up interview may be scheduled to learn more about you and your organization. If you would rather not participate in a ZOOM meeting again, you may instead participate via phone call. The follow-up interview will be requested of you via e-mail. The date and time of the interview will be decided based on your availability.

If you decide to not participate in the interview but would rather answer questions designed for the interview, then you may opt for it to be sent to you via email. If you choose this option, please answer to its fullest extent and to the best of your ability.

**RISKS OF PARTICIPATION:** The risks that you run by taking part in this interview are little
to none. Even so, some may feel uncomfortable or disconcerted when discussing their personal or professional beliefs, feelings, and experiences. You always have the right to refuse to answer a question, and you may withdraw from the interview anytime without any negative consequences.

**BENEFITS OF PARTICIPATION:** We do not expect this interview to benefit you personally. However, some potential benefits may include an increased awareness and understanding of breast cancer, breast cancer survivorship, potential partnerships, and LYTE’s mission. This study will benefit LYTE by understanding the challenges in the formation and operationalization of charters and the roles/duties/responsibilities of leaders required to operate LYTE’s Charter. This interview is also intended to benefit breast cancer survivors once LYTE’s Charter has been established by providing community-based, locally-tailored care.

**COMPENSATION:** There will be no compensation for participating in this process.

**VOLUNTARY PARTICIPATION:** Your participation in this interview is completely voluntary. You may stop or withdraw from the interview, or refuse to answer any particular question for any reason, at any time without it being held against you. Please ask questions about anything that you do not understand before deciding if you want to participate. Any questions can be asked to our CEO Dr. Jessica Clague DeHart, whose email is provided below.

**CONFIDENTIALITY:** Your individual privacy will be protected in all papers, books, talks, posts, or stories resulting from this interview. Any information learned from this interview in which you might be identified will be confidential and disclosed only with your permission.
Every effort will be made to keep any information that is collected confidential. We will not share the information learned from the interviews with others besides the LYTE team. Discussions will be kept private and only accessed by the LYTE team. In order to protect the confidentiality of your responses, we will create an identification number that is linked to the discussions and answered questions. Along with the discussions and answers being protected, so will transcripts, audio, and anything that may link back to your name in this interview. Data from this interview will be stored for 5 years and will be destroyed within 10 years.

**FUTURE CONTACT:** Future contact may be necessary if the LYTE team finds that the initial interview produced valuable information and resources. If you are eligible for a follow-up interview, we would like to have the ability to contact you and invite you to participate.

Please mark your choice below (check only one box) and initial:

I AGREE that I may be contacted about participating in a follow-up interview after the initial interview process is completed.

☐ YES ☐ NO Initials:________________

**FURTHER INFORMATION:** If you have any questions or would like additional information about this interview, please contact the CEO, Dr. Jessica Clague DeHart, Ph.D. at
The CGU Institutional Review Board (IRB) has approved this project. If you have any ethical concerns about this project or about your rights, you may contact the CGU IRB at (909) 607-9406 or at irb@cgu.edu. A copy of this form will be given to you if you wish to keep it. You may print or and keep a copy of this consent form, or if you wish, we will be happy to send you a copy of this consent form.

CONSENT: Your signature below means that you understand the information on this form, that someone has answered any and all questions you may have about this interview, and you voluntarily agree to participate in it.

___________________________________________
PRINT NAME

___________________________________________
SIGNATURE

_______________________                      ________________________
DATE
Table 1: A Sampling of Documents and Data Analysed

<table>
<thead>
<tr>
<th>Documents selected</th>
<th>Data analysed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Participation in Projects Funded by the Jamaica Social Investment Fund: ‘Making Your Project More Participatory’ (JSIF, n.d.)</td>
<td>Importance of equitable citizen participation in decision-making processes</td>
</tr>
<tr>
<td>Jamaica’s Survey of Living Conditions (STATINJA/PIOJ, 1998)</td>
<td>Relationship between poverty and sanitary facilities, specifically the use of latrines</td>
</tr>
<tr>
<td>Letter from a High School Guidance Counsellor to the Assistant Youth Coordinator at a local Mediation Center (11 April 2003)</td>
<td>Data on Peer Mediation Program in schools, a JSIF-financed subproject</td>
</tr>
<tr>
<td>A Review of Children’s Homes and Places of Safety (Ministry of Health, May 2003)</td>
<td>Contextual data for the research on a girls home (a refuge for young, female wards of the state), which was supported by the Social Fund</td>
</tr>
<tr>
<td>Update on the National Poverty Eradication Programme 2001–2002 (JSIF, n.d.)</td>
<td>Data on Jamaica’s Social Fund as an anti-poverty strategy</td>
</tr>
<tr>
<td>‘A Week that was Strong’ (The Gleaner, 4 December 1999)</td>
<td>Role of the St. Elizabeth Homecoming Foundation, a local subproject sponsor, which organised Homecoming Week activities</td>
</tr>
</tbody>
</table>

(Bowen, 2009)
Appendix D:

[Chapter Name]

Bylaws Adopted [Date]

ARTICLE I: The Chapter

1.1 Status – The [Name] Chapter of Freedoms Foundation of Valley Forge (the Chapter) is a subsidiary organization of Freedoms Foundation at Valley Forge (the Foundation) and, as such, shares in the Foundation’s 501(c)(3) tax exempt status. The Chapter shall be governed by Foundation’s Policies Governing Chapters, these Bylaws, and any Chapter Policies and Procedures (the Governing Documents). The Chapter in all of its actions shall abide by the non-partisan policy of the Foundation.

1.2 Purpose – The purpose of the Chapter is to support the Mission Statement of the Foundation, primarily by sponsoring student and teacher participation in the on-campus and other programs of the Foundation. The Chapters may also engage in local events and programs as approved by the Foundation.

ARTICLE II: Officer and Directors

2.1 Powers and Duties – The business of the Chapter shall be managed by the Chapter Board of Directors (the Board), consisting of not less than three members, including a President, Treasurer and Secretary, and other Officers and Directors as approved by the Board. The Officers shall have the following duties:
2.1.1 President – The President shall preside at all Board Meetings. Subject to the direction of the Board, the President shall have general supervision, direction, and control of the business and Officers of the Chapter; be an ex officio member of all committees; have the general powers and duties usually vested in the chief executive officer of a nonprofit organization; and have such other powers and duties as may be prescribed by the Board.

2.1.2 Secretary – The Secretary shall assure that minutes are prepared and maintained for all meetings of the Board of Directors; shall assure that appropriate notice is given for all meetings of the Board; be the custodian of all books, records, papers and property of the Chapter; and shall perform such other duties as the Board may prescribe or as the President may delegate.

2.1.3 Treasurer – The Treasurer shall assure that accurate accounts of the receipts and disbursements of the Charter are maintained; shall cause financial reports to be provided to the Board and Foundation as requested, but not less than once a year; and shall perform such other duties as the Board may prescribe or as President may delegate.

2.2 Election and Term of Directors - Directors shall be elected by the Directors and any Members with voting privileges at the Annual Meeting of the Chapter and shall serve for a term of three years. If a Director is elected between Annual Meetings, his or her term shall begin immediately and extend for three years from the next Annual Meeting. No Director shall serve more than two terms, unless approved by two-thirds of the Directors.

2.2.1 Student Directors – The Board, by majority vote, may appoint one or more high school juniors or seniors as Student Directors to serve a term of one year, provided that the number of Student Directors shall never exceed 1/3 of the total number of qualified Directors serving.
2.3 Election and Term of Officers – Officers shall be elected by the Directors and any Members with voting privileges at the Annual Meeting of the Chapter and shall serve for a term of one year. No officer shall serve more than three consecutive terms without a vote of 2/3 of the Directors then qualified to vote.

2.4 Resignation or Removal – An Officer or Director may resign at any time, by written notice to the President or Board. Any Officer or Director may be removed from office with or without cause by a majority vote.

ARTICLE III: Meetings

3.1 Annual Meeting – The Chapter shall have an Annual Meeting of all Officers, Directors and any Members qualified to vote for the purpose of electing new Officers and Directors and approving the annual budget. The time and place of this and other meetings shall be designated in the Policies and Procedures.

3.2 Additional Meetings – The Officers and Directors shall meet no less than quarterly, including the Annual Meeting.

3.3 Quorum & Voting – A quorum, consisting of a majority of all Directors, shall be necessary for any decisions requiring a vote of the Board. Participation may be in person or via remote video or audio conferencing. Any action presented for vote at a Board Meeting where a quorum is present will require the favorable vote of a majority of the Directors present to be approved.

ARTICLE IV: Committees
4.1 Executive Committee – The Board may create an Executive Committee, including the President, Secretary, Treasurer and such other Officers and Directors as deemed necessary, to conduct the day-to-day affairs of the Chapter, and delegate to it the necessary powers for that purpose.

4.2 Other Committees – The President or Board may create and give charge to committees to plan and direct specific activities or events approved by the Board. All actions of such committees shall be subject to the approval of the Board.

ARTICLE V: Director Liability and Indemnification

5.1 General Rule - An Officer or Director shall not be personally liable for monetary damages for any action taken as an Officer or Director, or for failure to take any action, unless:

A. The Director has breached or failed to perform the legal duties of his/her position, or

B. The breach or failure to perform constitutes self-dealing, willful misconduct, recklessness, a criminal act, or failure to pay taxes.

5.2 Indemnification – The terms of indemnification, reimbursement or advance of expenses incurred shall be made according to the terms outlined in the Chapter’s Officers and Directors Insurance policy and the Governing Documents.

ARTICLE VI: Amendments

6.1 The Bylaws may be amended at any meeting of the Board by the affirmative vote of two-thirds (2/3) of all of the Directors provided that written notice, including a copy of all proposed amendments, had been sent to the Directors at least 10 days prior to the meeting.

(Chapter Model By-Laws, n.d.)
APPENDIX E:

DRAFT: BY-LAWS OF The LYTE Foundation, Inc., [CHARTER NAME]

ARTICLE I

The name of the charter shall be [CHARTER NAME] of The LYTE Foundation, Inc.

ARTICLE II: PURPOSES

Section 1. Not-For-Profit: The charter is organized under and shall operate as a California not-for-profit charter, and shall have such powers as are now or as may hereafter be granted by the not-for-profit laws of the state of incorporation.

Section 2. Purpose: The purpose of the charter is to deliver community-based and locally-tailored care for breast cancer survivors through The LYTE Foundation, Inc.’s certified NBHWC coaches.
ARTICLE III: MEMBERS

Section 1. Classes of Members: The charter shall consist of one membership class, with qualifications determined by: ____________________________________________________________
__________________________________________________________________________

Section 2. Voting Rights: Each member holds one vote on matters presented for membership

Section 3. Resignation: Any member may resign by filing a written resignation with the secretary.

ARTICLE IV: MEETING OF MEMBERS

Section 1. Annual Meeting: An annual meeting shall be held for electing officers and addressing other business as determined by the Executive Committee. The time and venue shall be decided by the Executive Committee.

Section 2. Special Meeting: The president, the board of directors of the parent foundation, or at least one-half of members with voting rights may call special meetings.

Section 3. Notice of Meetings: Notice of meetings, stating the location, date, and time, shall be delivered via e-mail, written, or printed means.

Section 4. Quorum: A quorum is constituted by members holding a majority of the votes. In the absence of a quorum, a majority of present members may adjourn the meeting.
ARTICLE V: OFFICERS

Section 1. Executive Officers: The officers of the charter shall be a president, a secretary, a treasurer and such other officers as may be determined by the parent organization’s board of directors. The board of directors may elect or appoint such other executive officers as it shall deem desirable, such officers to have the authority to perform the duties prescribed from time to time by board of directors. Any two or more offices may be held by the same person.

Section 2. Election and Term of Office: Officers are elected annually by the parent organization’s board of directors. Elections occur at the annual meeting of the board and officers serve until successors are elected. Vacancies may be filled at any board meeting.

Section 3. Removal: Any officer may be removed by the parent organization’s board of directors whenever in its judgment the best interests of the charter would be served thereby.

Section 4. Vacancies: Vacant offices can be filled by the parent organization’s board of directors for the remaining term.

Section 5. President: The president is the principal executive officer, overseeing charter affairs, aligning authorized documents, and performing duties assigned by the parent organization’s board of directors.

Section 6. Secretary: The secretary records meeting minutes, ensures proper notice, and maintains charter records.

Section 7. Treasurer: The treasurer manages funds, deposits, and performs duties assigned by the president or the parent organization’s board of directors.
ARTICLE VI: BOARD OF DIRECTORS

Section 1. General Powers: The affairs of the charter shall be managed by the parent organization’s board of directors.

ARTICLE VII: COMMITTEES

Section 1. Committees of Directors: The parent organization’s board of directors, by resolution adopted by a majority of the directors in office, may designate one or more committees, each of which shall consist of two or more directors, which committees, to the extent provided in said resolution, shall have and exercise the authority of the parent organization’s board of directors in management of the charter; but the designation of such committees and the delegation thereto of authority shall not operate to relieve the board of directors, or any individual director, of any responsibility imposed upon them by law.

Section 2. Other Committees: Other committees not having and exercising the authority of the parent organization’s board of directors in the management of the charter may be designated by a resolution adopted by a majority of the directors present at a meeting at which a quorum is present. Any member thereof may be removed by the board whenever in their judgment the best interests of the charter shall be served by such removal.

Section 3. Term of Office: Each member of a committee shall continue as such until the next annual meeting of the board of directors of the charter and until his/her successor is appointed, unless the committee shall be sooner terminated, or unless such member shall cease to qualify as a member thereof.
Section 4. Chairman: One member of each committee shall be appointed chairman.

Section 5. Vacancies: Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in the case of the original appointments.

Section 6. Quorum: Unless otherwise provided in the resolution of the parent organization’s board of directors designating a committee, a majority of the whole committee shall constitute a quorum and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the committee.

ARTICLE VIII: CONTRACTS, CHECKS, DEPOSITS AND FUNDS

Section 1. Contracts: The parent organization’s board of directors may authorize any officer or officers, agent or agents of the charter, in addition to the officers so authorized by these by-laws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the charter and such authority may be general or confined to specific instances.

Section 2. Checks, Drafts, etc.: All checks, drafts or other orders for the payment of money issued in the name of the charter, shall be signed by such officers, agent or agents of the charter and in such manner as shall from time to time be determined by resolution of the parent organization’s board of directors. In the absence of such determination by the parent organization’s board of directors, such instruments shall be signed by the treasurer or an assistant treasurer and countersigned by the president or a vice president of the charter.

Section 3. Deposits: All funds of the charter shall be deposited from time to time to the credit of the charter in such banks, trust companies or other depositories as the parent organization’s board of directors may select.
**Section 4. Gifts:** The parent organization’s board of directors may accept on behalf of the charter any contribution, gift, bequest or devise for the general purposes or for any special purpose of the charter.

**ARTICLE IX: BOOKS AND RECORDS**

The charter shall keep correct and complete books and records of account and shall also keep minutes of the meetings of its committees.

**ARTICLE X: FISCAL YEAR**

The fiscal year of the charter shall be determined by the parent organization’s board of directors.

**ARTICLE XI: AMENDMENTS TO BY-LAWS**

These by-laws may be altered, amended, or repealed and new by-laws may be adopted by a majority of the directors present at any regular meeting or at any special meeting, provided that at least fifteen days' notice is given of intention to alter, amend or repeal and to adopt new bylaws at such meeting.
ARTICLE I—NAME AND LOCATION

• The name of this organization shall be LYTE Foundation Inc., [CHARTER NAME]. Its primary geographic service area is defined as [CITY, STATE].

ARTICLE II—OBJECTIVES

• The objectives of this Charter align with the organization's purposes outlined in The LYTE Foundation Inc. Bylaws. This Charter's programs focus on fulfilling the mission, expectations, and needs of the breast cancer survivor community within its service area.

ARTICLE III—USE OF FUNDS

• The Charter shall use its funds only to accomplish the purposes and objectives referenced above. No funds shall inure to the benefit of, or distributed to, the members of this charter of The LYTE Foundation Inc.

ARTICLE IV—MEMBERSHIP
• All members of this Charter must be LYTE members. Membership requirements, application processes, and rights are defined in The LYTE Foundation Inc. Bylaws.

**ARTICLE V—DUES**

• No dues are required for membership in The LYTE Foundation Inc., or the Charter.

**ARTICLE VI—MEETINGS**

• **Section 1: Chapter Meetings.** Regular meetings shall be scheduled with a 15-day notice by the Charter President or the Charter’s Board of Directors

• **Section 2: Quorum; Voting.** A quorum shall consist of 40% voting Members. A majority of those Members present and voting shall govern.

• **Section 3: Conduct of Charter Meetings.** Meetings are chaired by the Charter President. In the absence of the President, meetings are chaired by the Vice-President, or other Charter officer selected by the President. The meeting shall be conducted according to Article XI of these Bylaws (Rules of Order).

**ARTICLE VII—BOARD OF DIRECTORS**

• **Section 1: Authority.** The parent organization’s (The LYTE Foundation, Inc.) Board of Directors shall be the governing body of the Charter. The Board may delegate portions of its authority to the Charter Executive Committee.

**ARTICLE VIII—DUTIES OF OFFICERS AND DIRECTORS**

• **President:** Presides over meetings, appoint committees, and ensures efficient Charter affairs.

• **Vice President:** Presides in the absence of the President and handles duties assigned by the President
• **Vice President, Membership**: Reports to Charter President, chairs the Membership Committee and coordinates membership retention and new membership activities with regional membership chairman.

• **Secretary**: Responsible for official meeting minutes; Charter records, and related activities.

• **Treasurer**: Records financial transactions, presents financial statements, manages payments, and prepares the annual budget.

**ARTICLE IX—SPECIAL AND STANDING COMMITTEES**

• **Section 1: Standing Committees**: There shall be, among others, the following standing committees.
  - Nominating
  - Membership Planning and Budget
  - Programs
  - NBHWC Coaches
  - Promotion, Publicity and Public Relations
  - Publications and Periodicals
  - Community Relations/Outreach

• **Section 2: Special Committees**. The President, with approval of the Board, may appoint task forces or sub-committees as needed.

• **Section 3: Authority; Reporting**. Committee charges are specified by the President, approved by the Board, and all committees report to the Board through the committee’s chairman.
ARTICLE X—FINANCE

• In advance of the upcoming year, a budget shall be developed under the direction of the Treasurer, and approved by the Board of Directors, covering the next fiscal year. The fiscal year shall be deemed to run the twelve months from January 1 to December 31 to match that of The LYTE Foundation, Inc.

ARTICLE XI—RULES OF ORDER

• The current edition of *Policies Governing Charters* dictates the rules for meeting conduct.

ARTICLE XII—DISSOLUTION

• In the event of dissolution of the charter, all funds and other assets will be turned over to The LYTE Foundation, Inc.

ARTICLE XIII—AMENDMENTS

• Amendments may be proposed by the Board of Directors or a written petition signed by 25% of voting Members. Approval requires a two-thirds vote of qualified Members through an e-mail ballot.
DRAFT: LYTE Foundation, Inc., [CHARTER NAME]

Bylaws Adopted [DATE]

ARTICLE I: The Charter

1.1 Status – The [CHARTER NAME] of The LYTE Foundation, Inc., is a subsidiary organization of The LYTE Foundation, and, as such, shares in the Foundation’s 501(c)(3) tax exempt status. The Charter shall be governed by Foundation’s Policies Governing Chapters, The Foundation’s Bylaws, these Bylaws, and any Charter Policies and Procedures. The Charter in all of its actions shall abide by the non-partisan policy of the Foundation.

1.2 Purpose – The purpose of the Charter is to support the Mission Statement of the Foundation, primarily by delivering community-based and locally-tailored care to breast cancer survivors through certified NBHWC coaches. The Charters may also engage in local events and programs as approved by the Foundation.
ARTICLE II: Officer and Directors

2.1 Powers and Duties – The business of the Charter shall be managed by the President, Treasurer and Secretary, and other Officers and Directors as approved by the Foundation’s Board. The Officers shall have the following duties:

2.1.1 President – The President shall preside at all Charter Meetings. Subject to the direction of the Foundation Board, the President shall have general supervision, direction, and control of the business and Officers of the Chapter; have the general powers and duties usually vested in the chief executive officer of a nonprofit organization; and have such other powers and duties as may be prescribed by the Foundation Board.

2.1.2 Secretary – The Secretary shall assure that minutes are prepared and maintained for all meetings; shall assure that appropriate notice is given for all meetings; be the custodian of all books, records, papers and property of the Charter; and shall perform such other duties as the President may delegate.

2.1.3 Treasurer – The Treasurer shall assure that accurate accounts of the receipts and disbursements are maintained; shall cause financial reports to be provided to the Board and Foundation as requested, but not less than once a year; and shall perform such other duties as the Board may prescribe or as President may delegate.

2.2 Election and Term of Officers – Officers shall be elected by the Foundation’s Board of Directors, Executive Committee, and any Members with voting privileges at the Annual Meeting of the Charter and shall serve for a term of one year. No officer shall serve more than three consecutive terms without a vote of 2/3 of the Executive Committee.
2.3 **Resignation or Removal** – An Officer may resign at any time, by written notice to the President or Board. Any Officer may be removed from office with or without cause by a majority vote.

**ARTICLE III: Meetings**

3.1 **Annual Meeting** – The Charter shall have an Annual Meeting of all Officers, Executive Committee, and any Members qualified to vote for the purpose of electing new Officers and approving the annual budget. The time and place of this and other meetings shall be designated in the Policies and Procedures.

3.2 **Additional Meetings** – The Officers and Foundation Board of Directors shall meet no less than quarterly.

3.3 **Quorum & Voting** – A quorum shall be necessary for any decisions requiring a vote of the Board. Participation may be in person or via remote video or audio conferencing. Any action presented for vote at a Board Meeting where a quorum is present will require the favorable vote of a majority of the Directors present to be approved.

**ARTICLE IV: Committees**

4.1 **Executive Committee** – The Board may create an Executive Committee, including the President, Secretary, Treasurer and such other Officers as deemed necessary, to conduct the day-to-day affairs of the Charter, and delegate to it the necessary powers for that purpose.
4.2 Other Committees – The President or Board may create and give charge to committees to plan and direct specific activities or events approved by the Board. All actions of such committees shall be subject to the approval of the Board.

ARTICLE V: Director Liability and Indemnification

5.1 General Rule - An Officer or Director shall not be personally liable for monetary damages for any action taken as an Officer or Director, or for failure to take any action, unless:

   A. The Director has breached or failed to perform the legal duties of his/her position, or
   B. The breach or failure to perform constitutes self-dealing, willful misconduct, recklessness, a criminal act, or failure to pay taxes.

5.2 Indemnification – The terms of indemnification, reimbursement or advance of expenses incurred shall be made according to the terms outlined in the Charter’s Officers and Directors Insurance policy and the Governing Documents.

ARTICLE VI: Amendments

6.1 The Bylaws may be amended at any meeting of the Board by the affirmative vote of two-thirds (2/3) of all of the Directors provided that written notice, including a copy of all proposed amendments, had been sent to the Directors at least 10 days prior to the meeting.
I. Purpose/Mission

The mission of The LYTE Foundation, Inc. is to address the diverse needs of breast cancer and metastatic breast cancer survivors through community-based and locally-tailored charters, cutting-edge research, strategically-placed programs, and wellness coaching. We welcome members, advocates, and survivors to join us in meeting the unique needs of this community.

Each local charter of The LYTE Foundation, Inc. is dedicated to supporting the Foundation's Mission Statement by providing community-based and locally-tailored care to breast cancer survivors through certified NBHWC coaches. Charters may also engage in local events and programs, subject to Foundation approval.

II. Tax-exempt Status
The LYTE Foundation, Inc. maintains tax-exempt status, making contributions tax-deductible. However, to uphold this status, the Foundation and its local charters are prohibited from engaging in political activities. No communication, event, meeting, or program hosted by the Foundation or its charters may be used to promote or oppose any political campaign, candidate, or party. Individuals associated with the Foundation may not use their positions, affiliations, or resources for political promotion or opposition.

The Foundation annually submits IRS Form 990 on behalf of its charters, and each charter must provide an annual financial report as instructed. The fiscal year for the Foundation and its chapters aligns with the calendar year, and local charters are subject to audit at the Foundation’s discretion.

III. Governance

Each charter must adopt bylaws consistent with the current bylaws of The LYTE Foundation, Inc. [DATE ADOPTED] and these policies [DATE ADOPTED]. Any references to prior Foundation bylaws or policies in charter bylaws must be amended or replaced by [DATE] and submitted for Foundation approval.

Model chapter bylaws provided by the parent organization are encouraged for adoption by local charters, though variations require approval.

IV. Board, Officers and Memberships
The parent organization's board of directors and executive committee oversee the charter's business. The executive committee includes at least a president, a secretary, and a treasurer, with additional officers as desired.

The LYTE Foundation, Inc. imposes no dues or membership fees on its charters, which primarily support the parent organization through community-based care. Charters may be invited, but not required, to participate in other fundraising efforts.

V. Inclusion

The LYTE Foundation, Inc. embraces inclusivity, welcoming everyone into its charters and programs without discrimination.

VI. Insurance

The LYTE Foundation, Inc. does not provide insurance for local charters. It is recommended, but not required, that each chapter procure its own Directors and Officers Insurance.

VII. Protection

All charter officers, board members and charter members working directly with breast cancer survivors must obtain state required background clearances.
VIII. Use of Logo

Each charter is authorized to use The LYTE Foundation, Inc.’s name and logo as trademarked, without alteration or combination with other fonts, arrangements, symbols, or designs.

IX. Conduct During Meetings

All meetings hosted or sponsored by The LYTE Foundation, Inc. or its local charters shall adhere to respectful and inclusive conduct. Participants are expected to engage in discussions constructively, refraining from promoting or opposing any political campaign, candidate, or party during such meetings.
Appendix I:

DRAFT: THE LYTE FOUNDATION, INC. CHARTER AFFILIATION AGREEMENT

THIS AFFILIATION AGREEMENT, is made this _____ day of _________, 20_____, by and between The LYTE Foundation, Inc. (LYTE), a 501(c)(3) nonprofit corporation, with its principal place of business at ___________________________, and_________________________ (CHAPTER NAME), a ___________________________ nonprofit corporation, with its principal place of business at ___________________________.

NOW THEREFORE, in consideration of the premises set forth above and the promises set forth below, the sufficiency and receipt of which are hereby acknowledged, the parties hereby agree as follows:

I. Grant of Charter to CHAPTER

i. **Charter:** LYTE hereby grants to CHAPTER a charter to be a CHAPTER of LYTE. In accordance therewith, CHAPTER is authorized to use the name The LYTE Foundation, Inc. (LYTE) and logo of LYTE in or in connection with CHAPTER’s name, acronym and logo, with the authority to use such marks in connection with CHAPTER’s activities authorized under this Agreement, subject to the terms and
conditions of this Agreement and any written guidelines attached hereto, otherwise incorporated herein, or subsequently provided to CHAPTER by LYTE.

ii. **Term and Termination:** The Term of this Agreement shall commence on the effective date set forth above and shall continue until revoked by LYTE or surrendered by CHAPTER, pursuant to the terms of this Agreement for revocation and surrender.

iii. **Geographic Regions:** CHAPTER shall represent LYTE as LYTE’s affiliate in __________________________ (the “Region”), pursuant to and in accordance with LYTE’s mission and purposes as set forth in LYTE’s Bylaws or as otherwise established by LYTE’s Board of Directors. CHAPTER acknowledges that this designation is exclusive in the Region.

iv. **Authorized Activities:** LYTE specifically authorizes CHAPTER to conduct the following activities within the Region: _______________________________; and other such activities as may be consistent with the mission and purposes of LYTE and in which LYTE may from time to time authorize CHAPTER to engage.

II. **Membership:** Members of the CHAPTER must be members of LYTE and is expected to promote membership in LYTE. The terms and conditions of membership in LYTE shall be determined exclusively by LYTE. The terms and conditions of membership in CHAPTER shall be determined exclusively by CHAPTER and shall be set forth in CHAPTER’s Bylaws. Any CHAPTER dues shall be collected directly by the Chapter.

III. **Obligations of CHAPTER:** CHAPTER’s obligations under this Agreement shall include:
i. **Corporate and Tax Status:** CHAPTER warrants that it is incorporated as a nonprofit corporation in good standing, that it shall remain in good standing.

ii. **Articles of Incorporation, Bylaws and Other Requirements:** As a condition of receipt of its charter as a CHAPTER of LYTE, CHAPTER must provide to LYTE a copy of their Bylaws. Any amendments to CHAPTER’s Bylaws must also be submitted to LYTE.

iii. **Compliance with Laws:** CHAPTER warrants that it is in full compliance with all applicable laws, regulations and other legal standards that may affect its performance under this Agreement, and shall remain in full compliance with, and otherwise conduct its activities at all times in accordance with, all applicable law, regulations and other legal standards.

iv. **Recordkeeping and Reporting:** CHAPTER shall maintain reasonable records related to all of its programs, activities and operations. CHAPTER shall submit regular written reports, no less than once per year, to LYTE summarizing its programs, activities and operations. Upon the written request of LYTE and at LYTE’s expense, CHAPTER shall permit LYTE to review appropriate records of CHAPTER pertaining to its programs, activities and operations. Alternatively, CHAPTER shall send to LYTE copies of such records.

v. **Programs and Activities:** CHAPTER shall endeavor to sponsor and conduct programs and activities that further the purposes and objectives of LYTE, and shall use its best efforts to ensure that such programs and activities are of the highest quality with respect to content, materials, logistical preparation and otherwise.
CHAPTER shall endeavor to use, to the extent possible, materials available through LYTE in support of such programs and activities. CHAPTER shall send to LYTE on a regular basis a schedule of upcoming meetings, events, as well as other programs and activities that CHAPTER intends to sponsor or conduct. LYTE may, at its sole discretion, send representatives to observe such programs and activities.

vi. **Government Affairs Efforts:** CHAPTER shall not engage in government affairs efforts within the Region.

IV. **Intellectual Property and Confidential Information:**

i. **Limited License:** In accordance with LYTE’s non-exclusive grant to CHAPTER to be a CHAPTER of LYTE in the Region, CHAPTER is hereby granted a limited, revocable, non-exclusive license to use (1) the name The LYTE Foundation, Inc. (LYTE), logo of LYTE and other LYTE trademarks, service marks, trade names and logos (hereinafter collectively referred to as the Marks) and (2) all copyrighted or proprietary information and materials provided by LYTE to CHAPTER during the Term of this Agreement (hereinafter referred to as the “Proprietary Information”) (the Marks and Proprietary Information are hereinafter collectively referred to as the “Intellectual Property”) in or in connection with CHAPTER’s name, acronym and logo and for other official CHAPTER related purposes with the limited authority to use the Intellectual Property solely in connection with the activities authorized under this Agreement, subject to the terms and conditions of this Agreement and any written guidelines attached hereto, otherwise incorporated herein or subsequently provided to CHAPTER by LYTE. Any CHAPTER names, acronyms and logos developed by the Chapter during the affiliation become the intellectual property of LYTE.
i. The Intellectual Property is and shall remain at all times the sole and exclusive property of LYTE. The Intellectual Property may be used by CHAPTER of LYTE if and only if such use is made pursuant to the terms and condition of this limited and revocable license. Any failure by CHAPTER to comply with the terms and conditions contained herein, whether willful or negligent, may result in the immediate suspension or revocation of this license, in whole or in part, by LYTE. Failure to comply, whether willful or negligent, also may result in the suspension or revocation of the charter of CHAPTER by LYTE. The interpretation and enforcement (or lack thereof) of these terms and conditions and compliance therewith, shall be made by LYTE in its sole discretion.

ii. LYTE’s logo may not be revised or altered in any way, and must be displayed in the same form as produced by LYTE. The Marks may not be used in conjunction with any other trademark, service mark, or other mark without the express prior written approval of LYTE.

iii. The Intellectual Property must be used by CHAPTER in a professional manner and solely for official CHAPTER-related purposes. CHAPTER shall not permit any third party to use the Intellectual Property without LYTE’s express prior written approval. CHAPTER shall not sell or trade the Intellectual Property without LYTE’s express prior written approval. Notwithstanding, the foregoing, the Intellectual Property may not be used for individual personal or professional gain or other private benefit, and the Intellectual Property may not be used in any manner that, in the sole discretion
of LYTE, discredits LYTE or tarnishes its reputation and goodwill; is false or misleading; violates the rights of others; violates any law, regulation or other public policy; or mischaracterizes the relationship between LYTE and CHAPTER including but not limited to the face that CHAPTER is a separate and distinct legal entity from LYTE.

iv. In any authorized use by CHAPTER of the Intellectual Property, CHAPTER shall ensure that the applicable trademark and copyright notices are used pursuant to the requirements of United States law, international law, the laws of the Region, and any other guidelines that LYTE may prescribe.

v. LYTE shall have the right, from time to time, to request samples of use of the Intellectual Property from which it may determine compliance with these terms and conditions. LYTE reserves the right to prohibit use of any of the Intellectual Property, as well as to impose other sanctions, if it determines, in its sole discretion, that CHAPTER’s usage thereof is not in the strict accordance with the terms and conditions of this limited and revocable license.

vi. Use of the Intellectual Property shall create no rights for CHAPTER in or to the Intellectual Property or its use beyond the terms and conditions of this limited and revocable license. All rights of usage of the Intellectual Property by CHAPTER shall terminate immediately upon the revocation, surrender or other termination of this Agreement. CHAPTER’s obligations to protect the Intellectual Property shall survive the revocation, surrender or other termination of this Agreement.
ii. **Confidential Information:** The parties shall maintain the confidentiality of all of the confidential and proprietary information and data (“Confidential Information”) of the other party. The parties also shall take all reasonable steps to ensure that no use, by themselves or by any third parties, shall be made of the other party’s Confidential Information without such other party’s consent. Each party’s Confidential Information shall remain the property of that party and shall be considered to be furnished in confidence to the other party, when necessary, under the terms of this Agreement. Upon any revocation, surrender or other termination of this Agreement, each party shall: (1) deliver immediately to the other party all Confidential Information of the other party including but not limited to all written and electronic documentation of all Confidential Information, and all copies thereof, (2) make no further use of it; and (3) make reasonable efforts to ensure that no further use of it is made by either party or its officers, directors, employees, agents, contractors or any other person or third party. Each party’s confidentiality obligations under this Section shall survive any revocation, surrender or other termination of this Agreement.

V. **Indemnification:** CHAPTER shall indemnify, save and hold harmless LYTE, its subsidiaries, affiliates, related entities, partners, agents, officers, directors, employees, members, shareholders, attorneys, heirs, successors, and assigns, and each of them, from and against any and all claims, actions, suits, demands, losses, damages, judgments, settlements, costs and expenses (including reasonable attorneys’ fees and expenses), and liabilities of every kind and character whatsoever (a “Claim”), which may arise by reason of (1) any act or omission by CHAPTER or any of its subsidiaries, affiliates, related entities, partners, officers, directors, employees, members, shareholders or agenda, or (2)
the inaccuracy or breach of any of the covenants, representations and warranties made by
CHAPTER in this Agreement. The indemnity shall require CHAPTER to provide
payment to LYTE of costs and expenses as they occur. CHAPTER shall promptly notify
LYTE upon receipt of any Claim and shall grant to LYTE the sole conduct of the defense
to any Claim. The provisions of this Section shall survive any revocation, surrender or
other termination of this Agreement.

VI. Revocation or Surrender of Charter:

i. Revocation of Charter: The charter granted by LYTE to CHAPTER hereunder shall
remain in full force and effect unless and until revoked by LYTE or surrendered by
CHAPTER in accordance with the provisions of this Agreement. LYTE, through its
Board of Directors, shall have the authority to revoke the charter of CHAPTER if the
Board of Directors determines that the conduct of the CHAPTER is in breach of any
provisions of this Agreement. Any decision by LYTE to revoke CHAPTER’s charter
shall be initiated by sending written notice to CHAPTER specifying the grounds upon
which the revocation is based; provided, however, that LYTE shall provide
CHAPTER with thirty (30) days from the date of such notice to cure any alleged
breach of this Agreement. In the event that LYTE determines, in its sole discretion,
that CHAPTER has not corrected the condition leading to LYTE’s decision to revoke
CHAPTER’s charter, LYTE shall so notify CHAPTER in writing LYTE’s decision
shall become final within thirty (30) days of its receipt of written notice from LYTE.
CHAPTER delivers to LYTE a written notice to appeal such determination. Upon the
filing of such an appeal notice, CHAPTER shall have the opportunity to present its
case, by written communication or in person to the Board of Directors of LYTE
pursuant to the applicable rules or procedures prescribed by LYTE’s Board of Directors. The decision of LYTE’s Board of Directors upon such appeal shall be final and not subject to further appeal. A CHAPTER, once established, shall operate for a period of five (5) years, after which it shall be terminated unless a new petition for its continuation is presented to the Board of Directors one month before the closest meeting before the date of termination. Notwithstanding the foregoing, if a CHAPTER fails to organize any scientific activity for a period of three (3) years, it shall be terminated, and, unless there are new circumstances, no petition for its re-establishment shall be permitted for a period of at least one (1) year thereafter.

ii. **Surrender of Charter.** CHAPTER may surrender its charter by delivering to LYTE written notice of its intention to do so no less than thirty (30) days prior to the effective date of such surrender.

iii. **Discontinuation of Privileges.** Upon surrender or termination, CHAPTER shall cease using LYTE’s name, trademark, trade name and logo and all other rights and privileges associated with being affiliated with LYTE. CHAPTER’s financial obligations to LYTE incurred before termination shall remain an obligation of the CHAPTER until paid or otherwise resolved. Any remaining funds shall become the property of LYTE and used as a donation towards travel awards funding for the next Annual Meeting. LYTE, for its part, shall not apply funds generated by a CHAPTER except for the benefit of the CHAPTER, nor allow others to use such funds except for the benefit of the CHAPTER.

**VII. Miscellaneous:**

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i. **Entire Agreement:** This Agreement: (1) constitutes the entire agreement between the parties hereto with respect to the subject matter hereof; (2) supersedes and replaces all prior agreements, oral and written, between the parties relating to the subject matter hereof; and (3) may be amended only by a written instrument clearly setting forth the amendment(s) and executed by both parties.

ii. **Assignment:** This Agreement may not be assigned, or the rights granted hereunder transferred to sub-licensed, by either party without the express prior written consent of the other party.

iii. **Notice:** All notices and demands of any kind or nature that either party may be required or may desire to serve upon the other in connection with this Agreement shall be in writing and may be served personally, by email, by FAX, by certified mail or by overnight courier with constructive receipt deemed to have occurred on the date of the mailing, sending or faxing of such notice to the following addresses or FAX numbers:

If to LYTE [ADDRESS] ____________________________________________

Attn: LYTE Chief Executive Officer

[EMAIL] ____________________

FAX: ____________________

If to CHAPTER _____________________________________________

__________________________________________

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IN WITNESS, WHEREOF, the parties hereto have caused duplicate originals of this Agreement to be executed by their respective duly authorized representatives as of the date and year first above written.

THE LYTE FOUNDATION, INC.

Print Name: ______________________________________________________

Signature: _______________________________________________________

Title: ___________________________________________________________ Date: __________________________

NAME OF CHAPTER

Print Name: ______________________________________________________

Signature: _______________________________________________________

Title: ___________________________________________________________ Date: __________________________
THIS AGREEMENT, made this _____ day of ________, _____, between The LYTE Foundation, Inc. (LYTE), a non-profit organization in the State of California, whose principal office is at __________________________________ (hereinafter referred to as “LYTE”), and the ________________ CHARTER of LYTE, a non-profit association in the State of California (hereinafter referred to as “CHARTER”), collectively referred to as the “Parties” and severally as the “Party”.

WHEREAS, LYTE and CHARTER wish to cooperate to deliver community-based, locally-tailored care to the breast cancer survivor community; and

WHEREAS, LYTE is the parent organization that is capable of assisting CHARTER and coordinating CHARTER’s provision of the Services with similar services provided by other charters that are also affiliated with LYTE:
NOW, THEREFORE, in consideration of the mutual promises and agreements hereinafter set forth, and for other good valuable consideration, the receipt and sufficiency of which are hereby acknowledged by LYTE and CHARTER.

IT IS AGREED:

I. **Affiliation:** LYTE and CHARTER agree they will use their best efforts to cooperate in the provisions of the services, as described in the mission and purpose of LYTE.

II. **License: Parent Organization’s Trademarks to Charter** – The CHARTER is given the right to use the parent organization’s name, logo, and other trademarks and call itself a “CHARTER” of the parent, subject to various terms and conditions set forth in the agreement in connection with CHARTER’s provision of services within the CHARTER’s geographical area. To ensure uniformity in branding and messaging, LYTE has prepared in detail how its name must look and other branding details that are to be used on the charter’s website and other promotional materials.

   a. To protect the goodwill of LYTE, LYTE retains the right to review and approve all uses of name and marks, but will not unreasonably withhold its approval.

   b. CHARTER acknowledges that LYTE is the lawful owner of the name, “THE LYTE FOUNDATION, INC.,” and the acronym “LYTE” and its associated trademarks used in its business, and CHARTER agrees that it will take no action inconsistent with LYTE’s ownership of its name, acronyms or trademarks.

III. **Parent Organization Services:** LYTE agrees to assist CHARTER with the following services:
a. **Administration:**

   i. Review governing documents and amendments.

   ii. Provide general information and guidance regarding filling or refiling for IRS exempt status.

   iii. Aid in filling required IRS information returns such as but not limited to the Form 990.

   iv. Negotiate group procurement rates for services, equipment, and supplies.

   v. Represent CHARTER in national public affairs.

b. **Management:**

   i. LYTE will provide CHARTER information about association management and LYTE.

c. **Education:**

   i. LYTE will assist CHARTER and coaches by offering free 17-week NBHWC training program to effectively deliver community-based and locally-tailored care for the breast cancer survivor community.

IV. **CHARTER Services:** CHARTER agrees to:

   a. **Governing Documents:**

   i. Adopt and maintain bylaws and standing rules in alignment with LYTE bylaws, and submit proposed amendments to these governing documents to LYTE, for its review and approval. CHARTER agrees not to adopt any amendments disapproved by LYTE.

   b. **Purposes and Activities:**
i. Be organized and operate at all times primarily to promote the common mission of its members and LYTE within the meaning of Section 501(c)(3). CHARTER agrees to make good faith effort to file and/or maintain IRS exempt status under Section 501(c)(3).

c. **Federal and State Laws:**

   i. Be organized and operate at all times in conformity with all other applicable federal, state and local laws, regulations, and ordinances.

d. **Operations:**

   i. Operate in conformity with its bylaws, remain in good standing under the law under which it is associated, and comply with all provisions of LYTE bylaws, standing rules, Code of Ethics and Professionalism, and policies applicable to LYTE charters.

e. **Fiscal Responsibility:**

   i. Maintain a fiscal year as a calendar year in compliance with LYTE’s bylaws. Maintain a separate checking account for CHARTER business. Provide LYTE with a balance sheet and income statement by [DATE] of each year.

f. **Reporting:**

   i. Provide LYTE with copies of its articles of incorporation (if any), charter bylaws, policies governing charters, annual state corporate report (if any), Form 990 (if any), and other documents of CHARTER that may be requested by LYTE.

g. **Program Evaluation:**
i. Cooperate and participate with LYTE in the annual evaluation of CHARTER’s activities through the filing of quarterly and annual Charter Reports.

h. Committee Work:

i. Promote and support leadership opportunities on a local and national level by encouraging service on both local and national committees as well as the executive committee.

i. National Cooperation:

i. Cooperate with LYTE and its other charters in providing regional and national services. CHARTER will have a charter officer or other charter representative on each quarterly Town Hall call.

j. Suspension/Dissolution:

i. Agree to suspend CHARTER for a period of [LENGTH] _________ before dissolving it, with all treasury funds remitted to the parent organization’s treasury for safeguard, in order to aid national efforts to restart the CHARTER, in accordance with parent organization and charter bylaws.

V. Indemnification: LYTE and CHARTER individually agree to indemnify and hold harmless each other and/or LYTE members of other charters for any and all claims, losses, damages, liabilities, judgments, or settlements, including reasonable attorney’s fees, costs, and other expenses incurred on account of any activities conducted by CHARTER and LYTE, respectively, pursuant to this Agreement. LYTE and CHARTER will promptly notify each other upon receipt of any claim or legal action arising out of
activities conducted pursuant to this Agreement. The right and responsibilities established in this section shall survive indefinitely the termination of this Agreement.

VI. Term: This Agreement shall be effective on the date as written above and will stay in effect until the last day of the calendar year as written above.

VII. Termination:

   a. Mutual Consent: Either LYTE or CHARTER may mutually terminate this Agreement upon 30 days’ written notice to the other Party.

   b. For Cause: Either LYTE or CHARTER may terminate this Agreement immediately upon written notice to the other Party, in the event of the other Party’s insolvency, fraud, willful misconduct, or substantial breach of this Agreement. Specifically, LYTE may suspend a CHARTER for repeated failure to comply with articles aligned in Section IV of this Agreement.

   c. Renewal: This Agreement shall terminate on the last day of the calendar year as written above and must be renewed annually thereafter.

VIII. Disputes: The parties agree that all disputes arising under this Agreement shall be resolved exclusively by mediation.

IX. Waiver: Either Party’s waiver of, or failure to exercise, any right provided for in this Agreement shall not be deemed a waiver of any further or future right under this Agreement.

X. Notices: Notices required by this Agreement shall be in writing and shall be delivered by personal delivery or by mail. If delivered by mail, notices shall be sent via express mail, or by certified or registered mail, return receipt requested, with all postage and charges prepaid. All notices and other written communications under this Agreement shall be
address as indicated below, or as specified by subsequent written notice delivered by the Party whose address has changed.

If to LYTE: [CHIEF EXECUTIVE OFFICER’S NAME]

Chief Executive Officer

The LYTE Foundation, Inc.

[ADDRESS] _____________

If to CHARTER: Current CHARTER President

[ADDRESS]

XI. Governing Law: This Agreement shall be governed in all respect by the laws of the State of California

XII. Amendment: This Agreement constitutes the entire agreement between the Parties, and supersedes all prior writings or oral agreements. This Agreement may be amended only in writing clearly setting forth the amendments and signed by the Party against whom enforcement is sought

XIII. Warranty: Each of the Parties warrants that the individual who executes this Agreement on its behalf has been duty authorized to do so.

XIV. Order of Precedence: In the event of any inconsistency between the terms of this Agreement and the language set forth in charter bylaws, the inconsistency shall be resolved by giving precedence in the following order: (1) this Agreement, (2) parent organization’s bylaws, and (3) charter bylaws.
IN WITNESS, WHEREOF, each of the parties hereto has caused this Agreement to be executed by its duly authorized representative.

The LYTE Foundation, Inc.

By: [CHIEF EXECUTIVE OFFICER] ___________
    [SIGNATURE] ___________
    [DATE] ______________

Charter of LYTE

By: [PRESIDENT] _______________
    [PRINT NAME] _______________
    [SIGNATURE] _______________
    [DATE] _________________
Appendix K:

DRAFT: Charter Committees Policy

Overview

The LYTE Foundation, Inc. Committees Policy devolves responsibility for in-scope outcomes to Committees and empowers LYTE members and the community to help shape LYTE.

This policy concisely describes Committee charters and scope; composition of the Committee; formation process, powers, and responsibility to deliver outcomes; access to budgets, grants, funding, travel, and expenses; activity requirements, conflict resolution, and dissolution process.

Committees are working committees, and not advisory boards, although they may provide advice to the parent organization and the Board of Directors. Committees are responsible for driving the agenda and outcomes for their scope, ensuring the Committee remains active and focused on delivering mission related outcomes.

Forming Charter Committees
Leaders form committees after open and transparent discussions with LYTE staff and the Board of Directors.

Committee formation requires:

- Discussion on the Committee’s formation with LYTE staff and the Board of Directors.
- At least 3 LYTE members to create a contract containing the purpose, scope of operations, and the initial Committee officers as members.

A least one of the initial officers should be present at the Board meeting establishing the Committee, so the Board may ask questions or promote discussion.

**Contract/Agreement**

A Purpose, a scope containing a list of mission-aligned objectives, and a list of up to 3 LYTE members to form the initial officers of the Committee must be presented. The contract will become the remit of the Committee, with the parent organization to assist in their operationalization as necessary.

The contract must comply with the following:

- The Scope must promote LYTE’s mission within the Committee’s scope.
- The contract’s Purpose and Scope must align with the Board’s strategy, policies, and oversight. These roles are reserved solely for the Board under the parent organization’s bylaws.
- The contract should leverage the Foundation and its shared infrastructure.
• New or amended contract must be publicly available for the LYTE Community, parent organization, and Board comments and approval no later than 30 days prior to the proposed Board vote.

Contracts must not:

• Conflict with LYTE’s mission.
• Conflict with existing Board strategies, policies, and oversight, or the Code of Conduct.
• Grant funding or signing authority to the committee.
• Alter or bypass approved policy.
• Alter or bypass any financial, legal, tax, or regulatory controls, checks, or balances.
• Alter or bypass Foundation operational requirements, such as automation or replace shared infrastructure, or require unreasonable resources, staff, or time.

Any post-formation amendments to the contract have the same requirements as outlined in this section and must be passed by 2/3rd majority by the Committee officers before being sent to the next Board meeting for review and approval.

The Board will review and approve the initial contract and any changes to a contract by majority vote.

**Composition of Committee Officers**

Committee Officers must be at least three (3) and no more than five (5) LYTE members. Committees are free to determine the role of the 4th and 5th leaders, but each Committee shall have the following positions:
• **President** is responsible for chairing meeting, is the person of contact with the Board of Directors, and breaking tied votes.

• **Vice-President** acts as the President in the absence of the President and only breaks tied votes in the absence of the President.

• **Secretary** is responsible for setting the meeting agenda, scheduling meetings, posting recordings, updating the website, and recording outcomes.

Committee Officers must maintain continuous LYTE membership during their time on the Committee board.

**Staff Liaison**

The LYTE Foundation, Inc. may nominate a staff member to attend the new committee meetings and work with the Committee President on committee activities, as available. The Staff Liaison is not a full-time staff member for the committee but will assist the committee on a best-efforts basis.

**Establishment of the Committee**

The Committee will consult with the parent organization’s CEO to review the proposed contract scope. The CEO will suggest improvements to the contract to align the contract’s scope with LYTE’s mission and the current Board’s strategy, and ensure qualified professionals review all provisions with financial, legal, organization risk, or regulatory requirements.

The CEO or a Board member will raise a motion to sponsor a motion to establish the Committee.
Empowerment

Committees can provide operational governance, plan, start, and run initiatives with outcomes within their Scope defined in the contract if the activity or outcome is aligned with LYTE’s mission, current Board strategy, all applicable policies, and parent organization’s operational requirements. All activity and outcomes must comply with LYTE’s Code of Conduct.

Committees cannot sign contracts or create partnership agreements. Committees cannot commit to spending outside their budget.

Committees can advise the Foundation and the Board on desired changes to operational processes, policies, or bylaws.

Outcome Driven

Once established, the Committee is a working standing committee, and not an advisory board. The Committee should establish either during formation or by no later than their second meeting, a calendar of desired outcomes defined in their contract scope that they wish to pursue.

Committees should report on progress in achieving their initiatives and outcomes to the Board quarterly.

Dissolving Committees

Inactive officers are defined as not attending 2 or more meetings or being unresponsive to Foundation or Committee communications for more than 7 days.

Inactive committees are defined as one or more of the following:
• Inactive: more than 120 days since the last meeting, and less than 5 meetings in the last 12 months;
• Not defining an annual calendar of programs and outcomes within the last 12 months;
• Not reporting to the Board progress on outcomes two quarters in a row;
• Not holding elections for officers at the expiry of their term;
• Unresponsive: officers are unresponsive to community, Board, or parent organization, defined as within 30 days of contact.

Recruiting new officers due to officer or committee inactivity

If a majority of officers becomes inactive per the definition above, or the number of active officers falls below 3, the Committee should recruit new officers to the Committee to bring the Committee back to at least 3 and no more than 5 officers.

Dissolving due to Committee Mismanagement

The Board and CEO, in their sole discretion, can vacate some or all of a committee’s leadership or dissolve a committee entirely:

• Breaches of Code of Conduct or continuing conduct that is inconsistent with LYTE’s mission.
• Abuse of governance, such as violating policies, discrimination, rejection of parent organization’s instructions for operational matters, or abuse of accountable projects, events, the parent organization, or the Board.
• Abuse of financial controls, including budget overruns, excessive or fraudulent expenses, tax evasion, self-dealing, conflicts of interest, and any other financial controls in place.
• Regulatory violations, such as violating privacy laws, exposure of member data, or mismanaging of data held about breast cancer survivors.

• Transparency - unclear votes or outcomes that cause perceived or actual conflict of interest or self-dealing.

• Accountability - agreed mission related outcomes are consistently not being met.

Committee officers who are vacated or on the Committee at its dissolution shall not be permitted to run another committee.

Accountability and Transparency

Publishing meeting agendas

Committee meeting agendas must be delivered to the Board and CEO via email.

Publishing minutes or recordings

The Committee must keep minutes of actions on LYTE’s official website under their “Charters” tab. This can be in the form of a recording of the Committee meeting, or it can be a documented minutes prepared by the Secretary of the Committee.

Fiduciary duty

As Committees are empowered with a subset of the Board’s powers per their contract Scope, Committee officers have a fiduciary duty to act in the best interests of the LYTE Foundation, Inc. and the LYTE Board.

Finances
Annual Budget

Committees must provide an annual budget with the parent organization during budget planning season, with sufficient lead time for the Board to review the outcomes and requested funds.

Committees who fail to provide an annual budget will be considered inactive and unable to spend under the expenses. A budget containing zero expenses and income is permitted.

Expenses

Expenses require the CEO and Board’s approval of the expense, along with a receipt and a description of the Committee purpose for the expense.

For the purposes of accountability and transparency, Committees should expect their expenses to be a public record and can be inspected by the public.

Misconduct

Committee members must abide by LYTE’s Code of Conduct. LYTE’s Board may sanction, declare leadership vacant, or dissolve a Committee to resolve a misconduct claim.
Appendix L:

DRAFT: General Charter Policies

Overview

Charters are central to LYTE’s mission of addressing the needs of a growing and diverse community of breast cancer and metastatic breast cancer survivors by establishing community-based and locally-tailored charters through cutting-edge research, strategically-placed charters, locally-tailored programming, and expertly-trained wellness coaches. This policy defines the rules related to starting, running, maintaining, and dissolving LYTE charters.

Charter Leadership

Charter leaders serve as the main point of contact for their charters and are responsible for ensuring the charter complies with all LYTE policies while fulfilling its mission and obligations:

- Charter leaders are required to be members
- Charter leadership is open to all participants. Leadership is personal, and not associated with any organization, company, or employer.
- Each charter must have a minimum of 2 and a maximum of 5 foundation-recognized, official leaders. In the event of a resignation, leadership transition, or new leadership
being appointed, a charter is allowed a grace period of up to 3 months from the event to comply.

- A charter leader can be a leader of only one charter.
- Leaders will sign and return a leader’s agreement within 30 days of receipt.
- Each leader will annually confirm upon request within 30 days that they intend to continue volunteering as charter leader.
- Leaders are encouraged to transition or rotate every 2-3 years (minimum 2 years, maximum 3 years) to allow fresh leaders to step up and participate in the charter operations. Leader selection is at the parent organization’s discretion, provided all policies are followed.
- If a charter’s leadership does not have consensus, fair and open elections should be administered with the support of LYTE staff and the Charter Committee.
- Any changes in charter leadership should be done by submitting a notice with all information to the parent organization’s Board of Directors and CEO. If a leader needs to step down, they should submit a notice to parent organization’s Board of Directors and CEO.
- If a leader is no longer reasonably responsive and contributing to the charter, the remaining charter leaders may petition the leader’s removal in accordance with the dispute resolution process.

**Running a Charter**

**Discoverability**

Charters must be discoverable by new and existing members and participants:
• Charter activities must appear on the https://www.lytempowered.org website under the tab “Charters”.

• Each charter is responsible for creating and maintaining their webpage under the “Charters” tab (see also Starting a New Chapter and Meetings and Activity Requirements) of the LYTE official website.

• A list of the current leaders and email addresses must be listed on their Charter’s tab on LYTE’s official website. Leaders must use their @lytempowered.org email address on these pages.

Communication

LYTE is a foundation delivering services to the breast cancer survivor community, and we need to communicate with our community regularly:

• Charter leaders and members must use @lytempowered.org email address for all LYTE related correspondence.

• Charter leaders must monitor their @lytempowered.org email address regularly and respond within 7 business days.

• Requests from LYTE staff, such as expense claims, should be responded to by one or more of the chapter leaders within 7 business days.
• LYTE charters can create and manage their own social media presence and other reasonable communication channels. Access to these accounts must be shared with the parent organization’s Board of Directors and CEO as well as all leaders of the charter. Administration of the account should be handed over to a remaining charter leader when stepping down.

We recommend charter leaders set an out of office notification within their @lytempowered.org email if they are planning to take leave, so that charter members, the Charter Committee, and parent organization staff are aware of any absences or delays in responding to communications.

Shared Services

The LYTE Foundation, Inc. will provide charters with the following shared services at no cost. Charters are encouraged to make use of these.

• “Charters” tab on the LYTE official website.
• Official email for use - @lytempowered.org.
• Zoom Video Conferencing capabilities.
• Assistance and resources are available through the Charter Executive Committee, parent organization’s Board of Directors, and LYTE staff.

Considering to Start a New Charter

To start a new charter:
• New charters must be approved by The LYTE Foundation, Inc., by submitting a request to info@LYTEEmpowered.org. The request will be answered by LYTE staff. Additional information will be delivered.

• After the new charter is approved the chapter leader must:
  o Create new charter pages on the official LYTE website under the tab “Charters”.
  o Login to their @lytempowered.org email account within Google’s defined time period.

Starting a Charter within LYTE

LYTE’s own charters are the primary form of the LYTE charter:

• Approved charters are named “The LYTE Foundation, Inc. [CITY/REGION NAME].

• Charters will require charter bylaws, policies governing charters, and a charter affiliation agreement.

• Charters shall be defined for a single city/region only; a new charter may be denied approval if there is another charter within 50 miles.

• Charter leaders must reside within 50 miles of the charter location.

• Exceptions to distance rules may be approved on a case-by-case basis, for example where travel times between two geographically close charters is excessive (defined as more than one hour).

Starting an Internal LYTE Charter with a Partnering Organization

• Approved charters are named “They LYTE Foundation, Inc. [PARTNERING ORGANIZATION’S NAME].
• Charters will require charter bylaws, policies governing charters, and a charter affiliation agreement.
  o These documents will be tailored to fit the overall objectives of both parties engaging in the partnership.
• Charters shall be defined for a single partnership only; the newly created internal charter cannot partner with another organization. This will require a new internal charter engaging in the partnership.

Finances, Oversight, and Transparency

Charters are overseen on an operational basis by the Charter Executive Committee, the LYTE Foundation, Inc. staff, and, ultimately, the LYTE Board of Directors. If the Charter Executive Committee, parent organization staff, or board of directors determines that a leader has not complied with this policy, despite support and outreach, leadership may be revoked, suspended, or another action taken. Additionally, LYTE administrative access (including the leader’s @lytempowered.org email address) may immediately be revoked.

Code of Conduct and Other Relevant Policies

All leaders must follow and adhere to LYTE bylaws, which are in a central repository. As a US-based 501 (c)(3) non-profit organization, LYTE must follow specific financial and legal guidelines that can change from time to time. Charters operate with a great deal of freedom; however, charters must abide by the latest approved LYTE bylaws

Charters are Not Legal Entities
Charters, projects, and groups are not legal entities and are organized under The LYTE Foundation, Inc’s authority.

**Finances are via The LYTE Foundation, Inc. Only**

As charters are not legal entities, all funds must be processed through the parent organization for transparency, the US not-for-profit laws, regulatory, and tax compliance reasons. Charters are not permitted to hold any bank accounts, independent insurance, have an independent donation mechanism, or use any funds transfer mechanisms to store financial value such as gift cards, PayPal or Venmo, or any other banking or financial instruments.

**Signing Authority**

As non-legal entities, charters leaders and members of charters cannot sign contracts or enter into agreements with commercial organizations. All such agreements should be referred to The LYTE Foundation, Inc. for pre-approval and possible signing.

**Disputes**

The LYTE Foundation, Inc. has various dispute resolution mechanisms. If you are unsure of reporting a complaint or raising a dispute, the parent organization staff should be informed for guidance. In general, disputes should be resolved between parties and not in the court of public opinion on social media or mail lists.

Charter members and leaders can use The LYTE Foundation, Inc. bylaws to resolve disputes or to report code of conduct breaches, violations of policy, or financial requirements. The bylaws of
the parent organization contain elements for conflict resolution that will be able to address and resolve disputes.
DRAFT: MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MOU) is entered into on [Date], by and between:

The LYTE Foundation, Inc.
[Address]
[Contact Person and Title]
[Phone Number]
[Email Address]

and

[Partnering Organization]
[Address]
[Contact Person and Title]
[Phone Number]
[Email Address]

Background:

Recognizing the need for community-based and locally-tailored care for breast cancer survivors,
The LYTE Foundation, Inc. ("LYTE Foundation") and [Partnering Organization] ("Partner")
seek to combine their expertise and resources. The LYTE Foundation, Inc. brings certified
National Board for Health and Wellness Coaching (NBHWC) coaches to the collaboration, enhancing the potential for personalized and impactful support for breast cancer survivors within our community.

**Purpose:**
The purpose of this MOU is to establish a collaborative framework that leverages the certified NBHWC coaches provided by The LYTE Foundation, Inc. and the resources of [Partnering Organization] to deliver locally-tailored care for breast cancer survivors. This collaboration aims to provide holistic support, including coaching services, educational programs, and community resources, to empower breast cancer survivors on their journey towards physical, emotional, and overall well-being.

**Terms and Conditions:**

**Scope of Collaboration:**
1. LYTE Foundation and Partner commit to jointly developing and implementing community-based initiatives that integrate the expertise of certified NBHWC coaches. This may include but is not limited to personalized coaching sessions, wellness workshops, and support groups tailored to the unique needs of breast cancer survivors.

2. **Certified NBHWC Coaches:**
The LYTE Foundation, Inc. will provide certified NBHWC coaches who are trained to address the holistic well-being of breast cancer survivors. These coaches will work
collaboratively with [Partnering Organization] to integrate coaching services into existing support structures and initiatives.

3. **Resource Sharing:**

Both parties agree to share relevant resources, knowledge, and expertise to enhance the effectiveness of coaching and support programs. Regular communication and coordination meetings will be scheduled to ensure integration and alignment of efforts.

4. **Responsibilities:**

The LYTE Foundation, Inc. and [Partnering Organization] will define specific roles, responsibilities, and contributions to the collaboration. This includes outlining the responsibilities of certified NBHWC coaches, as well as the support required from [Partnering Organization].

5. **Confidentiality:**

Both parties commit to maintaining the confidentiality of sensitive information shared during the collaboration, including personal details of breast cancer survivors and proprietary information. This includes adhering to all relevant privacy laws and regulations.

6. **Duration:**

This MOU shall become effective on [Effective Date] and will remain in force for an initial term of [Duration]. Both parties may review the collaboration annually and, if
mutually agreed, extend the term. Either party may terminate this agreement with written notice of [Notice Period] days.

**Dispute Resolution:**

Any disputes arising from this collaboration will be resolved through a collaborative and amicable process. If a resolution cannot be reached, both parties commit to exploring mediation before considering legal action.

**Amendments:**

Any amendments to this MOU must be made in writing and agreed upon by both parties.

This Memorandum of Understanding signifies the commitment of The LYTE Foundation, Inc. and [Partnering Organization] to work collaboratively in delivering community-based and locally-tailored care for breast cancer survivors, utilizing the expertise of certified NBHWC coaches.

______________________                         ______________________
[LYTE Foundation Representative]            [Partnering Organization Representative]
[Name and Title]                        [Name and Title]
Date: [Date]                             Date: [Date]
## Appendix N:

### Code System

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