

1. Leadership includes top management but also important is the nature of leadership that exists elsewhere in the organization and how pervasive it is.

2. Structure refers to the organizational form and is important in how it affects leadership and allows the institution to adapt to needs and to achieve efficiency.

3. Program is that which the organization does in fulfilling its role and is measured by output.

4. Resources refers to budget, land, personnel, equipment, libraries, and such things.

5. Doctrine refers to the mentality, attitude, and beliefs and values of the institution's personnel.

B. Linkage Variables

No institution can go it alone. It is an instrument of Society, either "collective action" or a "set of rules valued by the Society." Thus it is Society which institutionalizes. The institution as organization must be linked to the Society in a variety of effective means.

1. Program linkages are those other organizations needed for the successful implementation of the institution's program. These linkages deal with both input and output.

2. Enabling linkages are those entities that provide resources and authority that enable the institution to function.

3. Normative linkages deal with groups that maintains the values and norms of a society.

4. Diffuse linkages are those general public relations types of linkages.

(NOTE: Technically, analysts refer to linkages as other organizations which serve to link the institution with the Society. Relations, or dealings, with them are called "transactions." It is common, however, to talk of developing linkages with the other organizations.)

These two sets of variables provide some handles, or some insight at least, for managers in attempting to achieve the four criteria of institutionalization highlighted above.

It is obvious that leadership, especially management, plays the key role, since it has such impact on all the other variables, both institutional and linkage, and because it has to put the pieces together to achieve the conditions of institutionalization. But there also needs to be a diffuse leadership. There needs to be program and operations leadership as well as institutional leadership. This is needed for effectiveness. It is also needed for stability.