

ARNOVA's Catalogue of Current Research

41st Annual Conference

Re-examining Philanthropy: Exploring Root Concepts for our Field(s)

Indianapolis, Indiana, November 15-17, 2012

The 2013 Catalogue of Research includes authors and abstract summaries from ARNOVA's 41st Annual Conference RE-EXAMINING PHILANTHROPY: EXPLORING ROOT CONCEPTS FOR OUR FIELD(S).

Each year ARNOVA gathers more than 600 of the best scholars, researchers and teachers interested in nonprofits, voluntary action, philanthropy and civil society at its Conference. The panoply of presentations, from these scholars and students examining the realm of voluntary / nonprofit / nongovernmental /civil society organizations and action, offers a wide-ranging vista – with some significant detail – of the most pressing subjects, topical emphases and methodologies of the latest research in this field. This catalogue is presented for those interested in questions about and developments in philanthropy, fundraising, nonprofit management, voluntary action, social enterprise and civil society, from the local to the international scale.

This catalogue can be searched by key words, including author's names or paper titles, as well as by field or subject of interest. If you want to search this document, just hit 'Ctrl F', and a box in which you can enter search terms should appear in the upper right-hand corner of your screen.

The work referenced here belongs to and is best understood by the authors, so we leave it to you to contact the authors to request copies of their papers and seek conversations, as you wish. Authors' email addresses are found on the right-hand side of the top line of each entry. ***Please note: ABSTRACTS were pulled directly from submitted papers.***

What we know is that dialogue among scholars and practice-leaders around these presentations of research is critical to building knowledge and improving practice. So we hope publishing this will encourage those conversations and further collaboration; and we hope you find this a useful tool for your own work.

Katha Kissman
Interim Executive Director

Who Really Governs and How: Exploring the Role of the Dominant Coalition in Nonprofit Governance.

*David O. Renz, University of Missouri-Kansas City
Fredrik Andersson, University of Missouri-Kansas City*

*renzd@umkc.edu
fredrik.andersson@umkc.edu*

This paper reports on a study of the emergence and significance of dominant coalitions and those who are a part of them. Using a critical-incident case-study approach it examines dominant coalitions and their members, considers how members become the governing elite, examines common issues and how their activities relate to those of the board, and explores how the coalition exerts power. The paper delineates key themes from the research, presents a conceptual framework, and offers a set of actionable research questions as a foundation for future study on the dominant coalition and its role in NPO governance.

*Exhibiting Nongovernmental Organizations:
Demystifying Funders' Insidious Power*

Anne-Marie Duval

anne-marie.duval.1@ulaval.ca

Whereas the influence of coercive power mechanisms mobilized by funders is more readily identifiable, influence stemming from insidious forms of power can be harder to grasp. The aim of this article is to understand how funders may exert insidious power on NGOs by gathering and arranging information pertaining to them. The exhibit is used as a metaphor to qualitatively analyse a collection of documents pertaining to CIDA's grant application process. The latter is found to diffuse knowledge on what NGOs ought to be and do, that can be transposed in realities and particularly NGOs' realities, thereby influencing their way of thinking and functioning.

Solving the Real Problem Behind Boards and Fundraising

*Pat Libby, University of San Diego
Deirdre Maloney, Faculty*

*patlibby@sbcglobal.net
Deirdre@makemomentum.com*

The fundraising role of nonprofit boards represents one of the trickiest challenges facing organizations. Though fundraising is often expected, board members continue to struggle with the very idea of it. One reason is that the majority of board members are simply not comfortable with fundraising. Of particular difficulty is the actual "ask" itself. Despite research devoted to improving board effectiveness, what is missing is the identification of best practices on organizations who have worked with their boards to improve their ability and comfort around effectively closing the sale. Our paper will explore how organizations have achieved this otherwise insurmountable challenge.

Problem-Driven Research on Governance: Practical Knowledge as Concept-Far

*Paul F. Salipante, Case Western Reserve University
Mark Engle, AMC*

*pfs@case.edu
mengle@connect2amc.com*

What types of knowledge should research produce to inform nonprofit leaders facing governance challenges? Empirical research synthesized to form a basis for evidence-based management is one such type. Based on analyses of eight research studies produced by academics with substantial personal experience in governance, this paper explores another type: conceptual knowledge emerging from problem-driven, inductive studies and utilizing concepts borrowed and adapted from well-established theories developed in other fields. The paper examines the fundamental governance problems identified by these studies as relevant to leaders, and the reasons for multiple concepts emerging as explanatory for each problem.

Managed Morality: The Rise of Professional Codes of Conduct in the U.S. Nonprofit Sector

*Patricia Bromley, University of Utah
Charlene D. Orchard, University of Utah*

*p.bromley@utah.edu
cdorchard@gmail.com*

The professionalization of nonprofit management represents a dramatic institutional shift with profound consequences for the role of nonprofits in society. On one hand, a move towards professional management may provide nonprofits with tools and practices that help them create public value more effectively. On the other hand, the standardizing pressures that accompany professionalization may decrease heterogeneity in the sector and push organizations to adopt principles and practices that are a poor fit to operational realities. We study the extent of professionalization in the sector at the field-level through a mixed methods analysis of the emergence of ethical codes in statewide nonprofit associations.

The Role of Nonprofits and Philanthropy in a Local Bicycling Movement: A Case Study of Network Governance

***Angela M. Eikenberry, University of Nebraska at Omaha
Gerard Wellman, California State University-Stanislaus***

***aeikenberry@unomaha.edu
gwellman@csustan.edu***

Cities increasingly promote bicycling as a means to improve public health and for environmental, social and economic sustainability. A growing body of research shows the benefits of cycling and what projects will encourage cycling, but very little has been done to examine how such projects come about. This research examines the role of nonprofit leaders, foundation and corporate philanthropists, citizens and local and state public administrators in one mid-sized, Midwestern city's efforts to promote cycling. It provides lessons for understanding the implications of network governance for democracy, social equity and justice, and policy impact and sustainability.

Nonprofit Social Media Policies: An Intriguing Governance Opportunity

Jennifer Amanda Jones, University of San Diego

jenniferamandajones@gmail.com

The emergence of social media magnifies the work of nonprofit organizations, bringing new possibilities for fundraising, client outreach, and public relations. Social media engagement also invites risks such as client confidentiality, labor relations, employee safety and more. Because social media is an uncertain, mercurial environment, both the creation and the content of social media policies may provide a unique governance opportunity. This presentation attempts to articulate the risks faced by nonprofits in social media and then, to better understand how nonprofits manage risk, analyses social media policies and the process through which they are created.

Anatomy of the Nonprofit Starvation Cycle

***Jesse Lecy, Andrew Young School of Policy Studies
Elizabeth A.M. Searing, Georgia State University***

***jdlecy@gsu.edu
esearing1@gsu.edu***

The nonprofit starvation cycle is a debilitating trend of under-investment in organizational infrastructure, which is encouraged by donor expectations of increasingly low overhead expense ratios. Using longitudinal data analysis, we explore the scope and potential implications of the starvation cycle across subsectors and firm attributes. We find a shift in expenditures from personnel to executive compensation and fundraising costs; this may suggest an increasing desire for professionalization by donors, but also warrants an assessment of the potential negative impacts of the accountability movement in the sector.

Examining Nonprofit Executive Director-Board Relations in Two Countries as they Relate to Perceptions of Board Effectiveness: Executive Director Perspectives

***Douglas M. Ihrke, University of Wisconsin-Milwaukee
E. Grant MacDonald, Dalhousie University
Barbara Duffy, Helen Bader Institute for Nonprofit Management
Nathan Grasse, Georgia Southern University***

***dihrke@uwm.edu
grant.macdonald@dal.ca
bduffy@uwm.edu
ngrasse@georgiasouthern.edu***

This study examines the factors that influence Executive Directors' perceptions of the relations between boards of directors and executives in Wisconsin and Nova Scotia, and the extent to which these relations influence executive director perceptions of board effectiveness. The results of the study are based upon a random sample of executive directors representing nonprofit organizations in the State of Wisconsin and the Province of Nova Scotia. Our results indicate that board demographics, board structures, and small group dynamics all have an influence on the perceptions of executives within and across nonprofits in two countries.

Examining the Influence of Nonprofit Board Communication on Generative Governance

***Jessica Katz Jameson, North Carolina State University
Barbara A. Metelsky, North Carolina State University***

***jameson@ncsu.edu
Barbara.Metelsky@gmail.com***

This study uses a communication perspective to conduct an empirical investigation of generative governance (Chait, Ryan, & Taylor, 2005). Board communication from two human service nonprofits is examined through the analysis of board meeting transcripts, board and staff interview transcripts, and organization documents. Our phase one findings are that the majority of meeting episodes coded fell into the categories of "information dissemination" and "decision-making/problem-solving." The next phases of analysis include identifying episodes as "generative" or "non-generative" and coding the transcripts and documents to develop a set of characteristics that appear to promote or impede generative communication and hence, generative governance.

Professionalization and The Nonprofit Board

Kathryn Yandell

kmyandel@ncsu.edu

The relationship between nonprofit management and the nonprofit board continues to be of interest to nonprofit scholars. This paper provides a theoretical framework for examining the professionalization of nonprofit management and its organizational consequences. Specifically, the paper will address how professionalization of nonprofit management affects the role of the nonprofit board. It is argued that the professionalization of nonprofit management limits monitoring and ratification role of the board and creates a board dependency on management. The paper will conclude with propositions to guide further study.

A Systematic Review of Governance Effectiveness of Boards of the Nonprofits

***Xiao-Lu Wang, University of Hong Kong
Danny WF Lam, University of Hong Kong
Cecilia Lai Wan Chan, University of Hong Kong
Sammy Fung, The University of Hong Kong School of Business***

***wangxl@hku.hk
dwflam@hku.hk
cecichan@hku.hk
flksammy@hku.hk***

In light of the trend of conceptualization development of board governance effectiveness of the nonprofits, this study purports to provide a systematic review of 88 peer-reviewed journal articles in the past 20 years on the theoretical development of conceptualization of board governance effectiveness of the nonprofits and associated research findings of antecedents and results. The databases used in the study are those included in the ISI Web of Knowledge. Search terms were nonprofit, board and governance and their derivatives. Implications of more research on shared leadership process within boards and its relation to effectiveness of boards' steward role are drawn.

Fraud and Corruption in Nonprofit Entities: A Summary of Press Reports 2008-2011

***Deborah S. Archambeault, University of Dayton
Janet S. Greenlee, University of Dayton
Sarah Jean Webber, University of Dayton***

***darchambeault1@udayton.edu
janetsgreenlee@gmail.com
sarahjwebber@gmail.com***

This paper identifies and describes incidents of fraud and corruption occurring in nonprofit organizations, as reported in newspapers published between 2008 and 2011. Similar to Fremont-Smith and Kosaras' (2003) study covering the period 1995-2002, our analysis identifies the types of organizations, individuals, and monetary amounts involved in each case. We also provide information about the time frame and duration of the fraud event, and incorporate IRS Form 990 data to present financial and other information about the organizations. From this information we offer suggestions to enable nonprofit entities to limit their fraud risk exposure.

The Board Member Conundrum: Board Member Motivations, Skills, and Responsibilities

*Ola Segnestam Larsson, Ersta Sköndal University College
Johann Hvenmark, Ersta Sköndal University College*

*ola.segnestam-larsson@esh.se
johan.hvenmark@rf.se*

This paper examines motivations and skills of board members in relation to board tasks and responsibilities as seen through the eyes of board chairs. In the underlying study, a combination of qualitative interviews and quantitative questionnaires were employed to bring to the surface the assumptions of board chairs regarding boards and board members. Research findings from three membership-based nonprofit organizations in Sweden could be conceptualized as the 'board member conundrum.' I.e. there seem to be increasing problems in recruiting and motivating board members, while at the same time board chairs witness of tasks and responsibilities of a progressively professionalized nature.

The Impact of Nonprofit Hospitals Board Composition and Structure on Donation Revenue

*YiCheng Ho, National Chengchi University
Jenn-Shyong Kuo, National Taipei University*

*yho@nccu.edu.tw
jennkuo@gm.ntpu.edu.tw*

This study examine the board composition and structure affects donation revenue for Taiwan' nonprofit hospitals. One major mission for a non-profit's board is to monitor the organization's operations the other are fundraising, donations and operational duties. Past studies pointed out that Internal control mechanisms become the main supervision mechanism for non-profit organizations, and board is an important and effective internal supervision mechanism. This study is to examine the influence of board size, percentage of outsiders, CEO on board and the number of annual meetings of board on the probability of received donation and amount donation revenue received by not-for-profit hospitals.

The Effective Use of Websites to Enhance Accountability in Nonprofit Organizations

*Florence Kamau, University of North Texas
Hee Soun Jang, University of North Texas*

*florence.kamau@gmail.com
heesoun.jang@unt.edu*

This research empirically tests theoretical question of in what ways, if any does the use of web sites and in particular use of web technology enhance accountability in nonprofits organizations? The question will be answered by analyzing the content of 85 United Ways Texas Chapter websites. The effective use of websites is determined by the information that nonprofits providing to the public through their websites. This paper proposes that an organization that uses websites to communicate will be more efficient in responding to its clients, donors, funders and public thus, enhance accountability than organizations that don't enhance web based communication.

Characteristics of Pay-for-Performance Behavior in Nonprofit Organizations

Rebecca Tekula, Pace University

rtekula@pace.edu

In the corporate sector, executive compensation is found to be significantly related to firm size and performance. Nonprofits are often expected to follow similar pay-for-performance practices. This study analyzes executive compensation, specifically pay-for-performance behavior, in nonprofit organizations. While the results of my analysis do indicate a significant and positive relationship between size and executive compensation, I find a significant and negative relationship between executive compensation and program expenditure ratio, an often utilized measure of nonprofit performance. These findings are in accordance with the theory and concern raised by critics and regulators that nonprofit sector compensation practices must be carefully scrutinized.

A Network Approach to Understanding Nonprofit Boards and Policy Outcomes

Carrie M. Duncan, University of Missouri

cmw7e9@mail.missouri.edu

Over the last thirty years, the growth of the nonprofit sector, coupled with state agencies contracting out their service delivery, has given nonprofits a significant role in policy implementation. Nonprofit board members shape policy implementation in important ways. This study examines the link between the interactions of nonprofit board members with other network actors and the success of policy implementation as measured by organizational and program effectiveness. I follow Stone and Ostrower's (2007) call for research that links organizational governance and the public interest by studying multiple actors across multiple levels and linking governance to policy outcomes.

Charter School Governance: Board Roles and Responsibilities

Christopher Cody, North Carolina State University

cacody@ncsu.edu

This paper will expand the base of knowledge on charter school governance by analyzing more in-depth the roles and responsibilities of charter school boards. Charter schools boards often differ on what roles and responsibilities they perform but as to date there is not any research to explain why charter school boards often perform different functions. Thus, this paper will analyze previous literature and present a research design to explain what factors causes there to be differences in roles and responsibilities of some charter school boards compared to others.

Factors that Influence Board Member Engagement and Performance

William A. Brown, Texas A&M University

wbrown@tamu.edu

The paper explores antecedents of engagement for nonprofit board members. The focus is on the individual behavior of board members. Performance is defined as active engagement in deliberative processes that include discussion, dissent and information sharing. Factors that explain engagement are complicated because board members function within groups, within organizations. A three factor model, which includes "capability to perform" (dispositional attributes), "willingness to perform" (motivation and cognitive processes) and "opportunity to perform," is used to organize the various elements that account for performance. The review summarizes these elements and provides guidance for future research.

Board Members' Self-Perception in the Role of Organizational Governance and the Balanced Scorecard

Jeff Aulgur

jaulgur@atu.edu

Strategic themes in the Balanced Scorecard are derived and developed through four organizational domains: financial, internal processes, customer, and learning and growth. This case study proposes an analysis of the gap between the expectations of board performance by an organization's management and the board members' self-perception of their role in governance of the organization through two domains of the Balanced Scorecard: internal processes and learning and growth. Further, does the expected gap impact, if at all, organizational effectiveness? Recent research identifies the need for qualitative, case study research to determine how nonprofit boards and staff react to contextual factors.

Understanding Changes in Board and Director Roles in a Nonprofit Organization: How a Cognitive-Interpretive Framework Complements Contingency and Life-Cycle Approaches

Maria Wathen, University of Michigan

mwathen@umich.edu

This paper presents a case study examining nonprofit board and director roles in the first five years of an organization's life, using three organizational change approaches: contingency, life-cycle, and cognitive-interpretive. Data include monthly board meeting minutes and director's reports for the first five years of a nonprofit human service agency's existence. The paper concludes that if contingency theory and/or life cycle theory could be re-conceptualized to reflect the unpredictability of decision-making and action due to subjective, interpretive work by those in the organization, we would have a much better understanding of board processes.

Avoiding the Scrutiny of Single Audits: Evidence from Nonprofit Entities

Tammy R. Waymire, Northern Illinois University

twaymire@niu.edu

Thomas Z. Webb, Mississippi State University

TWebb@cobilan.msstate.edu

The triggering of a Single Audit subjects nonprofit organizations to increased accountability and may therefore be avoided by nonprofit managers. We examine the likelihood of the avoidance of this accountability mechanism, and the factors that contribute to avoidance. In a sample of 23,218 nonprofit entities across all NTEE classifications, we build an empirical model that predicts whether nonprofit entities have likely avoided the Single Audit. We next examine and find a positive association between the program ratio, a commonly accepted measure of efficiency that has been demonstrated to be manipulated (Krishnan et. al 2006) and the likelihood of such avoidance.

The Impact of Online Board Performance Self-Assessment

Yvonne D. Harrison, University at Albany

yharrison@albany.edu

Vic Murray, University of Victoria

vmurray@uvic.ca

This paper reports on the impact of an online tool used by 75 nonprofit organizations to assess the effectiveness of their boards of directors between July 2010 and February 2012. Impacts are reported on nine dimensions of board effectiveness. Factors such as the board's decision-making processes, organizational characteristics and use of information and communications technology are considered as possible influences on variations in the amount and kind of impact reported.

Motivated to Serve: A Public Service Motivation Perspective on Nonprofit Board Membership

Kevin D. Ward, Georgia Southern University

kward@georgiasouthern.edu

Katrina Leigh Miller-Stevens, Old Dominion University

klmiller@odu.edu

While our understanding of individuals' motivations behind giving and volunteering has expanded, little is understood about one subset of volunteering – serving on nonprofit boards. This research applies a well-developed public management theory, public service motivation, to explain why individuals choose to serve on nonprofit boards. Additionally, the antecedents of public service motivation are examined among board members. Confirmatory factor analysis and structural equation modeling techniques are employed.

This research will help nonprofit managers to better attract and retain good board members. Additionally, it assesses the utility of applying a public management motivation theory to explain nonprofit sector participation.

***Why Do Nonprofits Adapt Self-Regulation Practices?
A Test of Compliance, Adaptive, and Professional Self-
Regulation Type***

Angela L. Bies, Indiana University Purdue University Indianapolis

biesa@iupui.edu

This article examines the emergence and adoption of nonprofit self-regulation practices in nonprofit organizations and builds on extant conceptions of three predominant self-regulation types, compliance, adaptive, and professional models. The authors employ time-series cross-sectional analysis to test the three predominant and competing theories for nonprofit self-regulation practice, resource dependence, agency, and institutional theory. Results reveal that early adoption of self-regulation practice is well-explained in both resource dependence and agency terms, but longer-term adoption is more well-explained by professionalism, and the mimetic pressure and isomorphism as predicted by institutional theory. Implications are outlined for nonprofit sectoral and organizational level actors.

***ED Succession Planning in Human Service
Organizations: What Do Boards Want and Will They
Be Able to Find It?***

Barbara Decker Pierce

bpierce3@uwo.ca

Trevor Hunter, King's University College

thunter6@uwo.ca

Anecdotal examples suggest a looming crisis in the human service sector due to a perceived lack of qualified leaders. Many human service management organizations have limited, if any executive director (ED) succession plans and many current EDs are approaching retirement age. The environmental realities in which these organizations operate may require a different set of leadership competencies than what has historically been expected of human service EDs. By surveying current EDs, senior managers and board chairs, this study investigates compares the characteristics and competencies of current EDs with those required of future leaders by boards and asks whether boards will be able to find them.

***Does Web Disclosure of Financials Change Their
Impact on Donations to Nonprofits?***

Marie Blouin, Penn State Harrisburg

mcb24@psu.edu

Roderick Lee, Penn State Harrisburg

rlee@psu.edu

We re-examine the relation between web disclosure of financials and donations using a current sample of Pennsylvania nonprofits. We then extend this research using regression analysis to determine whether web disclosure can positively impact the established relation between financial variables and subsequent donations. Initial results suggest that online disclosure mitigates the usual negative relation between price (total expense/program expense) and donations, consistent with the signaling theory of disclosure established in the corporate accounting literature. Our study may be of interest to managers of nonprofits deciding whether to provide financial data online.

***Organizational Culture and its Influence on
Corruption: Case of Kenya***

Douglas Kimemia, Virginia Commonwealth University

kimemiadk@vcu.edu

The increasing number of corruption cases and their significant consequences on the NGO sector has awakened the scholars to pay more attention to the subject of corruption and accountability among the NGOs. This study intends to critically examine the relationship between dominant dimension of organizational culture and the tolerance of organizational corruption among the NGOs in Kenya. It will utilize case study research design, to be conducted in two phases among 30 organizations in the first stage and 10 organizations during the second phase. It will apply web-based surveys and interviews, which will be analyzed using within-case and cross-cases techniques.

Accountability and Transparency in the German Nonprofit-Sector: A Paradox?

***Annelie Beller, Heidelberg University
Rabea Hass, Hertie School of Governance***

***annelie.beller@csi.uni-heidelberg.de
hass@hertie-school.org***

A study on accountability and transparency in the third sector comes to the conclusion that the attention which German non-profit-organisations currently enjoy reflects neither their social nor their economic significance: the requirements which they face in the areas of accountability and transparency are far lesser than those faced by private and state organisations, but also far lesser than in other countries. However, the current state of research does not permit to assert a transparency and accountability problem of the third sector in Germany. It remains to be seen whether this system will be able to accommodate future changes.

Exploring the Link Between Diversity, Inclusive Practices, and Board Performance: An Analysis of the National BoardSource Nonprofit Governance Index

***Ruth S. Bernstein, Pacific Lutheran University
Nicole M. Tysvaer, BoardSource***

***ruthbernst@aol.com
nicole.tysvaer@boardsource.org***

This study examines the relationship of recruiting and engaging diverse board members on governance performance among a large, national sample of nonprofit chief executives who participated in the BoardSource Nonprofit Governance Index 2010. Using a structural equation model, we hypothesize that board performance will be positively related to diversity (ethnic/racial visible minorities) and that this finding will be partially mediated by functional and social inclusion practices (Fredette & Bradshaw, 2010). Preliminary results reveal that diversity is positively related to board performance, but a functional and social inclusive practices construct was a stronger positive predictor of performance.

Consent Accountability and Board Performance: An Examination of Member Participation Characteristics and Board Effectiveness

Peter P Hoontis, Rutgers University

phoontis@rutgers.edu

Volunteers who serve on nonprofit boards accept a call to serve similar to those who volunteer to serve food at a homeless shelter. Board members accept this call with very little experience (Brudney & Murray, 1998). Research tells us much about what board members should do (Craver, 2006 and Ostrower, 2007), but little on the antecedents for board success. This research looked at the relationship between individual participation characteristics and board effectiveness. Based on a survey of 113 board volunteers, the results indicate a possible relationship between the presence of certain member participation characteristics and the effectiveness of the board.

Nonprofit CEOs Perceptions of the Role of Board Members in Fundraising: An International Comparative Case Study

***Peter P Hoontis, Rutgers University
Bok Gyo J. Jeong, University of Pittsburgh***

***phoontis@rutgers.edu
jon.jeong@gmail.com***

The responsibilities of non profit organization board members have been well studied in the United States. Much less research has been conducted in East Asian countries and most markedly in South Korea. This collaborative study compares the perceptions of executive directors of nonprofit organizations in the United States to executive directors in South Korea relative to board members responsibilities in fundraising for the organization. This international comparative case study involved fifty nonprofit executives from each country. The results provide practitioners and scholars of nonprofit governance an inside look into the similarities and differences in nonprofit executive leadership from an east-west perspective.

The Benefits of Virtue: Are There Benefits to Joining Voluntary Regulation Programs?

***Mary Kay Gugerty, University of Washington
Yuta Masuda, University of Washington
Aseem Prakash, University of Washington***

***gugerty@u.washington.edu
masuda@uw.edu
aseem@uw.edu***

The number of nonprofit accountability and standard-setting programs has increased dramatically. Such programs include codes of conduct, accreditation and certification programs, and programs of voluntary standards. In spite of this prevalence, little evidence exists to assess which nonprofits join these programs and why. We address that gap by examining the decision to join the regional BBB Wise-Giving Alliance in Alaska, Oregon, and Western Washington. 800 public charities out of approximately 40,000 in the region have joined or attempted to join the CRP. We model the decision to join using both a standard and a rare events logit model and compare results for robustness.

The Work of Partnership: Supporting Learning and Action in Shared Governance Structures

Laurie S. Goldman, Tufts University

laurie.goldman@tufts.edu

This research examines the work that supports collective learning and action within partnerships devoted to social change goals. We analyze how actors in six social change networks engage in core leadership and management tasks to contend with common challenges of inter-organizational collaboration. The study extends prior research on the behavioral dimensions of network management by focusing on how actors combine leadership and management tasks in the context of different configurations of shared governance structures. Findings highlight the potential for integrating learning, relationship building, and capacity development into ongoing partnership operations and suggest directions for further research about supporting partnerships.

Leadership and Decision Making in Health Collaboratives – Lessons Learned for Effective Collective Impact

***David Clifford, Eastern Michigan University
Colleen Croxall, Eastern Michigan University***

***dclifford@emich.edu
ccroxall@emich.edu***

Interest in cross-organizational and cross-sector collaboration to solve complex social problems has experienced a steady growth and a recent surge in interest. This paper reviews the lessons of the literature generated by the experiences of health improvement organizations, and reports on a recent, 2011, process evaluation of a health improvement collaborative in “River County,” Michigan. This study provides both confirmation of some of the key themes in the literature, as well as new insights into the complexities and challenges of leadership and decision making as key determinants of sustainability and likelihood of success in collective action.

Megachurches: What Impact Are They Having on Local Economic Development and Who Benefits From These Collaborations?

***Ashley E. Hyder, University of North Texas
Lisa A. Dicke, University of North Texas***

***ashley.hyder@unt.edu
ldicke@unt.edu***

Is bigger better? The DFW area is home to 45 megachurches, the largest conglomeration of megachurches in the state of Texas. This paper asks what impacts are government collaborations with megachurches having on economic development projects? Our research questions are answered using a mixed methods research design using data from the National Congregations Study (1998, 2006-2007), Census Bureau, and interviews and reviews of grant and contracting documents. The board composition of relevant economic development boards of directors is also examined to determine if under-served populations are represented.

Organizational Culture and Partnership Process: A Grounded Theory Study of Community-Campus Partnerships

Sharon Foreman Kready, Lynchburg College

kready.s@lynchburg.edu

This study explores the multiple meanings of community-campus partnerships expressed by stakeholders in the community and in academia. Five themes emerge as the integral components of the theory of partnership sustainability. The theory centers on what it takes to sustain partnerships between community and campus organizations, and highlights importance of relationships as being the core for any partnership activity. Key implications of this study include recommendations for building relationships that allow for reciprocal consideration of diverse organizational culture dynamics; the intersectionality of student volunteerism and community engagement; and the nature, value, and perceived importance of research conducted in the community.

Polycentric, Oligopolistic or Monopolistic Governance: A Network Analysis of A Community-Based Senior Service Delivery System in Shanghai, China

***Bin Chen, City University of New York
Beilei Yang, Shanghai Tongji University
Shanshan Zou, Shanghai Tongji University***

***bin.chen@baruch.cuny.edu
yblei@vip.163.com
zoushanshan@yahoo.com.cn***

Does China's community governance become polycentric, oligopolistic or remain monopolistic? We address this question by studying a community-based senior service delivery system in a sub-district of the City of Shanghai, China. By comparing network structure across the five different types of ties, this study offers insights into how the senior service delivery system in this community functions. By comparing the position of specific organizations—in terms of their relative centrality—across the networks, this study provides information about the role of each of three sectors—the public, nonprofit and for-profit— in delivering home-based senior services.

An Investigation of Value Generated or Lost Through Nonprofit-Public Collaboration

Karen H. Kispert, Eastern University

khkispert@verizon.net

Collaboration is considered successful when it achieves its purpose. But there may be other benefits to collaborating organizations, either the direct results of having entered into partnership (value created), or indirect results (value captured). While the literature generally paints a rosy picture of collaboration, it is also possible that collaboration may result in value lost. This paper reports on themes around collaboration value gleaned from grounded theory research. Data was gathered from a complex private-public collaboration consisting of urban and rural nonprofit providers of services to homeless populations and partnering federal, state, county, and city governments.

Who's Moving My Cheese? Organizational Factors Affecting Nonprofits' Receipt of Government Funding

Jiahuan Lu, University of Maryland

jhlu@umd.edu

This proposed research aims to identify the organizational factors associated with nonprofits' receipt of government contracts and grants. The theoretical hypotheses are drawn from interorganizational relationships and organizational institutionalism literature. Data are collected from human service nonprofits in Maryland using a questionnaire survey. After analyzing the data using OLS regression, this paper finds that revenue diversity, timing, boundary permeability, degree of professionalism, and co-optation are important determinants.

How Do Nonprofits Collaborate: The Role of Nonprofits in Two Social Service Policy Networks in the US

*Jeongyoon Lee, University at Albany - SUNY
R. Karl Rethemeyer, University at Albany - SUNY*

*jlee22@albany.edu
kretheme@albany.edu*

How does organizationally instituted policy network shape and constrain nonprofits' positions and roles? Focusing on social service policy networks, we examine how and why policy connections derive different positions and roles of nonprofits in a network context. Our empirical analysis of two US policy networks—mental health policy network and adult basic education policy network—suggests newly derived nonprofits' positions and roles in a network context and outlines a series of propositions that extend functions of nonprofits as network actors in social service policy area.

Nonprofit Collaboration and the Resurrection of Market Failure: How a Resource Sharing Environment Suppresses Social Objectives

*Eva M. Witesman, Brigham Young University
Andrew Heiss, Brigham Young University*

*eva_witesman@byu.edu
andrewheiss@gmail.com*

Collaboration is among the core values of many in the nonprofit sector. Though initial research has examined the prevalence of collaboration and network governance in the nonprofit sector, little empirical work has examined the potential economic outcomes of a resource sharing environment. This paper uses Monte Carlo simulation methodology to demonstrate that while collaboration and resource sharing can maximize the benefit to individual nonprofit organizations, it may recreate the very market failure environment the nonprofit sector purports to combat, resulting in the failure to meet certain social objectives.

The Trellis of Community Gardens: Connecting Government, Nonprofit, and Citizen Networks to Spatial Context

Diane E. Yoder, University of Southern California

yoder@usc.edu

Community gardens are an antidote to urban blight, food insecurity, and environmental hazards. They create social capital, community food resources, education and rehabilitation opportunities, and a sense of sovereignty for non-land-owning residents. Community gardens are a collective method for and a goal in increasing human welfare. However, without the trellis of municipal entities and nonprofit organizations to support them, many gardens would wither. My paper identifies the networks supporting community gardens in Boston and Philadelphia, using GIS and case-study analysis. I connect these networks to the gardens' spatial context and examine the collaborative factors that contribute to the gardens' success.

Interdependencies in Nonprofits: An Exploration of Strategies and Methods

Karabi C. Bezboruah, University of Texas at Arlington

karabib@gmail.com

Interdependencies, networks, and collaborations are an inevitable part of nonprofit organization management. In order to explore interactions and collaborations of nonprofit organizations with other public and private entities, this paper applies the case comparison methodology and examines the boundary spanning collaborative activities of seven nonprofit community health clinics in four Texas counties. Preliminary evidence suggests that these nonprofit free clinics adopt an array of strategies and methods to address institutional and resource constraint pressures that is contextual and often dependent on the leadership and governance.

The Effects of Strength-of-Tie and Third-Party-Tie on Knowledge Sharing in a Health and Human Services Network

Kun Huang, University of New Mexico

khuang@unm.edu

This paper examines how service collaboration relationships affect the sharing of knowledge in a centrally governed multi-sector health and human services network, which is steered by an external network administrative organization (NAO, Provan and Kennis, 2008). We posit that while the quality of dyadic relationship is positively associated with the likelihood of knowledge sharing, the impact of a dyad's embeddness in a clique (dense web of common third-party relationships) on knowledge sharing is contingent on the composition of the clique, i.e., the NAO's presence or absence. These hypotheses were tested on data from a health and human services network.

Contract Performance: Organizational Form and Quality

Julia L Carboni, SPEA- IUPUI

jcarboni@iupui.edu

Nonprofits dominate the government contracted human services field, but government increasingly relies on for-profits to provide services. Theoretical arguments from organization theory and economics predict nonprofits will perform better on quality dimensions than their for-profit counterparts due to the nondistribution constraint, but empirical evidence is mixed. I theorize that structural variables such as competition and dependence influence contract performance on quality measures. Using data from state funded programs, I find organizational form alone does not predict performance. Nonprofits perform well under a variety of conditions while for-profits perform well when constrained by dependence on government funders and competitive markets.

Waking Up in Vegas: The Rise & Fall of Public-Private Partnerships for Arts and Culture in Las Vegas

B. Kathleen Gallagher, University of Colorado Denver

Kathleen.Gallagher@ucdenver.edu

The public sector has increasingly entered into collaborations and partnerships to improve the efficiency, effectiveness, and equity of public goods and services. As competition for public and philanthropic resources increases, programs must be evaluated for the impact they make on public issues. Nonprofit arts and culture programs are no exception. Evaluations of these programs have largely been performed on a single dimension, such as economic efficiency or the equity of participation. This paper seeks to correct that shortcoming by performing a multi-dimensional assessment of how public-private-nonprofit partnerships for arts and culture influence outcomes on the case of Las Vegas, NV.

Determinants of Coproduction Arrangements: Predicting Government Collaboration with Citizens, Citizen Groups, and Nonprofits

Kelechi N. Uzochukwu, Georgia State University

kuzochukwu@gsu.edu

Coproduction occurs when traditional service producers (local governments) collaborate with consumers (citizens and variations of citizen-representing groups) to produce public services. Various types of coproductive arrangements exist. For example, government-citizen, government-citizen group, government-nonprofit, or any variation of these listed could constitute coproduction. However, scholars have yet to identify the factors that generate one type of arrangement versus another. This study seeks answer the following questions: (1) How and why do certain coproductive arrangements develop? In other words, what causes certain entities to collaborate with one another? (2) Is one type of arrangement more “coproductive” than another?

Building Nonprofit Networks by Convening

Mary B. McDonald, University of San Diego

marymc@sandiego.edu

Liz Shear, University of San Diego

lizshear@sbcglobal.net

Elizabeth A. Castillo, University of San Diego

eac@sandiego.edu

This is a study of a university/community convening as a potential model for building social capital and networks between community-based organizations and a university. The research tests the model as a viable option for supporting relational infrastructure over time. The work also tests an iterative planning process that marries assessment with data collection and action research.

Capacity Building Networks and Adaptive Capacity for Community-Based Small Nonprofit Organizations

Naim Kapucu, University of Central Florida

kapucu@ucf.edu

This study focuses on inter-organizational networks and adaptive capacity among nonprofit organizations. Adaptive capacity is defined as a function of the degree to which institutions possess a culture that empowers communities to make decisions and actions that support community-led initiatives. The study examines network formation and sustainability among 40 nonprofit organizations and their networks with other cross-sector organizations identified as part of the asset mapping for the Strengthening Communities Fund project in a southern state. Organizational factors such as leadership and the level of an organizations' engagement with the community have a statistically significant relationship with the adaptive capacity.

***Creating Impact with Policymakers: Cases of Building
Cross Sector Partnerships to Build Stronger
Programs and Grant Applications***

Ericka Harney, Eastern University

ericka_harney@hotmail.com

Partnerships and collaborations for projects and programs that benefit society have become more in demand by many outside forces of nonprofits. Several examples presented will provide evidence of successful collaborations and ones that we can take heed from. Through examining these collaborations, this article will explore the projects funded by various funding agencies, the work involved to form such collaborations and strengths work between organizations and policy makers can bring to grant applications. To build upon the need for collaborative work for stronger grant applications, this article will also outline strategies for nonprofit program managers and grant writers to approach policy makers and organizations about partnerships.

***Institutionalized Hybridity – Work Integration with
Public-Nonprofit Joint Ventures***

Katharina Spraul, University of Mannheim

Bernd Helmig, University of Mannheim

Franziska Hopf, University of Mannheim

spraul@bwl.uni-mannheim.de

sekretariat@oebwl.bwl.uni-mannheim.de

hopf@oebwl.bwl.uni-mannheim.de

This paper is challenging questions on success factors in public-nonprofit collaborations. By means of a systematic literature review, it reveals how public and nonprofit management re-search investigate the collaboration of public and nonprofit organizations in the field of social services. It is focussing on joint ventures as the most institutionalized form of public-nonprofit collaborations by conducting a single case study in the field of work integration. Based on an analysis of the joint venture's structure, processes and effectiveness, seven success factors for this type of institutionalized hybridity are derived.

***Nonprofit-Government Collaboration: Team Selection
Control in a Multidisciplinary Team Setting***

Melissa Cast

mcast@alumni.iu.edu

This study will examine the relationships between team selection control and job satisfaction, organizational commitment, team satisfaction, and team commitment within the context of cross-sector multidisciplinary teams (MDTs). This study will examine if perceptions of team justice can moderate the relationships between team selection control and job satisfaction and team satisfaction, and ultimately determine effects on organizational commitment and team commitment. This study will also examine the primary foci of team selection control within the cross-sector partnership. These contributions will extend collaboration theory in the nonprofit literature by considering government -nonprofit partnerships' ability to meet public service needs.

Collaboration or Public Relations? Service Learning from the Nonprofit Perspective

Michelle Evans, Florida Atlantic University

MEvans32@my.fau.edu

Service learning has been promoted by universities as an improved method of instruction by combining teaching with hands-on application of knowledge through collaborations with nonprofits (Sedlak, Doheny, Panthofer & Anaya 2003). Significant time and effort is devoted to service learning activities by faculty, students and the nonprofits. For collaborations to be successful they must be beneficial for all partners yet little attention has been paid to exactly what defines “success” for each participant group. This study will examine what variables actually define “success” for each group and whether those definitions are consistent, complementary or conflicting thereby impacting the collaborative process.

A Closer Look at Nonprofits in Multi-Sector Networks: Can Informal Accountability Overcome Goal Conflict?

Barbara Romzek, University of Kansas
Kelly M. LeRoux, Great Cities Institute University of Illinois at Chicago
Jocelyn Johnston, American University
Jaclyn Schede Piatak, American University
Robin Kempf, University of Kansas

bromzek@ku.edu
kleroux@uic.edu
Johnston@american.edu
Jaclyn.Piatak@student.american.edu
robinjkempf@ku.edu

Networks have gained much attention in recent years and have become a widely adopted mode of public service delivery. Yet the challenges of providing services through networks are multiple and inter-related; they include goal conflict, incompatible organizational cultures, and competition for scarce resources. While formal systems are used in network governance, informal dynamics are important to overcoming such challenges, yet they have received relatively little scholarly attention. This paper seeks to remedy that gap and shed light on how nonprofit and public managers can overcome conflict by fostering relationships and creating shared goals.

Is the Best They Can Do Good Enough? Nonprofits in the Wake of Emergency

Heather Lenz, Cleveland State University

h.lenz@csuohio.edu

Few would dispute that the response to natural disasters are often times chaotic. Planning, coordinating, and effective action require experienced leadership across public and nonprofit sectors. Although nonprofits arrive prepared and ready to offer services, parochial, divisive and bumbling public sector leadership can hinder response efforts. Using the American Red Cross' role during Hurricane Katrina as a case study, this research essay considers the limitations of nonprofit organizations in engaging in public – nonprofit partnerships in response to emergency situations. The theoretical framework draws from literature on complexity theory, organizational collaboration and emergency response.

Analyzing Canadian Immigrant Integration from a Complex Systems Perspective

Agnes Meinhard, Ryerson University

meinhard@ryerson.ca

The integration of newcomers to Canada and the creation of an inclusive Canadian society is a complex undertaking that involves many players working together in various formal or informal collaborative and/or partnership arrangements. This research uses a complex system lens to examine how the various elements of Canada's multi-layered integration process work together to serve both the new immigrant and Canadian Society as a whole. Many studies have separately examined individual aspects of the model; however, examining complex social systems requires studying not only its components, but also how they are related (Ostrom, 2009). This study presents a holistic perspective.

Revitalizing Distressed Neighborhoods and the Changing Role of City Government

Taewoo Nam, University at Albany, SUNY

namtaewoo@gmail.com

This study highlights the changing role of a city government from a problem solver to a coordinator, focusing on PhillyRising, which is Philadelphia's initiative to revitalize distressed neighborhoods. The authors conducted semi-structured interviews with city officials and managers who have the responsibility for operating the initiative. PhillyRising makes the city government smarter, faster, and better. For a smarter government, it right-sizes city resources through coordinating joint efforts made by internal departments and external organizations. For a faster government, improved front-line coordination makes service delivery more efficient. For a better government, the initiative increases responsiveness, accountability, and sustainability.

Is There a Rural Tilt Among Credit Unions in the United States?

Keita Demming

keitademming@gmail.com

Jack J. Quarter, University of Toronto

jack.quarter@utoronto.ca

Laurie I. Mook, Arizona State University

lmook@asu.edu

Building upon two earlier studies: first, a study by Mook, Hann, & Quarter (2011) suggesting that credit unions in English Canada and caisses populaires in Québec are found disproportionately in rural communities and small towns, and under-represented in major urban centres. This study focuses upon financial co-operatives, or credit unions, a form of non-profit, in two US states – Arizona and Wisconsin – and asks two questions: Does their rural/urban distribution differ significantly than the general urban/rural demographic pattern in each state? If so, what are the most likely explanations for this pattern?

Partnership strategy for social enterprises toward inclusive society

Sachiko Nakagawa, Keio University

bear751@sfc.keio.ac.jp

In this research, I show necessities for social enterprises to build partnership with for-profit companies and governments to realize social inclusion of marginalized people. In order to achieve it, I compared social enterprises realizing social inclusion by partnership and social enterprises not realizing it because of no partnership. In addition to case studies to 18 Japanese social enterprises, I conducted interviews with for-profit and government partners. In conclusion, I state that filling the vanguard role of working together and telling the records to for-profit companies and governments is essential for social enterprises to draw them into partnership toward inclusive society.

Ranking the four Cs of interorganizational disaster management: communication, cooperation, coordination, and collaboration

Eric Martin, Bucknell University

ecm018@bucknell.edu

Isabella M. Nolte

isabella.nolte@googlemail.com

In complex humanitarian emergencies and disasters, organizations work together to provide aid to affected communities. Critics of these assistance efforts blame limited success on poor interorganizational dynamics within the international community and between those providers and the host country nationals they assist. Solutions call for improved communication, cooperation, coordination, and collaboration. However, these unique terms are often used interchangeably by practitioners and researchers, limiting our understanding of interorganizational partnering. Our initial qualitative research also suggests that the meaning of these terms differs by types of players. This manuscript surveys disaster responders in Haiti to understand how practitioners differentiate these activities.

“Poverty Pimps” or Perfect Partners: Higher Education as a Mediator for Philanthropic Investment in Urban Neighborhoods

Elizabeth Hudson, University of Michigan

hudsonel@umich.edu

I present a four-year case analysis of an education access coalition in Detroit. This paper explores how higher education partnership was sought—in part—to strengthen philanthropic investment in a Detroit neighborhood. I explore tradeoffs of partners as the coalition acquired funds to support its efforts. The initial goal of the coalition was to explore the potential of revitalizing the community through educational opportunity, but with success in grant acquisition, efforts shifted to meet external demands of funders, and at times this overshadowed the relevance of local knowledge within the neighborhood.

Developing Advocates for Change: A Practice Approach to Understanding Grassroots Associations as “Schools of Democracy”

*Jennifer E. Dodge, University at Albany
Sonia Ospina, New York University*

*jdodge@albany.edu
sonia.ospina@nyu.edu*

This paper draws on a comparative case study of two associations that do policy advocacy in the environmental field to ask how associations prepare members for civic engagement and serve as schools of democracy. While the literature suggests the importance of developing social trust, we find that directly engaging members in policy work is a key mechanism for schooling citizens. Direct engagement was supported by member-driven organizational structures and by “discursive” practices that provided members with concepts to frame environmental problems and to frame action. Our findings suggest that political associations can provide powerful contexts for citizens to learn democratic skills.

Explaining Organizational Crisis in a Community Association: Are Our Current Theories Sufficient?

Margaret E. Harris, Aston University

m.e.harris@aston.ac.uk

Many authors conceptualize community associations (CAs) as subject to organizational tensions; pulled between opposing features such as formality and informality or bridging and bonding. How far are such organizational theories helpful for individual CAs seeking to improve their organizational effectiveness? This paper builds on a study of a crisis episode in an English CA to explore this question. Existing theories of CA organization are found to provide some explanation of what happened in the case example but the paper also identifies areas in which new insights are needed to enlarge usable theoretical knowledge about the organizational dimensions of CAs.

NGO Managers' Perception of Citizen's Participation in South Korea

Bok Gyo J. Jeong, University of Pittsburgh

jon.jeong@gmail.com

*****NO ABSTRACT*****

The Membership Development of Kiwanis International, 1960-1990

Heng Qu, Indiana University Purdue University Indianapolis

hqu@iupui.edu

Nonprofit membership organizations compose a significant part of the US nonprofit sector, and play important roles in the society. In light of the contemporary trend of declined membership, this research seeks to understand how the membership of American nonprofit membership organizations changed in history, how American nonprofit membership associations built membership in their organizational history, that is, how membership organizations attracted, retained, and engaged members. The paper will focus on Kiwanis International, which is the third biggest service club in the world.

Engaging Stakeholders via Twitter: A Content Analysis of Nonprofit Organizations' Tweets

Na Sai, Georgia State University

nsai1@gsu.edu

Twitter allows users from across the globe to share information through real-time short messages. As the most often used social networking site, it has garnered significant attention from both individuals and organizations. More than 25,300 nonprofits are using Twitter to interact with their stakeholders. The current popularity of Twitter, however, has not been recognized by the relevant research. Little is known about how nonprofits are taking advantage of this social networking tool. This article employs a content analysis of nonprofits' tweets to examine how nonprofits use Twitter and whether the uses change with respect to their function and mission.

Role of Nonprofit Organizations in Addressing and Eliminating Urban Blight: Based on Theory of Complementary, Supplementary and Adversarial Roles of Nonprofits

Hee Soun Jang, University of North Texas

heesoun.jang@unt.edu

Suhda Arlikatti, University of North Texas

Sudha.Arlikatti@unt.edu

Simon Andrew, University of North Texas

sandrew@unt.edu

Praveen Maghelal, University of North Texas

Praveen.Maghelal@unt.edu

In an effort to better meet its neighborhood revitalization goals, Dallas Habitat for Humanity seeks a research endeavor to understand the role of nonprofit organizations in elimination of blight issues in urban America. This study identifies the best practices of public and nonprofit responses and analyzes common obstacles experienced by major US cities. This study conducts an extensive research of public and nonprofit responses to build comparable data of cities with similarities to Dallas. And the applicability of successful approaches to the Dallas blight is evaluated and classified by Dennis Young's theory of supplementary, complementary and adversarial roles of nonprofits.

Hosting Citizen Engagement to Create Public

Jodi R. Sandfort, University of Minnesota

sandf002@umn.edu

Kathy Quick, University of Minnesota

ksquick@umn.edu

This paper focuses on community leaders and facilitators trained in an engagement practice known internationally as Art of Hosting. This model invites participants to share process knowledge and develop new approaches, much like open source computer programmers. Our analysis of semi-structured interviews of individuals six months after they experienced the training (n=70, full population sample over two cohorts) explores differing accounts of how they incorporated lessons into their practice and incorporated new world views into better understanding this work as creating public value.

*Understanding and Strengthening Public Attitudes
Toward Nonprofit Organizations*

*Weiwei Lin, Rutgers University-Newark
Gregg Van Ryzin, Rutgers University-Newark
Peter P Hoontis, Rutgers University*

*weiwelin@andromeda.rutgers.edu
vanryzin@rutgers.edu
phoontis@rutgers.edu*

*****NO ABSTRACT*****

*Civil Society Resistance in Hungary: A Case Study of
an Emerging Oppositional Movement*

Jon Van Til, Rutgers University

vantil39@gmail.com

In a scant period of two decades, democracy emerged and then failed in Hungary. And with it civil society also languished. The hopes of 1989 that a “third way” would be discovered in Hungary, neither socialist nor capitalist, but democratic and participatory, have all but disappeared from the purview of Hungarian citizens. Democracy is being lost, replaced by a few oligarchs and fronted by a prime minister increasingly known throughout his land as “Viktator”.

In this paper, the author, a Fulbright Specialist and ARNOVA career awardee, presents his participant observation of Hungary's emerging oppositional movement.

*The Test: Loyalty and Collective Identity in Political
Movements*

Howard Lune, Hunter College, CUNY

hlune@hunter.cuny.edu

This paper explores the role of oaths in the collective identities of political movement organizations. My contention is that oaths have served, and still serve as a strategic mechanism for the construction of a movement-centered collective identity that challenges prior claims on participants' loyalties. In the case of the United Irish movement of the 1790s, the sworn “test” was a powerful symbolic device that implicitly and explicitly conferred a radical definition of the state, citizenship, and Irish national identity. This test helped the Society navigate between the construction of a political avant garde and the raising of a mass movement.

*Towards an Interorganizational Model of
International Development Assistance*

Eric Martin, Bucknell University

ecm018@bucknell.edu

Based on interviews with 182 international development practitioners in the Balkans, I identified opportunities and obstacles to perceptions of development administration success. Obstacles were coded and three distinct sets of structures, strategies and processes emerged: 1) those within the international community, 2) those within the host country community and 3) those found in exchanges between the two. Separating opportunities and obstacles into these three categories facilitated finding solutions. It also suggested a three-part interorganizational model of international development assistance helpful for scholars and practitioners.

*Managing a Swedish “iron cage”? Relations between
folk high schools and their principals*

*Johan von Essen, Ersta Sköndal University College
Pelle Åberg, Ersta Sköndal University College*

*johan.vonessen@esh.se
pelle.aberg@esh.se*

There are 150 Swedish folk high schools in 2011. They are closely entwined with Swedish popular movements and historically seen as important parts of Swedish civil society. The question to be explored in this paper is: where do the folk high schools belong? Should they be understood as civil society actors with strong popular movement connections or have they turned into more independent educational actors, using the principals to be congruent with the “iron cage”? Theoretically the paper will discuss how inherited traditions shapes CSO’s and the structure of civil society by using the case of Swedish folk high schools.

***Ethnic Serving Community Based Organizations:
Challenges and Opportunities***

Karabi C. Bezboruah, University of Texas at Arlington

karabib@gmail.com

America is considered to be a salad bowl where people belonging to different ethnicities live and thrive. This paper explores the challenges and the opportunities experienced by community based nonprofit organizations that serve ethnic populations. This mixed-method study is conducted in 2 phases. The first phase analyzes the case of a hub organization that serves multiple ethnicities. The second phase surveys the member organizations that serve specific ethnicities with the aim to acculturate new immigrants and preserve cultural heritages. The paper will further understanding of the services and mutual dependencies of the organizations.

***Navigating Violent Terrain: Situating NGOs Among
State and Non-State Aid Providers in Contexts of
Conflict***

Shawn Teresa Flanigan, San Diego State University

shawn.flanigan@sdsu.edu

Using survey data collected from more than 1000 low to moderate income individuals in Gaza and the West Bank, Palestine and more than 800 low to moderate income individuals in Mindanao, Philippines, this paper examines citizen reliance on a variety of community actors in contexts of war and violent conflict, including government, nonprofit organizations, armed groups, and other voluntary actors. This research project seeks to answer the broad question of what constellation of actors individuals approach for public services in contexts of conflict, with specific focus on the role of the nonprofit sector in comparison to other sectors.

***Young Adults and the Megachurch: What are the
Implications for Volunteerism?***

Ashley E. Hyder, University of North Texas

ashley.hyder@unt.edu

*****NO ABSTRACT*****

***The Impact of a Social-Purpose Business on Low-
Income Recent Immigrant Women in Canada***

***Andrea Nga Wai Chan
Robyn Hoogendam, Learning Enrichment Foundation
Sherida Ryan, University of Toronto
Jack J. Quarter, University of Toronto***

***andrea.ngawai.chan@gmail.com
rhoogendam@lefca.org
sherida@openflows.net
jack.quarter@utoronto.ca***

The paper explores the changes in the quality of life for childcare workers through their employment at childcare centres operated by the Learning Enrichment Foundation (LEF) in Toronto, Canada. Most of the workers when hired were low-income women, predominantly recent immigrants to Canada and also disproportionately women of colour. A survey on 60 workers found that after being employed at LEF there was a statistically significant improvement in their financial well-being, self-confidence, access to services, human capital, and family and community relations. Follow-up interviews were conducted with six of the survey participants for a more in-depth understanding on their improved wellbeing.

*Understanding and Strengthening Public Confidence
in Nonprofit Organizations*

*Weiwei Lin, Rutgers University-Newark
Gregg Van Ryzin, Rutgers University-Newark*

*weiwelin@andromeda.rutgers.edu
vanryzin@rutgers.edu*

This article investigates what aspect of nonprofit performance is critical in shaping public's attitudes toward nonprofit organizations. Based on analysis of 629 survey responses, the authors explore the factors that shape public confidence in nonprofits. Using regression analysis, the authors find that people's judgment of whether nonprofits are doing a good job helping people is the most significant indicator of their confidence level. The other visible nonprofit performance dimensions, such as efficiency and accountability, do not emerge as statistically significant predictors of public confidence. The authors provide explanations to these findings and suggestions on future research directions.

*Grassroots Philanthropic Organizations in China: The
Case of Rural Compulsory Education*

Huiquan Zhou, The Chinese University of Hong Kong

hqzhou@swk.cuhk.edu.hk

Based on data gathered on 267 grassroots philanthropic organizations (GPOs) working in the field of rural compulsory education promotion, the study explored status of development of GPOs in China. These organizations are mainly young, and were established in the wealthy regions of the country. Lacking formal nonprofit status and financial resources, but having access to a large pool of volunteers, the organizations tend to provide programs which involve a lot of field work. Barriers in the registration system, lack of resources and skills were identified as challenges facing the grassroots organizations in China.

*Voluntary Organization Membership and Citizens'
Political Participation*

Mirae Kim, Rutgers University-Newark

mirae@andromeda.rutgers.edu

*****NO ABSTRACT*****

*Patients as Volunteers: The Paradox of Participation
in Patients' Self-Help*

*Cecilia Lai Wan Chan, University of Hong Kong
Elsie Man Hung Chien, University of Hong Kong*

*cecichan@hku.hk
echien@hku.hk*

In the patients self-help movement, it is common for persons living with a chronic illness or disability to be helping their fellowmen to go through the adjustment to diagnosis, treatment, rehabilitation and palliation. The patients who serve as volunteers in the self-help movement are confronted by paradox of participation, namely, paradox of: Professionalism vs Intuition, Cure vs Death, Advocacy vs Reciprocity, and Monitoring vs Transformation of values. The development of the Alliance of Patients' Mutual Help Organizations in the past twenty years will be used as a case study to critically discuss the paradox of participation.

The Generation and Application of Spiritual Capital in Faith-based Organizations: An Exploratory Study of the Worldwide Bahá'í Community

*Michele Wong, Hong Kong University
David Palmer, Hong Kong University*

*mcs Wong@hku.hk
palmer19@hku.hk*

In recent years there has been growing interest in social innovation, morality, and the translation of values into social action through faith-based organizations (FBOs). Yet there are obvious research gaps in the understanding of faith, spirituality, religion and social innovation. To address these gaps and in response to the attention on social innovation and faith, this presentation intends to investigate the relationship of value expression and social innovation in FBOs, and will employ case study research methodology to examine the Buddhist Tzu Chi Foundation, and the Bahá'í International Community to derive models of innovative and constructive applications of spiritual values.

Up and Down the Structure of Catholic Relief Services

*Carl Milofsky, Bucknell University
Suzanne Feeney, Portland State University*

*milofsky@bucknell.edu
feeneys@pdx.edu*

This is a case study of local interventions by a large, international NGO, Catholic Relief Services. It is challenging to situate particular interventions in relationship to a large, complex organization like CRS. One task of the paper will be to describe the history, culture, and scope of CRS as a \$700 million organization operating in more than 100 countries. While this big organization provides a background canvas, our main goal is to describe a particular, local intervention in relationship to the highly structured CRS policy development and implementation system, PROPAC.

Size and Composition of Membership Organizations

*Gert Huybrechts
Jurgen Willems, Vrije Universiteit Brussels
Marc Jegers, Vrije Universiteit Brussels
Jemima Bidee, Vrije Universiteit Brussel
Tim Vantilborgh
Roland Pepermans, Vrije Universiteit Brussel*

*gert.huybrechts@vub.ac.be
jurgen.willems@vub.ac.be
Marc.Jegers@vub.ac.be
jemima.bidee@vub.ac.be
tim.vantilborgh@vub.ac.be
roland.pepermans@vub.ac.be*

We use a mathematical model and statistical simulation to explain the variations of size and missions in membership organizations when members have heterogeneous mission preferences. When a new member joins, this may have two effects, 1) an additional member increases the organization's production possibilities, 2) an additional member may influence the mission for better or worse. Existing members vote whether to allow an additional member based on a trade off between these two effects. We find that organizations' size depends on the mission preferences of the population (e.g. militant niche missions versus broad consensus missions).

A Qualitative Analysis of Development Patterns of NGOs in China: Administration-Dominated and Community Participation

José Chiu-Cheng Chen, Tunghai University

josechen@thu.edu.tw

The research methods of secondary data analysis and MAXQDA were used in this article. There are 11 transcripts of focus groups seminar took as content analysis targets, which were held in Beijing and Chengdu during August 2011. Those participants are academics, leaders of local NGOs and grassroots organizations, INGOs. By doing this, the article was trying to verify the development patterns and platform of NGOs in China.

The Geography of Civil Society and Philanthropy in Mexico

Michael D. Layton, Philanthropy and Civil Society Project - ITAM

layton@itam.mx

Mexico is characterized by an under-developed nonprofit sector, as well as a low-trust culture. For the first time data is available at the state level on the following variables: attitudes regarding social capital and philanthropy; registries of nonprofits; flow of philanthropic resources. These data reveal great variation at the state level both in the development of civil society and in social capital and philanthropy. The issue this paper will address is, what factors can explain the development of civil society organizations (CSOs) at the state level in Mexico? Specifically, How important is philanthropy in promoting the development of CSOs?

Types of Voluntary Organization Membership and Individual Political Participation

Mirae Kim, Rutgers University-Newark

mirae@andromeda.rutgers.edu

The study looks at whether having a membership in certain type of voluntary organizations leads to more political participation. It further analyzes to what extent each type of voluntary membership creates influences on membership. In its empirical estimation, the study introduces the use of propensity score matching technique, which recently became widely used in other social science disciplines. After looking at the World Value Survey data for 22 countries with social and cultural context controlled, it concludes that the types of organizations do not make much difference but being a member of voluntary organizations clear influences on individual political participation.

Evaluating the Impact of Corporate In-Kind Giving on Recipient Charities: A Study of the Framing Hope Program

***Beth Gazley, Indiana University
Gordon Abner, Indiana University-Bloomington***

***bgazley@indiana.edu
goabner@indiana.edu***

Despite the importance of in-kind giving to the charitable sector, little research explains how in-kind gifts are used effectively once they leave the donor's hands. This study examines outcomes and impacts associated with a product donation program, including numbers served, satisfaction, ability to process product donations effectively, and the extent of performance measurement. We use a large dataset of charities that participate in Good360's Framing Hope program, a partnership with The Home Depot stores. We find little incentive for participants to measure performance, and suggest that satisfaction may also depend on how central the program is to organizational objectives.

Transforming Neighborhoods: Explaining the Effectiveness of Community Based Development Organizations (CBDOs)

Nathaniel Sean Wright, University of Louisville

natewright1906@gmail.com

Community based development organizations have emerged as major players in the transformation of neighborhoods. Research has shown that CBDOs have been successful in their quest of revitalizing communities. However, little research has focused on identifying critical factors that influence their success. Relying on survey data from CBDOs in the U.S., this paper seeks to examine how internal management factors and external resources influence organizational effectiveness. The findings demonstrate that CBDOs that incorporate their constituents in the political process have a positive impact on effectiveness. However, CBDOs that adjust their organizational missions to environmental conditions are negatively associated with organizational effectiveness.

One Trouble Follows Another - The Moderating Effects of Capacity Building Challenges on Program Evaluation

***Rebecca S. Nannery, Indiana University-Bloomington
Kellie McGiverin-Bohan, Indiana University-Bloomington***

***rnannery@indiana.edu
kmcgiver@indiana.edu***

Many nonprofits are concerned with demonstrating effectiveness, yet organizational challenges can inhibit the evaluation process. Drawing on resource dependence, goal conflict, and institutional perspectives, this paper examines the configuration of capacity building challenges impacting program evaluation in nearly 400 arts and culture organizations. These capacity building challenges include staff and board training, stakeholder unity, and research capabilities. Our analysis explores moderation effects among these challenges and their ultimate impact on the evaluation process. The impact of other organizational and environmental characteristics are also discussed.

Leveraging Philanthropic Investment to Build a Comprehensive Workforce Development Program

***Judith L. Millesen, Ohio University
Doug V Easterling, Wake Forest University School of Medicine
Jennifer Riggerbach, Encourage Community Foundation***

***millesen@ohio.edu
dveaster@wfubmc.edu
jriggerbach@encouragecf.org***

This paper details how one rural community foundation in Central Wisconsin coordinated effort among 16 local, state, and national funders, area businesses, a local technical college, and the regional Workforce Development Board to create Workforce Central, one of 31 workforce-training projects in the country funded through the National Fund for Workforce Development (and one of only two rural projects). In effect, we document how this particular community foundation advanced what has been described as "collective impact" (Kania & Kramer, 2010).

Experiences of Female Volunteers from Disadvantaged Backgrounds Before, During and After London 2012 Olympic Games

Olesya Nedvetskaya, University of Glasgow

o.nedvetskaya.1@research.gla.ac.uk

In recent years, the role of volunteers and their contribution to sport and leisure has received greater attention. However, a lack of academic resources in this area still exists. Aiming to fill the gap, this research focuses on social impacts of volunteering programmes, related to London 2012 Olympic Games, on disadvantaged women in Britain. Particularly, the research looks at experiences of volunteers and benefits/barriers to their involvement. The link between Games volunteering, education and employability is explored and realistic approach to evaluation is used to understand how and why volunteering programmes work, for whom and in what circumstances.

Evaluating Inclusion: Empirical Analysis of a Program for Special Needs Children

*Natalie J. Webb, Defense Resources Management Institute
Ilene Allinger Candreva, Special Kids Crusade*

*njwebb@nps.edu
ilenecmsw@aim.com*

Promoters of World Autism Awareness Day, April 2, 2012, announced that one in 80 American children have been diagnosed with autism. As the costs of treating Autism Spectrum Disorders rise, so do the importance of programs that can support and help children in an effective and efficient manner. In this research, we examine the Including Special Kids (ISK) Program, a collaborative effort between a nonprofit organization and well-established community youth programs. We empirically test and evaluate aspects of the program, controlling for the individual characteristics of each child. We provide information on cost-effectiveness of this program and suggestions for evaluation of similar programs.

Development and Application of a Blood Donor Satisfaction Barometer

*Sigrun Leipnitz, University of Hamburg
Silke Boenigk, University of Hamburg*

*sigrun.leipnitz@uni-hamburg.de
silke.boenigk@uni-hamburg.de*

Despite the successful application of national customer satisfaction barometers in the for-profit context, a comparable instrument for blood donation organizations is still missing. Therefore, we address this research gap by developing a blood donor satisfaction barometer for blood donation organizations. The proposed barometer includes the variables service quality, satisfaction, loyalty and in addition to existing barometers identification. Based on a sample of 1,807 blood donors we apply this barometer using partial least squares analysis. Results show that the variables satisfaction and identification are highly relevant to retain blood donors.

Valuing Social Returns in Learning Organizations: Comparing Challenges and Innovations in the US and Europe

*Laura Littlepage, Indiana University Purdue University Indianapolis
Michael P. Moody, Grand Valley State University*

*llittlep@IUPUI.edu
moodym@gvsu.edu*

As practitioners in the U.S. and Europe alike adapt business concepts and techniques for use in a nonprofit or social enterprise context, we need to know more about the organizational challenges of implementing specific techniques – such as “social return on investment” (SROI) measurements – and about variations across cultural contexts. This paper will identify and describe several state-of-the-art approaches to valuing SROI, will review the organizational challenges and innovative approaches to implementing an SROI measurement process, and will examine and compare in detail four organizations – two in the U.S., two in Europe – that have attempted to use SROI valuation methods.

Developing a New Funding Allocation Model to Incentivize Performance in Oregon's Court Appointed Special Advocate Programs

Alejandra Garcia Diaz Villamil, University of Oregon

alegarciaadv@gmail.com

Court Appointed Special Advocates are volunteers who advocate for children in foster care during legal and placement proceedings. Most states allocate some state funding to local CASA affiliates to help ensure the provision of this important service. In Oregon, the state funding is based upon an indicator of need: the percent of the statewide youth population aged 0-17 living within each local CASA affiliate's jurisdiction. This research identified best-practice allocation methods to incentivize performance, sought feedback on potential funding allocation models and indicators from Oregon CASA affiliates, and developed recommendations for allocating state funds to local CASA affiliates in Oregon.

Competitors or Complements? Comparing Low-Income Housing Tax Credit Projects Produced by Nonprofit and For-Profit Developers

Rachel Krefetz Fyall, Indiana University

rfyall@indiana.edu

Existing theory and research have failed to determine the consequences of government contracts favoring nonprofit organizations over for-profit entities or vice versa. Using the context of the Low-Income Housing Tax Credit (LIHTC) program, an initiative incentivizing private sector housing development, this study asks: To what extent does nonprofit or for-profit status matter to public service outcomes? Data from HUD and the Census allow for a comparison of 5,961 nonprofit-sponsored projects with 21,398 for-profit-sponsored projects, thus demonstrating the extent to which sector status explains the particular mix of units created, residents targeted, and communities served by LIHTC-funded housing projects.

The Usefulness of a Capacity Building Intervention

Claudia Petrescu, Eastern Michigan University

cpetrescu@emich.edu

Jeannette Kindred

jkindred@emich.edu

David Clifford, Eastern Michigan University

dclifford@emich.edu

Peggy Wiencek, Eastern Michigan University

pwiencek@emich.edu

This paper discusses a capacity building program intervention in 11 organizations and provides evidence of the efficacy of the intervention. It also discusses the needs of smaller size nonprofit organizations in five areas of capacity building: Organizational Development, Program Development, Collaboration and Community Engagement, Leadership Development, Evaluation of Effectiveness and how these needs can be addressed through outside intervention.

From Emergency to Long Term: Evaluating Organizational Effectiveness of Food Pantries

Bethany Slater, University at Albany, State University of New York

bslater2@albany.edu

As hunger emerges as an issue, most research focuses on the efficacy of government programs aiming to reduce food insecurity. Concurrently, there is also a charitable response of nonprofits that provide food to individuals. Existing research has grown on evaluating the effectiveness of food distribution; however it is mixed on how it should be measured. This study uses regression analysis to examine the relationship of contingency characteristics to effective food distribution, as measured by meals provided, among 200 food pantries in central and northern New York. Results will expand upon existing research gaps and assist practitioners to improve program outcomes.

Assessing advocacy: An analytical framework for evaluating the policy influence of nonprofit organizations

Anne Buffardi, Oxfam International/University of Washington

buffardi@uw.edu

Nonprofit organizations have become increasingly vocal advocates at national and global levels; however, evidence of their effectiveness has been more speculative and descriptive than systematically assessed. This paper aims to bring greater clarity to the methodological challenge of assessing nonprofit advocacy efforts. Structured around four phases of the policy process – agenda setting, policy formation, adoption and implementation – the paper proposes an analytical framework for evaluating the distinct advocacy activities involved in each. By distinguishing among these phases, the framework identifies different timelines, targets, outcomes and implications, facilitating evaluation of specific shifts in the policy arena than advocacy in aggregate.

The Role of Awards in Shaping the Normative Environment of Microfinance

Sofia Altafi, Stockholm School of Economics

sofia.altafi@hhs.se

In this paper we explore the role of different awards in shaping the broader institutional environment, and particularly its normative elements, of the Indian microfinance organization.

Effective Philanthropy - A Framework for Performance Measurement of Philanthropic Foundations in Hong Kong

Elsie Man Hung Chien, The University of Hong Kong

echien@hku.hk

Chi Kwong Law, University of Hong Kong

hrnwlc@hku.hk

Cecilia Lai Wan Chan, University of Hong Kong

cecichan@hku.hk

With increasing demand for transparency and accountability in our society, there are more voices for the philanthropic foundations to demonstrate their effectiveness and the kind of impact they created. This has become a great challenge to the foundations as how to define and measure their effectiveness is still a big question without good answer. The need to address the problem is emerging in Hong Kong as many foundations have been set up in recent years. It is time to identify a feasible framework for measuring effectiveness of these philanthropic foundations, and this has become the aim of the study.

Assessing Policy Advocacy: A Conceptual Framework

Amy Conley Wright, San Francisco State University

acw@sfsu.edu

Sheldon Gen, San Francisco State University

sngen@sfsu.edu

The practice of policy advocacy has outpaced its theoretical development. Yet a theoretical grounding for advocacy can help address demands for measures of efficacy and clarify advocates' contributions to the policymaking process. This paper proposes a conceptual framework of policy advocacy inputs, activities, and outcomes. Logic models of practitioners' advocacy strategies were first synthesized into a composite model. Then academic theories from social sciences and especially policy studies were reviewed and applied to hypothesize links between advocacy inputs and activities, and between activities and outcomes. The result is a conceptual framework of policy advocacy to inform advocacy practice and research.

The Use of Performance Measures in Nonprofit Organizations: Results from a Statewide Survey

Ronald Quincy, Rutgers University

rquincy@ssw.rutgers.edu

Over the last decade, performance measurement has been increasingly emphasized among nonprofit organizations. In the current economic climate, nonprofits are faced with shrinking budgets and rising demands for services, along with increasing pressure to demonstrate program effectiveness. The purpose of the present study is to explore evaluation practices in a sample of 405 nonprofits in one state. The goal is to explore the prevalence of performance assessments; determine who conducts them; and compare organizations with and without performance assessments on a number of key indicators. The study findings will help inform policy and practice in the field of nonprofit management.

Using Integrated Data to Assess and Monitor a Community Initiative on Child Well-Being

Robert L. Fischer, Case Western Reserve University

fischer@case.edu

Claudia Coulton, Case Western Reserve University

claudia.coulton@case.edu

As the emphasis on program effectiveness is sustained, methods are sought to inform programmatic planning and monitoring. One approach involves integrated data systems (IDS) to bring together data from various sources, reflecting service usage, health status, and well-being outcomes. Records are linked at the individual level and reveal patterns of experience that can inform practice and policy. This presentation explores a 10 year undertaking in Cuyahoga County, Ohio (Cleveland) investing in an early childhood IDS.

Nonprofit Revenue Portfolios: Finding the Efficient Frontier

Nathan Grasse, Georgia Southern University

ngrasse@georgiasouthern.edu

Douglas M. Ihrke, University of Wisconsin-Milwaukee

dihrke@uwm.edu

Andrew C. Holman, Helen Bader Institute for Nonprofit Management

andy@ritzholman.com

Kayla Whaley, Georgia Southern University

kayla_m_whaley@georgiasouthern.edu

This study examines the mixture of revenues nonprofit organizations rely on to support operations in order to examine the issue of revenue structure in more detail. This paper attempts to build on a framework established by Kingma's (1993), utilizing data from the National Center for Charitable Statistics to identify efficient frontiers for the nonprofit sector and multiple subsectors. This research will be valuable to practitioners who need to make difficult choices regarding where to direct their efforts in the pursuit of revenues and to the literature on nonprofit finance by empirically testing Kingma's portfolio based model.

Too Many or Too Few? Longitudinal Analysis of the Supply and Demand of Nonprofit Organizations

Robert Christensen, University of Georgia
Rebecca Nesbit, University of North Carolina at Charlotte
Justin Bullock, University of Georgia

rc@uga.edu
BeckyNesbit@uncc.edu
jbull14@gmail.com

Are there too many or too few nonprofit organizations? To what extent is there empirical evidence of ineffective particularism or inefficient duplication. We propose an approach that draws on a large-scale study comparing 150 cities in dozens of states that employs both supply- and demand-based measures. We will use the 2001 and 2011 business master files of 501(c)(3) organizations from the National Center for Charitable Statistics as the basis for our 'supply' level data. We will use the 2000 and 2010 census data to approximate 'demand' both within cities and across cities.

Collaborating for Home Health Care: A Longitudinal Analysis of Nonprofit Service and Education to Meet Emerging Workforce Priorities

Catherine Ciha, Cleveland State University
Jeffrey Brudney, Cleveland State University

cciha@vnaohio.org
jbrudney@gmail.com

This study examines whether collaboration between a nonprofit healthcare agency and an academic organization can create an effective, replicable training program to meet emerging workforce needs. The study of The Visiting Nurse Association's EmPower U custom training for home health aides describes how the program was developed and the training need that it meets. It discusses the challenges and benefits of bringing academic and healthcare provider together. The pilot is the subject of an evaluation survey that will measure training impact on participant knowledge, confidence and employment outcomes. The paper discusses the preliminary findings and their implications for healthcare-academic collaboration.

Performance Measurement Framework in Nonprofits: Scholar and Practitioner Perspective

Chongyoung Lee, North Carolina State University

clee18@ncsu.edu

Performance measurement has gained an increased importance in the nonprofit sector. This paper is organized into four sections. In first section, I analyze prior research and examine the common perspectives that scholars have used. In second section, I conduct a survey examining how practitioners perceive the concepts of performance measurement and use them in their practices. In third section, using agency theory, I offer a series of propositions concerning the factors that influence the practitioner's perception and use of the performance measures. Finally, I analyze the propositions using the survey results and provide implications for scholars and practitioners.

Why Organizational Structure Matters: The Internal Lives and the International Prominence of Human Rights NGOs

Wendy Wong

wendyh.wong@utoronto.ca

Why and how do some human rights NGOs, such as Amnesty International and Human Rights Watch (HRW), come to play such critical roles in defining what human rights "means"? Those that become "gatekeeping" NGOs have the capacity to vet the rights that become important political issues, leaving many other, equally deserving rights by the wayside. Despite the knowledge of why some NGOs matter more, we know far less about how these NGOs come to be gatekeepers. This article addresses the lacuna by concentrating on how differences in organizational structure between NGOs make some much more prominent than others.

Nonprofit Capacity Building and the Role of Microfinance Institutions (MFIs) in Developing Countries: The Case of VISACAs in the Gambia

Atta A Ceesay, Indiana University Northwest

acesay@iun.edu

This study focuses on the use of microfinance initiatives as alternative strategies to sustain development and growth in poor communities. By using a sample of 24 randomly selected microfinance institutions, I investigated whether microfinance institutions have the right capacities in place to carry out their mission of delivering needed microfinance services to the poor. The findings revealed that microfinance institutions present a number of limitations that affect their ability to effectively prevent fraud, track data, and deliver reliable services. Based on these findings, I provide recommendations to help make microfinance institutions and their initiatives more reliable and effective.

Experimentation of an Evaluation Tool in Quebec

*Johanne Turbide, University of Montreal
Marie-Renee Lambert, HEC-Montréal*

*johanne.turbide@hec.ca
Marie-renee.lambert@hec.ca*

In recent years, nonprofit sector is required to further demonstrate that it can be trusted. Nonprofit organizations are held accountable and are expected to be able to explain their performance and achievements. This paper presents an applied research project in which we developed an integrated evaluation tool in the sector of immigration in Quebec. We present the second and third phase of the project: the experimentation and the diagnostic. The article briefly introduced the components of the tool and its objectives and presents in details the results of the empirical work.

Childcare Center Closures: A Comparison of Nonprofit, Forprofit, and Public Agencies

Marcus Lam, Columbia University School of Social Work

ml3260@columbia.edu

Childcare is a vital resource for parents and children with the availability of quality childcare services an important concern. The childcare industry consists of private and public providers that differ along many dimensions including quality, clientele served, and organizational stability. Nonprofit providers are theorized to provide higher quality service given their competitive tax advantages, higher levels of consumer trust, and management by altruistic entrepreneurs. Using a cross section dataset of 15,724 childcare licenses in California nested within zip codes and counties for 2007, this study investigates if this is related to lower levels of childcare center closures.

Unrelated Business Income in Nonprofits: Does this Earned Income Sustain Programs?

Rebecca Tekula, Pace University

rtekula@pace.edu

It is a widely held belief that nonprofit programs are more sustainable when earning income through enterprise. This study examines the relationship between unrelated business income and program-related expenditure of human service nonprofit organizations based in Manhattan. The results of my analysis do not indicate a positive relationship between unrelated business income and programmatic expenditure. These findings are in accordance with cross-subsidy theories of diversification in which internal budgeting allocates funds to divisions with few investment opportunities (unrelated enterprises of nonprofits) while failing to channel funds to those with ample investment opportunities (effective programs attracting public and private funding).

Implementing Performance Measurement in Small Nonprofits: Case Study Using a Capacity Building Framework

Claire Connolly Knox, University of Central Florida
XiaoHu Wang, University of Hong Kong
Jasmine Jones, University of Central Florida
Juan Ortiz, University of Central Florida
Maria Michel, University of Central Florida

Claire.Knox@ucf.edu
xwang1989@gmail.com
bposey@ucf.edu

As increased accountability and transparency are required by funding agencies and foundations, nonprofit organizations are implementing performance measurement systems. However, the implementation of these systems has not been smooth. There is evidence that lack of organizational capacity is the reason for lack of success in implementation, particularly in mid-size and small nonprofits. This article applies a capacity building framework in a case study of implementing performance measurement system in nonprofits in Florida. It finds that developing political, financial, managerial, and technical capacity is critical to ensure the success in implementing performance measurement system and reporting outcomes to funding agencies.

The Study of the Cognition of Organizational Goal and Performance Measurement for South of China Youth Corps in Taiwan

Li-Chuan Liu, National Taitung University

liutammy@msn.com

The research method of this study is Social Judgment Theory. According to review literatures, the cues of performance measurement are focus on these four dimensions: "internal perspective", "financial perspective", "customer perspective" and "learning and growth". The questionnaire was made by the stakeholders who are the members and volunteers of China Youth Corps Task Committees in Kaohsiung City, Kaohsiung County and Pingtung County in Taiwan.

Leveraging the Power of Foundations: Program- and Mission-Related Investments

Una Osili, Indiana University
Heng Qu, Indiana University Purdue University Indianapolis
Melanie A. McKittrick, Indiana University Purdue University Indianapolis

uosili@iupui.edu
hqu@iupui.edu
millemea@iupui.edu

Program-related investments (PRI) and mission-related investments (MRI) are powerful but underutilized tools that allow foundations to attain financial as well as social returns on their investments. By examining the Foundation Center database and conducting 8 to 16 case study interviews, this study aims to increase the understanding and practice of PRIs and MRIs in the philanthropic sector. It will provide detailed and timely examples of why and how foundations integrate PRIs/MRIs into their overall strategies, and how they accurately predict the impact of PRIs/MRIs on philanthropy and society. It will also identify the factors that lead to the success and failures of PRIs/MRIs practice.

Cultivating Public Service Motivation Through National Service: A Longitudinal Study

Kevin D. Ward, Georgia Southern University

kward@georgiasouthern.edu

Public service motivation theory argues that people in the public sector hold a unique set of values that differentiate them from their private sector counterparts. However, little is understood about how public service motivation may be affected over time and as the result of organizational or programmatic experiences. This research uses longitudinal data to track the effect of participation in the national service program AmeriCorps on participants and compares these results to a similar comparison group. It is posited that public service motivation may be cultivated through participation in service-oriented activity in the nonprofit sector.

The Impacts of Stakeholder Involvement and Output Ambiguity on NPO Reputational Effectiveness

Jurgen Willems, Vrije Universiteit Brussels

jurgen.willems@vub.ac.be

Marc Jegers, Vrije Universiteit Brussels

Marc.Jegers@vub.ac.be

In this paper the impacts of stakeholder involvement and output ambiguity on nonprofit reputational effectiveness are investigated through three intermediary variables: trust, satisfaction with the organizations' communication policy, and satisfaction with the extent to which stakeholder interests are represented. Eleven hypotheses are tested in a structural equation model, based on a sample of 284 stakeholders from three different organizations. Stakeholder involvement positively affects reputational effectiveness through all three intermediary variables. The negative impact of output ambiguity on reputational effectiveness is significant, but clearly less strong than the positive impact of stakeholder involvement. We conclude with some theoretical considerations.

The Applicability of 2-1-1 Technology in Enhancing Social Service Deliveries in Developed and Developing Countries: U.S.A., Canada and India

Sudha Arlikatti, University of North Texas

Sudha.Arlikatti@unt.edu

Lisa A. Dicke, University of North Texas

ldicke@unt.edu

Sherry I. Bame, Texas A&M University

sbame@arch.tamu.edu

In 2000, the Federal Communications Commission (FCC) created 2-1-1 for connecting people seeking help for non-urgent unmet needs to available community services in the U.S. This research considers the applicability, benefits and drawbacks of using 2-1-1 (or similar) technology in developed and developing nations. The U.S., Canada and India are case studies to illustrate the potential impacts of the technology to better meet unmet needs. Requirements for 2-1-1 technology and courses of action to address these are offered.

Success & Failure of NPOs – Theoretical Foundations, Empirical Evidence and Future Research

Bernd Helmig, University of Mannheim

sekretariat@oebwl.bwl.uni-mannheim.de

Stefan Ingerfurth

ingerfurth@oebwl.bwl.uni-mannheim.de

Alexander Pinz

pinz@oebwl.bwl.uni-mannheim.de

Success and failure of nonprofit organizations (NPOs) have been prominent themes in the nonprofit community for more than 30 years. However, since there is no systematic evidence on factors causing success and failure of NPOs, the research field is still fragmented. Drawing from success factor research as a theoretical background, this literature review systematizes the academic knowledge on determinants of NPO success and failure. Shedding light on theoretical approaches used, empirical evidence on such determinants detected and the sectors analyzed most frequently in this regard, it develops an instructive research agenda concerning studies on success and failure of NPOs.

The Nonprofit Capacity Instrument: A Validation

*Michelle Shumate, University of Illinois at Urbana-Champaign
Katherine R. Cooper, University of Illinois at Urbana-Champaign
Andrew Pilny, University of Illinois at Urbana-Champaign
Macarena Pena-y-Lillo, University of Illinois at Urbana-Champaign*

*shumate@illinois.edu
cooper14@illinois.edu
pilny2@illinois.edu
penayli2@illinois.edu*

Nonprofit capacity describes all of the processes, practices, and people that an organization has at its disposal that enable it to produce, perform, or deploy resources to achieve its mission at an optimal level. The accurate and reliable measurement of capacity, across organizations, is of keen interest to both researchers and practitioners. This research presents empirical support for a reliable and valid self-administered measurement of nonprofit capacity.

If Not-For-Profit, Then for What? Assessing the Effect of Generalized External Evaluation on a Nonprofit Organizational Environment

*Adam Eckerd, Virginia Tech
Stephanie Moulton, Ohio State University*

*aeckerd@gmail.com
moulton.23@osu.edu*

Evaluation in the nonprofit sector shares common features with both public organizations and private firms. Nonprofits are expected to account for organizational performance as well as differentiate themselves in the market for resources. With uncertainty in these expectations, external evaluators have derived measures intended to indicate minimum thresholds of performance, but there may be environmental pressures to maximize performance according to these measures rather than simply passing a minimum threshold. Using a framework based in neo-institutional and resource dependence theories, we assess the extent to which organizations that are rated by an external evaluator tend to maximize efficiency performance standards.

Adding Assets to Needs: Creating a Nonprofit Data Landscape

*Margaret Roudebush
Robert L. Fischer, Case Western Reserve University
Jeffrey Brudney, Cleveland State University*

*mmr8@case.edu
fischer@case.edu
jbrudney@gmail.com*

Social and economic data illustrating the needs of communities are readily available. However, data on community assets are often hard to come by. This paper explores how the assets provided by nonprofit organizations can be identified, and linked with community indicator data to create a nonprofit data landscape. Through geo-mapping, interactive links, reports, tables and charts, a powerful community tool will be created illustrating both local assets and needs. Researchers, community and nonprofit leaders and concerned citizens will be able to use this tool to assess the community's needs and its capacity to meet those needs.

Thin Markets for Power: Evaluating the Competitive Strength of Nonprofit Actors in Municipal Governance Arrangements

*Stephen Kleinschmit, Indiana University-Purdue University Fort Wayne
Byoung Joon Kim, Indiana University-Purdue University Fort Wayne*

*planningpro@gmail.com
kimbj@ipfw.edu*

Is market concentration an effective lens for evaluating the influence of third sector advocates? Nonprofit organizations often find themselves in situations where they need to be effective stakeholders within municipal processes. To estimate the capacity for influence, we divide actors into intersectoral coalitions, modeling relational power exchanges between actors. We then use an established metric of market competition, the Herfindahl-Hirschman Index, to illustrate our hypothesized procedural biases. The degree to which the groups were able to achieve their intended goals is assessed, and we then explore the linkages between forum and procedural outcomes.

Research on Corporate Giving of All Listed Companies in Contemporary China

Liang Yucheng, Zhongshan University

zsulyc@gmail.com

This paper uses the data of all listed companies from 2003 to 2010 in China. The result shows that the effect mechanism of corporate giving behavior in China is composed by the cost-benefit mechanism, imitating mechanism, social expectation and regulation mechanism, and political forcing mechanism.

The Cost of Asking: Peer-to-Peer Fundraising in Online Environments

Clarence Wardell, Tweenate

cwardell@tweenate.com

Social media has led to the democratization of philanthropy, with individuals taking a significant role in fundraising on behalf of organizations they are passionate about. The rise of “peer-to-peer” fundraising in online environments raises the question, “What’s the cost of asking a friend to donate to your charity?” We assert that individuals who donate to a charity at the request of a friend, do so with the assumption that the friend will reciprocate at some point in the future, making it costly to solicit. We propose an online experiment to examine the perceived cost of solicitation in online environments.

Relations of Donors' Preference on NPOs' Financial Information and Giving Behavior: Empirical Analysis Using Japanese Data

*Yu Ishida, Akashi National College of Technology
Hideaki Baba, Aichi Gakusen University*

*ishidayu@mac.com
baba-hi72@na.commufa.jp*

While emerging nonprofit organizations are beginning to tackle fundraising activities in Japan, donors and latent donors tend to request more information regarding the organizations and their activities to give. Prior research has analyzed the financial factors affecting giving behaviors of the donors and stakeholders. These are, however, focusing the advanced nonprofit sector, while Japanese has started to develop under unstable conditions in social understanding and policy implementations. This paper empirically examines what way of disclosure would raise people's confidence in NPOs by examining what information makes the donors anticipate to give with using Japanese data.

Motives, Trust, and Philanthropic Behaviors

Seong-gin Moon, Inha University

moons@inha.ac.kr

Seung-Bum Yang, Konkuk University

sbyang@konkuk.ac.kr

Young-Jung Kim, Ministry of Employment and Labor

yjkim@moel.go.kr

This paper identifies three types of motives—strategic, institutional, and public service— and their respective impacts on philanthropic behaviors among Korean immigrants in California. It also investigates both the moderating effects of individual's perceived level of trust in nonprofits on the motives-philanthropy relationships. Based on a large-scale survey data, it employs multinomial regression models to estimate such relationships. The analytical findings show that civic duty is the strongest predictors of giving, while normative motives are the strongest indicators of volunteering. In addition, those with normative motives are highly likely to be both givers and volunteers. However, trust in nonprofits does not show the moderating effects.

Philanthropy and the Business Cycle

Renee A. Irvin, University of Oregon

rirvin@uoregon.edu

Is philanthropy a leading economic indicator, portending a future downturn in the economy? Or does individual giving follow the economic cycle, suggesting that nonprofits should watch national economic indicators to prepare for future decreases in donations? We explore these questions with time series analysis of U.S. giving and key national economic variables. We find that giving neither leads nor lags U.S. GDP, but is strongly correlated with the business cycle. The inability of government and foundations to serve as revenue-smoothing grant-makers suggests that nonprofits must design their own counter-cyclical measures to prepare for recessions.

Understanding the Impact of Principle of Care and Empathic Concern on Charitable Giving

Xiaonan Kou, Indiana University Purdue University Indianapolis

koux@IUPUI.edu

Sung-Ju Kim, Monmouth University

skim@monmouth.edu

Many studies have explored a variety of factors that motivate charitable giving. However, little research has looked at the impact of empathic concern and principle of care on giving. This study seeks to investigate how these two constructs influence both the probability and amount of giving. Their effects are further examined for giving by individuals of different socio-demographic characteristics. The study analyzes data from the 2008-2009 wave of American National Election Studies, a nationally representative sample of over 2,200 American adults. Findings from the study will offer new insights into the importance of these two constructs in explaining philanthropic giving.

Understanding the Giving of Charitable Gifts in Memory of a Loved One

Claire Routley

claireroutley@btinternet.com

Jane E. Hudson, University of the West of England

Jane.Hudson@uwe.ac.uk

Adrian Sargeant, Indiana University

asargean@iupui.edu

It seems that making donations in memory of a loved one is an increasingly accepted form of charitable giving. The number of gifts given in memoriam is likely to increase as death rates rise across the developed world. Despite this potential growth, the understanding of both researchers and practitioners in this area is limited, with a dearth of academic papers investigating giving in this way. The bereavement literature, however, suggests a number of areas which warrant further investigation. This paper shares the results of depth interviews with bereaved people who are raising money in memory of a loved one.

Increasing Income Concentration and Giving by the Bottom 97 Percent of US Households

***Michal Kramarek
Patrick M. Rooney, Indiana University***

Ye Zhang, Indiana University Purdue University Indianapolis

***mkramare@iupui.edu
rooney@iupui.edu
zhang65@iupui.edu***

Using four waves of the Center on Philanthropy Panel Study, a module of the Panel Study of Income Dynamics, this study identifies the role of increasing household income concentration and wealth concentration in changes to the value of donations and to propensity to give to the nonprofit subsectors by the bottom 97 percent of US households. The analysis is based on cross tabulation, correlation and regression. The results are discussed and their implications considered for fundraisers and policy makers.

An Emerging Description of Donors to Mental Health Organizations

***Christine W. Cugliari, High Point University
Cora Glass, High Point University***

***ccugliar@highpoint.edu
glassc09@highpoint.edu***

Mental health is a broad subject including, but not limited to, depression, eating disorders, suicide, and bi-polar disorder. As a consequence of this complexity, defining those who support the work of mental health organizations is not only difficult but also lacking in the literature. Using data generated in surveys conducted of a random sampling of North Carolina residents, this study begins to create a description of donors who give to mental health and compares those donors to descriptions found in current literature on giving.

The Determinations of Government Subsidy to Nonprofit Organizations

***Jenn-Shyong Kuo, National Taipei University
YiCheng Ho, National Chengchi University***

***jennkuo@gm.ntpu.edu.tw
yho@nccu.edu.tw***

This paper examines evidence from the Taipei City Department of Cultural Affairs to determine the government subsidy to nonprofit organizations. Government grants for non-profit organizations are one of the major financial resources for a nonprofit organization. Elected officials seek to maximize their votes, they have motive to subsidy .as variety as possible to win over the voters back up. This paper utilizes an unbalance panel data consisting of 729 art-performing organizations from 2002 to 2009 to investigate the determinant of government subsidy.

Increasing Income Concentration and Giving by the Top 3 Percent of US Households

***Michal Kramarek
Ye Zhang, Indiana University Purdue University Indianapolis
Patrick M. Rooney, Indiana University***

***mkramare@iupui.edu
zhang65@iupui.edu
rooney@iupui.edu***

This paper uses three waves of Bank of America Study on High Net-Worth Philanthropy to assess the role of increasing household income concentration and wealth concentration in changes to the value of donations and to propensity to give to the nonprofit subsectors by the top 3 percent of US households. The analysis is based on cross tabulation, correlation and regression. The results are discussed and their implications considered for fundraisers and policy makers.

*The Relationship Between Giving and Volunteering:
Evidence from COPPS and the PSID*

Eleanor Brown, Pomona College
Mark Ottoni-Wilhelm, Indiana University Purdue University Indianapolis
Ye Zhang, Indiana University Purdue University Indianapolis

ebrown@pomona.edu
mowilhel@iupui.edu
zhang65@iupui.edu

Economists have explored how the mix and levels of individuals' giving and volunteering respond to their implicit costliness, as determined by taxes and wages. Research has been hampered by the difficulty of (1) finding quality data with information on the opportunity costs of both giving and volunteering, and (2) recovering information about underlying preferences from regression results. We address the data problem by estimating marginal tax rates for the PSID, and use the family labor supply model of Ransom (1987) and Andreoni, Gale and Scholz (1996) to produce new estimates of the complementarity or substitutability of giving and volunteering.

*International Comparison of Data on Blood
Donations from the German Socio-economic Panel
Study*

Marius Mews, University of Hamburg
Silke Boenigk, University of Hamburg

marius.mews@uni-hamburg.de
silke.boenigk@uni-hamburg.de

For the first time in 2010, the German Socio-economic Panel (SOEP) questioned respondents about their blood donation behavior. The representative sample of over 20,000 people living in Germany is discussed in an international context in this article using similar studies from other countries. First results indicate that blood donor rates are not higher in Germany, where payment of blood donors is allowed, compared to countries with a voluntary blood donation system. Further the socio-demographics of the three respondent groups: regular blood donors, lapsed blood donors and non-donors are discussed in an international context.

*Exploring Celebrity philanthropy: A critical analysis
of Australian case studies*

Elizabeth Branigan, Swinburne University of Technology
Michael Moran, Swinburne University of Technology

ebranigan@swin.edu.au
mjmoran@swin.edu.au

This paper examines celebrity philanthropy in the Australian context. The use of celebrities in nonprofit fundraising and advocacy campaigns seemingly offers a constructive means to increase awareness and grow resources. Nonetheless, if poorly executed, it risks devaluing complex social problems, while more broadly challenging the sector's role as a site of social change. The objective of this paper is to present a conceptual framework for examining the utility, influence and implications of engaging celebrities for philanthropic purposes. It will add an Australian perspective to the growing body of research into the sometimes problematic, yet often uncontested, strategy of celebrity philanthropy.

*The Effect of Publicity on Charity: A Field Experiment
of Image Motivation*

Dyana Mason, University of Southern California

dyanamas@usc.edu

Many nonprofit organizations rely upon financial contributions and volunteers for support. Most models of charitable giving and volunteerism assume that individuals give to either receive an extrinsic reward (such as a material reward or token gift) or receive utility through their altruistic behaviour. One specific incentive that has been identified in the literature is image motivation, which has not been tested thoroughly, especially among small donors and cross-culturally. Utilizing a randomized controlled experiment, I test the effect of image motivation, specifically a promise of publicity, on giving using a unique sample of low income and ethnically diverse households.

Giving by Faculty and Staff Across the Indiana University System

***Genevieve Shaker, Indiana University Purdue University Indianapolis
Victor Borden, Indiana University Bloomington
Brittany L Miller, Indiana University Foundation***

***gshaker@iupui.edu
vborden@indiana.edu
millbrit@iupui.edu***

This study explores the association between propensity toward giving and personal and positional characteristics of faculty and staff donors within Indiana University, a large, public, multi-campus higher education system, across three years. The authors expand upon literature on workplace giving, higher education fundraising, and faculty and staff philanthropy by combining data from the university's operational human resources system and the Indiana University Foundation's donor information database. Using a combination of Chi-Square Automatic Interaction Detection (CHAID) and applied regression models, the analysis and findings are valuable for methodological, scholarly, and practical purposes.

Understanding Donor Motive and Behavior in the Online Philanthropy

***Helen K. Liu, The University of Hong Kong
Sheng Li, University of Birmingham***

***helenliu4@gmail.com
acepor@gmail.com***

New technology empowers small donors by allowing them to make direct contributions of their desire. This paper investigates donor motivation and lending behavior through analyzing an online microfinance community, Kiva. Through a randomization crawling, we obtained 33,927 self-descriptions of lending motives. We applied Liu et al. model and Local Grammar to classify donor motivation, and then conducted regression analyses on the amount of loan, number of loans, and types of loans as our dependent variables. We found that religious motivation stands out as a strong predictor of lending behavior in contrast to the borrowers' stories that appear rational and calculated.

CRM Partnerships with Luxury Firms: An Opportunity to Acquire "Individual Pledge Donors"?

***Silke Boenigk, University of Hamburg
Viktoria Schuchardt***

***silke.boenigk@uni-hamburg.de
viktoria.schuchardt@uni-hamburg.de***

In the last years, nonprofit organizations increasingly realize partnerships with luxury companies through cause-related marketing (CRM). While the short-term effect of raising funds through CRM is obvious, very little research exists about the possibility and relevant instruments to transform luxury customers into new donors. Based on a large experimental CRM study with Plan International and the luxury Hotel Adlon Kempinski Berlin, the authors found that a specific segment of hotel customers are generally willing to start a new donor relationship. Instruments and managerial recommendations to finally acquire these customers as donors or even members of the organization will be presented and discussed.

Voluntary Contributions to Salvation Army Red Kettle in Christmas Season

***Chulhee Kang, Yonsei University
Jungkyu Choi, Kyungbuk University
Sohyun Park, Yonsei University***

***chulheekang@yonsei.ac.kr
jkchoi@knu.ac.kr
sagua1216@gmail.com***

This study attempts to explore behavior of voluntary contributions, based on a natural field experiment conducted at subway stations in Seoul, South Korea for 6 days in December 2011. For the experiment, the Salvation Army's red kettle fundraising was conducted with 3 different (empty, full, invisible) kettles that were rotated hourly. Different kettles were used to provide the subjects with information about how much the money was raised. Collection amounts from the different boxes are analyzed by employing the method of ANOVA. This study provides exploratory evidence of giving behavior to build a foundation for future research and fundraising strategies.

Joint Crowd-Out: The Impact of Federal Government Welfare Expenditures on State Government Expenditures and Philanthropic Giving to Human Service Organizations, 2003-2004

Sung-Ju Kim, Monmouth University

skim@monmouth.edu

In general, crowd-out studies examine the interaction between government grants and private giving with wide variety types of nonprofits. However, a few studies attempted to indicate the interaction with human service organizations even though human service organizations are the most sensitive to the changes of government spending. The estimated crowd-out effects with simple crowd-out model have been criticized with endogeneity and biased coefficients. This paper investigates the total effect of federal government welfare spending on state government expenditures and philanthropic giving to human service organizations (as known joint crowd-out) using the Center on Philanthropy Panel Study 2005 wave and the U.S. census databases.

Mission and Mammon: Revenue Diversification in the Church

Nicholas Harvey, Georgia State University

nicholas.harvey@gatech.edu

Churches face financial challenges that are similar to other nonprofits. While scholarship suggests that nonprofits may use revenue diversification as a response to fiscal challenges, the research does not include churches. This study examines a nationwide sample of churches from 2006-2010 to determine the degree to which churches may diversify their revenue streams to achieve fiscal sustainability.

Nonprofit Utilization of Social Media: A Study of Function and Results

Kelly A. Krawczyk, Wayne State University

kellykrawczyk@hotmail.com

Michelle Woodell, Wayne State University

am6535@wayne.edu

Allison Broihier, University of Southern Florida

abroihie@mail.usf.edu

Nonprofits attempt to harness the power of social media to maximize their resource allocation efforts. But what forms of social media do nonprofits utilize? What organizational objectives does social media help fulfill? Do nonprofits utilize social media strategically? What benefits do they reap from using social media? This research study attempts to answer these questions by building upon the work of Gallagher & Sowa (2011), who map and profile how arts and culture nonprofits engage in social media. This research contributes to an understanding of whether social media is utilized strategically to help nonprofits accomplish their missions (see Dumont 2011).

Methods for Strategic Management of Fundraising Campaigns

Richard Steinberg, Indiana University Purdue University Indianapolis

rsteinbe@IUPUI.edu

The economic theory of fundraising treats fundraising as an investment activity pursued to advance an organization's charitable mission. In this paper, I report on how simulation techniques can be used to assess prospecting and renewal investments. The simulation program relies on segmenting cohorts by year of first acquisition. Annual updates can be used to refine both the projected lifetime values and to assess the merits of alternative renewal strategies. I also report how databases should be revised to account for implicit costs and cohort-specific returns and analyze the implications of optimal fundraising on metrics commonly applied to assess campaign efficiency.

Revenue Diversification of Swiss International Nongovernmental Organizations

Jessica Aschari-Lincoln, University of St. Gall

jessica.aschari-lincoln@aschari.com

The importance of studying revenue diversification of nonprofit organizations in these times of fiscal, economic and societal changes is apparent in nonprofit research. Some quantitative research has explored the revenue-mix, some of its relations and some ramifications within the context of US Nonprofits. This study explores similar issues within the context of 119 Swiss International Nongovernmental Organizations, for which data was acquired per electronic questionnaire. For measures of revenue diversification, six different measures are calculated using three models with different revenue categories and the two different measuring instruments of proportion and diversification index.

Does Foundation Giving Stimulate or Suppress Private Giving? Evidence from Canadian Charities

Iryna Kryvoruchko, University of Regina

kryvori@mcmaster.ca

Foundation giving, together with individual giving, can achieve extraordinary results as seen by the near eradication of polio. The Gates Foundation together with Rotary International raised \$425 million to help achieve this goal. I empirically analyze the relationship between foundation and private giving using a unique dataset on social services charities in Canada from 1997 to 2007. I question whether an alternative giving dynamic can arise whereby foundations act as complements rather than substitutes. Empirical findings of a two-stage least squares estimation indicate that, on average, an additional dollar of foundation grants leads to a \$2 increase in private donations to charitable organizations.

Gender, Family, and Philanthropy: A Mixed-Methods Study

Christopher J. Einolf, DePaul University

ceinolf@depaul.edu

This paper uses longitudinal survey data to examine how gender, marital status and the presence of children predispose individuals to give money and time to different types of organizations, and interview data to explore how married couples make decisions about allocating resources. Marriage causes both men and women to increase giving and volunteering, but for different reasons: women gain resources, while men gain in motivation and networks. School aged children increase giving for women more than for men. Analysis of interview data will investigate how these processes work and why marriage and children affect men and women differently.

Giving Taiwan by God or Buddha? Religious Differences in the Correlates of Charitable Giving

Chienting Hung

bigzray@hotmail.com

Religion plays a role of determining on pro-social behaviors. Besides, people who have faith in certain religion are more likely to help others. However, religious differences in the institutional helping behaviors of giving are significant. Why do some religious people tend to donate more money than others? This paper seeks to explain this phenomenon. This article tests these hypotheses by using data from the 1994, 1999, 2004 and 2009 Taiwan Social Change Survey. Results show partial support for these hypotheses, as Buddhists score higher on measures of income, levels of education, mutual trust in Taiwan after controlling all other variables.

Behavioral Economic Study of Donor Preference Heterogeneity and Provision of Charitable Aid: Comparative Analysis Between US and Japan

Naoko Okuyama, Osaka University

n-okuyama@osipp.osaka-u.ac.jp

We attempt to investigate private provision of charitable aid with the use of behavioral economics perspectives. The questions to be answered in this study will include; whether individual preferences can explain the gap between awareness of and actual act and participation in charitable contributions, what type of program and policy prescription can actually be effective as an incentive for donation. In addition, one more notable challenge of this study is to examine the differences and similarities of altruistic behavior between Americans and Japanese to explore the nature and pattern of altruistic behavior with consideration of sociocultural and religious backgrounds.

Giving in Times of Disaster: Giving, Intent to Give, and Giving Technology

Eva M. Witesman, Brigham Young University

eva_witesman@byu.edu

This paper examines three primary questions regarding American individual giving patterns in times of disaster. First, we examine the prevalence of disaster-related giving, using various donor characteristics and previous giving patterns to identify the profile of the typical American disaster donor. Second, we examine the intent to give by asking about intended, as well as actual, donations. Finally, we examine giving technologies including internet and cellphone donation functions. Data for this study are two waves of a national internet-based random sample survey (total n= approximately 1000) collected using Qualtrics panel services following the 2011 earthquake in Japan.

In-Kind Giving Reconsidered: How Material Donations Provided Long Term Philanthropic Support for the Children's Homes of the National Benevolent Association, 1925-1975

Elise C. Hagesfeld

ecc3@case.edu

In-kind giving has been overlooked by scholars as an important philanthropic support for nonprofits. This paper will examine a group of three Children's Homes affiliated with the National Benevolent Association of the Disciples of Christ and how they regularly solicited in-kind donations as a way of subsidizing annual expenses and connecting donors directly to their mission of helping dependent children, thereby ensuring long term organizational survival. This paper seeks to open a discussion about how more research on material donations may add a new dimension to the analysis of philanthropic giving.

A New Model and New Findings for the Continuing Wealth Transfer in the U.S. and Selected States.

*John J. Havens, Boston College
Paul G. Schervish, Boston College*

*havens@bc.edu
paul.schervish@bc.edu*

This paper presents results from the newly revised, and expanded wealth transfer micro-simulation model. The model produces estimates for wealth transfer and lifetime giving 2007-2061 to charity, heirs, taxes, and settlement costs under growth scenarios of 1%, 2%, 3%, and 4%. We recalibrated the model to base year of 2007, the most recent year data from the Federal Reserve, the CDC, and the IRS were all available. We modified our original model to incorporate transfers made through direct gifts, trusts, and family foundations during lifetime. We present estimates for the nation, the state of North Dakota, Rhode Island, and Florida.

Michigan Philanthropy and Human Services in Detroit: A Look at the Past Decade's Funding

Diane Vinokur-Kaplan, School of Social Work

dkv@umich.edu

This paper looks at the particular patterns of foundation grants over the last decade to Detroit, Michigan, a socially and economically troubled city composed mostly of African Americans, and compares it to the patterns found in the surrounding SMSA, which represents diverse ethnic groups. It particularly notes the patterns of foundations' funding of human services and related basic human needs, and compares them to the amount of foundation grants in other topical areas (e.g., culture and the arts, education). Data is drawn and analyzed from the Foundation Directory database, 2003-2009.

Million-Dollar-Plus Gifts and the Economy, 2000-2011

*Xiaonan Kou, Indiana University Purdue University Indianapolis
Una Osili, Indiana University*

*koux@iupui.edu
uosili@iupui.edu*

Prior research reveals that changes in charitable giving are usually linked to changes in the overall economy, but few studies have examined how large gifts are influenced by the economy. This study seeks to explore the trends in million-dollar-plus giving by four different types of donors (i.e. individuals, bequests, corporations, and foundations) between 2000 and 2011. This study further examines the impact of the economy on giving by these sources by looking at five important economic indicators. Finally, the study reveals differences in sensitivity to economic effects among the various philanthropic subsectors.

Children's Generosity and Neighborhoods: Measuring the Effects of Residential Environment on Charitable Giving

*Cagla Okten, Bilkent University
Una Osili, Indiana University
Amir Hayat, Indiana University Purdue University Indianapolis*

*cokten@bilkent.edu.tr
uosili@iupui.edu
adhayat@indiana.edu*

How does a child's neighborhood affect his or her generosity? Using two waves from the Child Development Supplement (CDS) (2002 and 2007) to the Panel Study of Income Dynamics (PSID), we determine the impact of neighborhoods on children's philanthropic behavior by utilizing fixed effects OLS estimation. To our knowledge, our work represents the first attempt to estimate the causal impact of neighborhoods on children's manifestation of generosity.

Government Funding and the Willingness to Donate to Arts Organizations: Results of a Survey Experiment

*Mirae Kim, Rutgers University-Newark
Gregg Van Ryzin, Rutgers University-Newark*

*mirae@andromeda.rutgers.edu
vanryzin@rutgers.edu*

Many nonprofit organizations rely on private donations and government grants, but how they may interact or even influence each other is still not clear. An online survey experiment was conducted to examine how government grants may discourage potential private donations. The results show that a nonprofit with government funding, compared to an identical organization without government funding, received 25% less in average donations and was about half as likely to receive all the money in a forced-choice scenario. Interestingly, this donation suppression effect seems insensitive to the amount of government funding and to NEA branding.

Revenue Diversification in Housing Nonprofits: Does the State-Level Funding Environment Matter?

*Jennifer Shea, San Francisco State University
Janey Q. Wang, San Francisco State University*

*jshea@sfsu.edu
jqwang@sfsu.edu*

This paper presents findings from a longitudinal study of revenue diversification in nonprofit housing organizations that includes measures of state-level funding environments. It sheds light on (a) whether revenue diversification is related to state-level funding environments and (b) the degree to which there is evidence to support either the "crowd-out" or "crowd-in" thesis with regard to public funding. It focuses on the affordable housing sector in an attempt to provide a more nuanced understanding of revenue diversification for organizations that work in complex and varied funding environments, where an array of public and private funding instruments are available across states.

Which Posting Strategies of Nonprofit Organizations Work Best on Facebook?

*Silke Boenigk, University of Hamburg
Mareike Moehlmann, University of Hamburg*

*silke.boenigk@uni-hamburg.de
mareike.moehlmann@uni-hamburg.de*

Many nonprofit organizations have decided to use Facebook for networking with important stakeholders due to an increasing need for an appropriate use of social network sites. However, it is still questionable how posting strategies are most effective to engage users for interaction with the nonprofit organizations. Using regression analysis, we evaluate two posting strategies, namely "comment strategy" and "I like strategy", based on a sample of N = 3,194 postings. We found that the "I like strategy" has a greater impact on the number of fans and is consequently more successful for nonprofit organizations.

Regional Differences in Philanthropy

Rene Bekkers, VU University Amsterdam

r.bekkers@fsw.vu.nl

This paper explores regional differences in philanthropy, differences between geographical units (e.g., states, municipalities, neighborhoods). I review hypotheses explaining these differences, paying explicit attention to the mechanisms that are supposed to produce regional differences. I review the data currently available, paying explicit attention to the quality of fieldwork procedures and the validity of the questionnaires. I apply hierarchical regression models showing that the bulk of cross-national differences in philanthropy is due to population composition, and not to context effects (characteristics of countries). The paper concludes with an assessment of the current state of knowledge on regional differences in philanthropy.

Fundraising or Hackle Raising: Are Military and Veterans Nonprofits Really That Bad?

***Natalie J. Webb, Defense Resources Management Institute
Rikki Abzug, Ramapo College***

***njwebb@nps.edu
rabzug@ramapo.edu***

Fundraising 101 suggests that people donate to charities when they feel connected to the organization's mission. In a country with as much patriotism as the U.S., we observe donations pouring into organizations that claim a patriotic mission. Yet, nonprofits dedicated to the service of the military and veterans have gotten a particularly bad rap in the last few years. In this study we test the allegations against NTEE W30 (Military and Veteran's) organizations using Guidestar/IRS data. We compare Washington, DC and New York organizations against a matched generic nonprofit sample to determine if these organizations were, indeed, fundraising nightmares.

Understanding Gen X and Gen Y Donors: Findings from a National Study of the Next Generation of High Capacity Philanthropists

Michael P. Moody, Grand Valley State University

moodym@gvsu.edu

The next generation of philanthropic leaders – those known as “Gen X” or “Gen Y/Millennials” – will be the major decision-makers in the “golden age of philanthropy.” Yet we know little about how these rising philanthropists think about, learn about, and practice philanthropy. This paper will present the findings from a national study that poses questions – through a survey and in-depth interviews – directly to these emerging high capacity donors about their philanthropic priorities, decision-making strategies, experiences, learning, and engagement. Findings will inform future scholarship about a powerful yet understudied population, and also assist key practitioner communities who work with this population.

Follow the Money: Philanthropy in China - Who's Giving, to Whom, and Why?

Benjamin Tipton, University of British Columbia

bentipton@gmail.com

Surveys conducted in China suggest that the Chinese are not generous with their resources - their money, time, or help. However, there is much evidence to the contrary. Giving is increasing and the growth of civil society is accelerating. This paper explores the giving that occurs in the China and the influences on that giving - which we call - individual philanthropic giving with Chinese characteristics. By following the money, this paper provides a comprehensive perspective and interpretation of the giving that currently occurs in the PRC and how it differs from giving in other countries around the world.

Million-Dollar Giving and Community Characteristics

***Una Osili, Indiana University
Jacqueline E. Ackerman, Indiana University Purdue University Indianapolis
Melanie A. McKittrick, Indiana University Purdue University Indianapolis***

***uosili@iupui.edu
jacacker@indiana.edu
millemea@iupui.edu***

What influences the philanthropic environment within a community? In this study we seek to determine what community characteristics affect the demand for and supply of major gifts to nonprofit organizations within a community. Using data from the Million Dollar List (MDL) and other publicly available data we determine what community-level attributes have the greatest effect on the receipt of \$1 million dollar gifts by nonprofits. We also examine whether \$1 million philanthropy is crowded out by federal funding within a community.

Social Norms and Charitable Giving: Experimental Evidence

***Evelien Boonstoppel, VU University Amsterdam
Rene Bekkers, VU University Amsterdam***

***e.boonstoppel@fsw.vu.nl
r.bekkers@fsw.vu.nl***

Charitable giving is commonly viewed as a social act supported by social norms. However, we still know little about these norms. Drawing on a vignette experiment integrated in the 2012 Wave of the Giving in the Netherlands Panel Survey, we examine how norms on giving vary (a) with dimensions in acts of helping, (b) between social groups and (c) within individuals. Also we measure how norms are related to giving behavior. To our knowledge, this is the first study to use vignettes to measure norms about giving, providing new insights on the basis of a representative, large scale panel study.

A Study of the Relationship Between Giving Behavior and Charitable Bequest Intention

***Chulhee Kang, Yonsei University
Seongho An, Yonsei University
Changhoon Pyun, Yonsei University***

***chulheekang@yonsei.ac.kr
chenghao.an@gmail.com
pyun801116@naver.com***

This study aims to examine the relationship between giving behavior and charitable bequest intention by using the data called '2011 Korean National Social Survey'. If giving is a significant cause in charitable bequest, strengthening giving behavior can be an important strategy. A few studies have been conducted on the relationship between giving behavior and charitable bequest. Now it is necessary to more carefully examine the causal relationship from giving to charitable bequest by employing appropriate analysis method such as Propensity Score Matching. This study provides promoted understanding on the effect of giving on charitable bequest and implication to nurture bequest giving.

A Tale of Two Institutions: The Relationship Between Alumni Giving and Student Involvement in Birmingham, Alabama

Stacy Marie Gay, Samford University/Auburn University

stacygay@hotmail.com

Higher education institutions have depended on the financial support of their alumni for centuries. With so many nonprofits, organizations and charities in existence to support today, it has become imperative for public administrators in nonprofit fundraising to understand who their constituents are and learn what triggers giving. This study will help answer the question: Is there a relationship between the level of identity established as a student at the University of Alabama at Birmingham (UAB) and at Samford University and the propensity to give as alumni?

Intersectionality in the Emerging Field of Social Entrepreneurship

Malin Gawell, Entrepreneurship and Small Business Research Institute

malin.gawell@esbri.se

Social entrepreneurship is often ascribed to respond to social needs in society, to solve social problems for beneficiaries and/or the common good or to change society for 'the better'. Together with different attempts to give account of efficiency as well as impact, these arguments contribute to a certain extent to the understanding of the role of social entrepreneurship but do not extensively problematize how different aspects and their intersectionality influence the challenges that social entrepreneurship face. The aim of this paper is to contribute to the understanding of intersectionality in the emerging field of social entrepreneurship.

Entrepreneurship for Fun and Profit: Method that Can Be Learned?

Jessica Mattingly, University of Missouri-Kansas City

jmn78@mail.umkc.edu

When entrepreneuring is studied at the micro-level it is most often through the lens of innate traits which allow the entrepreneur to act on an opportunity. This view significantly limits the pool of would-be entrepreneurs. An alternative model is provided by effectuation which frames entrepreneuring as a set of actions precipitated by cognitive aptitudes: self-efficacy, creativity, and docility. This paper will explore the relative presence of those cognitions among those engaged in social entrepreneuring, volunteers and service recipients as well as the potential for increasing the capacity for a multitude of actors to engage in problem solving through entrepreneurship.

How Do Social Innovations Diffuse to Members of a Social System? The Case of First Mile Kid's Smile Initiative

Jennifer H. Chen, Nanhua University

chen.huiru@gmail.com

This paper examines the characteristics of a social innovation, the innovators and the disseminators; thereby it is set to model the pathways traversed as a particular social initiative develops. Both the temporal and the spatial dimensions are examined in addressing how an innovation in a social sector gets adopted. The researcher collects census data related to the townships and 5-year archival records related to the event. The data will be analyzed using regression models for determine the effects of demographics, lead agents, network spillover, and other location specific variables on the speed and diversity of diffusion patterns.

Between Markets and Charity: Understanding the Hybridization of Social Good Provision

Stefan Toepler, George Mason University

stoepler@gmu.edu

This paper investigates the emergence of new legal corporate legal forms, such as thLC3 or the public benefit corporation, in an effort to understand whether they provide an alternative to the traditional nonprofit form or aim at different sets of socially-conscious business activities. Empirically, the paper is based on interviews with the founders of public benefit corporations that were established under Maryland's 2011 law--one of the first in the nation.

Social Capital and Social Enterprises in Japan

Yoshiho Matsunaga, Osaka University of Commerce

yoshiho@daishodai.ac.jp

Due to the budget deficit of the Japanese government, many people start focusing on social enterprises—a new and an alternative supplier of public services. A significant number of the case studies imply that the most social entrepreneurs create horizontal associations and may possess much richer social capital than average entrepreneurs. Using the nation-wide questionnaire survey, we empirically examined the relationship between social capital and management efficiency in the social enterprises. The results from estimation of a stochastic frontier model for social enterprises revealed that social capital can improve the management efficiency of the social enterprises.

Moral Ambivalence in Social Enterprise: How Nonprofit Organizations Reconcile Social and Market Values

Paul-Brian McInerney, University of Illinois at Chicago

pbm@uic.edu

Moral ambivalence is the tension resulting from the necessary coexistence of competing orders of worth within a single organization. The condition is faced by organizations in situations which the emergence of a single dominant order of worth is impossible or undesirable. While many nonprofit organizations face moral ambivalence, the condition is more pronounced among social enterprises, which face competing and often irreconcilable institutional expectations. This paper draws on a longitudinal ethnography of a social enterprise to explain how organizations develop practices and structures to manage moral ambivalence at the intra-organizational and field-level.

The Growth of Nonprofit News

Roger A. Lohmann, West Virginia University

rogera.lohmann@gmail.com

Third sector studies have largely overlooked the emergence and growth of nonprofit institutions whose mission is the gathering and reporting of news. Nonprofit investigative news organizations, in particular, have important implications for public policy. This paper will link news reporting to changes in the conception of the public sphere, note major changes in the business model of news reporting and provide detailed information on the current state of nonprofit news institutions.

Credit Unions for People with Severe Mental Health Conditions: A Collective Asset Development Approach

James M. Mandiberg, Columbia University

jmm2151@columbia.edu

People with psychiatric disabilities often live economically marginal lives due to their dependence on Social Security disability incomes and social and marketplace stigma and exclusion. Individual asset building approaches, such as individual development accounts, assist some individuals to improve their economic status but rarely contribute to collective improvement. Collective approaches to asset building have the potential to both contribute to collective and individual asset accumulation, however. This paper discusses a collective asset building approach through a credit union for people with psychiatric disabilities that the author is helping to create with a mental health consumer-run organization in New York State.

Feast or Famine: An Exploration of Social Enterprise Among Nonprofit Human Service Organizations

Lisa G. Van Brackle, Hunter College - City University of New York

lg.vanbrackle@gmail.com

Human service organizations are a fitting setting to explore the implications of social enterprise on nonprofits. Faced with challenges to secure financing for their charitable activities, nonprofits engage in social enterprise to cross subsidize social programs (James, 1986). The strategy may yield a metaphorical “feast” for these organizations; however it is also likely that unanticipated costs of market-based transactions may spawn an organizational “famine”. This study analyzes the 990s of 168 human service organizations that operate social enterprise, suggesting a relationship between social enterprise strategy and the financial efficacy of nonprofit human services organizations.

Venture Philanthropy Revisited: From the Perspectives of Institutional Theory and Entrepreneurial Orientation

Tamaki Onishi

Wolfgang Bielefeld, Indiana University Purdue University Indianapolis

tonishi@iupui.edu

wbielefe@IUPUI.edu

By applying major theories from strategic management and organizational theory, i.e., entrepreneurial orientation and institutional theory, this study investigates how external factors and internal postures interact and affect behaviors and performance of venture philanthropy organizations. We analyze data collected from over 90 venture philanthropy and impact investing organizations and test hypotheses developed from our observation of nine cases and prior theoretical and empirical studies. In so doing, we intend to answer the question which was raised over ten years ago yet remains unanswered, i.e., whether or not venture philanthropy approaches helped those funders enhance effectiveness and performance of funding.

Creative Philanthropy: Development of Social Enterprise in Hong Kong

Kam Tong Chan, Hong Kong Polytechnic University

sstkchan@polyu.edu.hk

This paper is based on a research study of the social enterprises in Hong Kong in order to understand the phenomena of social enterprise as an emerging entity in the Hong Kong context, especially the work-integrated models. More specifically, the key questions addressed include: (1) what are the features and characteristics of social enterprises attending to work-integration in Hong Kong? (2) To what extent the work integration social enterprise has contributed to the employment-related poverty? (3) What are the critical success factors of work integration social enterprises? and (4) What are the barriers, constraints and challenges facing by the enterprises which have limited their development?

Bringing Social Innovation to Scale within Urban Communities: Replicating the "Entrepreneurial Spark" within Urban Communities

Jimeka Holloway, Case Western Reserve University

jimekaholloway@gmail.com

This study explores the impact of social enterprises that serve disadvantaged urban populations. It seeks to understand – through interviews with social entrepreneurs, entrepreneurs, as well as beneficiaries of social enterprises – how and to what extent the spark of entrepreneurial activities is produced. This study explores the contextual factors of social enterprises, including culture, collaboration, and social network/relationships. This research explores the relationship between these factors and the co-creation of social value through the provision of solutions to social problems. We hope to reveal factors that either serve as challenges or opportunities to increase entrepreneurial activity within low-income, urban communities.

Social Entrepreneurship: Innovative Challengers or Adjustable Followers? Renegotiating Roles in Practice.

Malin Gawell, Entrepreneurship and Small Business Research Institute

malin.gawell@esbri.se

Sweden, and other countries, has during the twentieth century developed a large public sector providing welfare services to citizens. Civil society organizations have primarily had a complementary role. (Svedberg 2005, Trägårdh 2007) During the last decade we have seen a rapid shift towards more welfare services being provided by private for- and nonprofit actors. This means that roles are reconsidered, renegotiated and reconstructed. (Trägårdh 2007) The shift opens up, even calls for social entrepreneurial initiatives to “solve” public demands. But does social entrepreneurship currently act as innovative challengers or adjustable followers? And how are new roles negotiated in practice?

Operationalizing Effectuation through Entrepreneurial Resourcefulness for Social Ventures

***Aparna Katre, Global Challenge Award
Paul F. Salipante, Case Western Reserve University
Barbara Bird, American University
Antoinette Somers, Wayne State University***

***aparnakatre@gmail.com
pfs@case.edu
bbird@american.edu
toni_somers@wayne.edu***

The field of social entrepreneurship is relatively lacking in studies which provide measurement models, testable hypotheses, and rigorous methods. A mixed methods study examining the behaviors of social entrepreneurs proposes a tentative construct called resourcefulness to measure those effectual behaviors which positively impact venture performance. We suggest that resourcefulness is a formative measure consisting of three dimensions: 1) creating possibilities worth exploring by being alert to the environment, 2) experimenting and improvising using the means available and 3) problem-solving to realize the potential of the possibilities. The construct advances our understanding of the process of social entrepreneurship.

Environmental Factors Explaining the Emergence of Social Entrepreneurship

Hanane Cherkaoui, Florida State University

hc10g@my.fsu.edu

Previous research on Social Entrepreneurship (SE) has focused on seizing distinctive features characterizing social entrepreneurs, and on the nature of the social change they aim at producing. This paper aims at studying the potential environmental factors explaining SE’s emergence by examining the impact of poverty, high education, ethnic diversity, political participation and entrepreneurship on SE in the 50 states. Using listed social enterprises to measure SE, the current analysis uses OLS analysis. Findings suggest that ethnic diversity and political participation are relevant indicators explaining SE’s emergence. Last, the interest of the study is related to the public policy field.

PORTAL: Early Steps in a Nonprofit’s Strategy to Address Post-Secondary Education Access and Persistence for Minority Impoverished Adults

***David P. Moxley, The University of Oklahoma
Valerie R. Thompson, Urban League of Greater Oklahoma City
Brent E Sykes, The University of Oklahoma***

***david.moxley@ou.edu
vrthompson@urbanleagueok.org
brentsykes@gmail.com***

The Urban League of Greater Oklahoma City (ULOKC) is committed to developing innovative programs that get at the root cause of the social and economic inequalities of the 10,000 clients it serves annually. In this paper, the authors examine the conceptual development, need analysis and pilot implementation of the PORTAL strategy—a prototype educational intervention for minority impoverished adults designed to create structured pathways to post-secondary education. Participants of this session will appreciate the role of action research in development of novel and sustainable innovations in the nonprofit sector to address access to post-secondary education and beyond.

Nonprofit Enterprise Formation and Cultural Participation in American Counties

Roland J. Kushner

kushner@muhlenberg.edu

Entrepreneurial activity in the nonprofit arts is consistent with both new growth theory and social enterprise theory, which suggest that enterprise development is a critical manifestation of community development. Estimating total demand is typically part of the enterprise development process in investor-owned and nonprofit firms. Using data from NCCS, Scarborough Research, and Claritas, this paper estimates the relationship between formation of new nonprofit arts enterprises and underlying community characteristics including participation in arts activity, spending on arts and cultural products and services, and arts philanthropy in 267 counties that are homes to 68% U.S. population.

Social Enterprise in Alberta's Social Service Agencies

Catherine M.L. Pearl, University of Calgary

cmlpearl@shaw.ca

Using a cross sectional research design, an on line survey was developed and distributed to 562 Alberta based social service agencies. The research study explores the extent, type, and impact of social enterprise engagement in this population of registered charities.

From Gaining to Giving Wealth: The Shaping of a New Generation of Domestic Private Philanthropy in India

Emily Jansons, International Development Research Centre

ejansons@idrc.ca

Paralleling India's dramatic economic growth is the rise of a new generation of Indian high-net-worth business leaders engaging in philanthropy, and a growing organization of the philanthropic sector in India. What do they understand to be the challenges facing India, and how does this translate into their approach to philanthropy? This presentation examines a range of factors and motivations – from political, religious, to business – that shape the nature of private philanthropy in India, and situates India within global philanthropic movements. What results is a cautious approach to philanthropy in India – which is sometimes disconnected from the challenges facing Indian society.

Dynamics of Social Enterprises with Resilience Theory

Choony Kim, Georgia State University

kimchoony@gmail.com

A social enterprise is an organization that achieves its social mission through income generation activities in the marketplace. It has three forms; non-profit, for profit, and hybrid. Balancing social value and financial success is a basic aspiration of social enterprises. However, the stability of this balance has not been well-studied. Social enterprises face risks of mission drift or organizational transformation. In this paper, we apply concepts from Resilience Theory to analyze the dynamics of social enterprises. We discuss the relevance of founder's syndrome and introduce the notion of "successor syndrome" in considering whether they remain true to purpose.

An Exploratory Case Study on Change Experiences and Management of Nonprofit Social Enterprises

Sangmi Cho
Sun Hee Chung, Ewha Womans University
Jae Hee Lee, Ewha Womans University
Jung Eun Ha, Ewha Womans University

sangmicho@ewha.ac.kr
sunh61@hanmail.net
welfare9725@hotmail.com
veryocks@naver.com

This is a case study on change experiences and management of nonprofit social enterprises. The objective of this study is to seek more effective management by understanding change experiences and management process of non-profit social enterprises. As a result, five categories were confirmed including "new challenge starting through new opportunity", "overcoming the hurdle for new challenge", "facing changes in front of a new path", "tension and difficulties in balancing between two goals", "for better growth". Based on results, suggestions for more effective management of nonprofit social enterprises and for the future studies were made.

Creationism and Entrepreneurship: An Opportunity to be Saved?

Jessica Mattingly, University of Missouri-Kansas City

jmn78@mail.umkc.edu

As the study of social entrepreneurship moves toward the end of its nascent stage, the need to define its boundaries grows stronger. One such consideration is the nature of opportunity as it relates to the act of entrepreneuring. Compared to the potentially finite world of discovered opportunity, conceptualizing opportunity as a creation process allows for arguably limitless prospects in problem solving. This paper seeks to examine the theoretical foundations of opportunity creation and the potential impact that this orientation may have on community action and the accessibility of innovation.

Nonprofit Entrepreneurs and Their Startup Organizations: A Comparative Subsector Analysis

David M. Van Slyke, Syracuse University
Jesse Lecy, Andrew Young School of Policy Studies

vanslyke@maxwell.syr.edu
jdlecy@gsu.edu

The nonprofit economy is one of the fastest growing sectors, outpacing the private and public sectors. However, nonprofit entrepreneurship has not been a subject of empirical inquiry. Drawing on new data collected from a survey of 10,000 nonprofit start-ups across six nonprofit subsectors, our analysis examines these organizations, their founders, boards, funders, and the management processes and systems developed and implemented to meet their goals of mission, growth and stability. The policy and management implications for stimulating, encouraging, and funding new organizations in nonprofit markets and leveraging the outcomes of startups as vehicles of social innovation will be addressed.

The L3C: Providing Nonprofits a Mechanism for Earned Income

Ericka Harney, Eastern University

ericka_harney@hotmail.com

The Low-Profit Limited Liability Company (L3C) is the newest form of business that combines social benefit with entrepreneurial spirit. The L3C legislation has passed in over 15 states at this point and is being used in a variety of ways to provide earned income to nonprofits. This paper will describe the L3C, its purpose and how it can be utilized by nonprofits for earned income strategies.

Developing Approaches to Microfinance in China: The Influence of Ownership Structure

*Wolfgang Bielefeld, Indiana University Purdue University Indianapolis
Lijun He, Indiana University Purdue University Indianapolis*

*wbielefe@IUPUI.edu
lijhe@iupui.edu*

Microfinance is one of the major forms of social enterprise found today. While it has spread widely and been adopted in numerous contexts, major questions remain about its operations and the benefits it provides (Bateman 2011). This paper will examine issues that have been raised about the operations of a prominent microfinance organization in China. These concern the relationship between the economic and social benefits provided. We will explore the influence of ownership structure, which in China may be an important factor in microfinance success.

May I Have Your Attention, Please? Rethinking Nonprofit Strategies for the Age of Attention Philanthropy

*Chao Guo, Indiana University-Purdue University Indianapolis
Gregory D. Saxton, University at Buffalo, SUNY*

*guochao2@gmail.com
gdsaxton@buffalo.edu*

In this paper, we introduce the concept of attention philanthropy, tentatively defined as voluntary action for public good that is primarily concerned with overcoming the problem of attention deficit. We lay out the boundaries of attention philanthropy, explore some of these positive and negative consequences, and discuss the way attention philanthropy is changing nonprofit organizational practices. We also outline strategies nonprofits can employ to navigate through this new environment of attention philanthropy.

Oil and Water Rarely Mix: Exploring the Relative Stability of Nonprofit Revenue Mixes Over Time

*Simon Teasdale, University of Birmingham
Janelle Kerlin, Andrew Young School of Policy Studies
Dennis Young, Andrew Young School of Policy Studies
Jung-In Soh, Andrew Young School of Policy Studies, Georgia State University*

*s.teasdale@bham.ac.uk
jkerlin@gsu.edu
dennisryoung@gsu.edu
jinsoh@gmail.com*

This paper explores whether nonprofits are increasingly adopting mixed revenue strategies, and the sustainability of these strategies over time. We constructed a panel using NCCS data from 1998 and 2007, and divided nonprofits into three groups: Commercial, Donative and Mixed Revenue. We found no evidence that nonprofits are increasingly adopting mixed revenue strategies. Our results suggest that for most nonprofits, relying predominately on either commercial or donative revenue is a more stable equilibrium than attempting to achieve a balanced revenue mix. Exceptions may be those nonprofits, such as arts organizations, where there is a natural alliance between donors and customers.

Universities: Globalized Non-Profits and Networks of Innovation

Ramon Borges- Mendez, Clark University

rborgesmendez@clarku.edu

Universities, for the most part non-profits, are rapidly becoming global players, actually they are regulated by the World Trade Organization (WTO) due to the growing trade in higher education services. This paper will be concerned with universities as anchors, leaders or embedders of various types of networks innovation on a global scale. What are the challenges of universities becoming protagonists in global networks of innovation?

Social Benefit Firms: New Perspectives on the Tensions Between Non-profit and For Profit Organizations Considering the Importance of Fiduciary Duty.

Patsy Kraeger, Arizona State University

patsy.kraeger@asu.edu

This paper will examine whether new hybrid organizational structures such as the L3C and B corporations may be permissible given the legal duties and other regulatory constraints given the defined fiduciary relationships in private firms. The paper will be a case study of a failed community bank and provide suggestions for policy reforms.

Human Resources Practices in the Nonprofit Sector: Promoting from Within

Holly Hoffman, University of San Diego

hghoffman@sandiego.edu

L. Taylor Peyton Roberts, University of San Diego

tpeyton@sandiego.edu

Employee retention plays an important role in quality of service delivery and organizational effectiveness and sustainability. Successful retention of the current generation of nonprofit employees appears to depend increasingly on extrinsic rewards such as promotion opportunities, professional development, and competitive compensation. While some evidence indicates nonprofit employees have fewer promotion opportunities than their counterparts in the private sector, little existing research explains the organizational factors contributing to this lack of internal career opportunity. The current paper uses logistic regression to critically examine key structural factors underlying the internal hiring practices of 455 nonprofit organizations across the United States.

A Study on Success Factor of Conflict Management in National Development Project: Focused on Changes in the NGO's Roles

Songhee Yoo

winter0530@gmail.com

In this case, Four river restoration project, NGO has a different role from the period in the spreading of conflict. At first time, NGO opposed Four river restoration project due to the environment problem. After the spreading of conflict, NGO and local government comprises an advocacy coalition. And this advocacy coalition manages the actors in the spreading of conflict. As to this reason, the governor of state had the interactive mode leadership. This union led the central government to the forum. In conclusion, the central government changes the direction of the policy.

*Competitive Forces and Competitive Positioning in
Nonprofit Strategic Management*

*Roland J. Kushner
William A. Brown, Texas A&M University*

*kushner@muhlenberg.edu
wbrown@tamu.edu*

Since the late 1970s, Michael Porter's model of competitive forces has been a crucial element in the study of the strategic management cycle in organizations of all kinds. In this paper, we examine nonprofit strategic management practices, and critically examine how nonprofits analyze their competitive environments – and how they should. After reviewing theoretical and applied literature on nonprofit strategy, we look the many dimensions of competition and the ceteris paribus conditions managers often rely on. We develop a more rigorous nonprofit-focused application of Porter's model for environmental analysis, placed in the overall strategic management cycle, illustrated by stylized case examples.

*Professional Development Needs of ARNOVA
Members*

*Heather L. Carpenter, Grand Valley State University
Debra Baker Beck, University of Wyoming*

*carpenth@gvsu.edu
debbeck@uwyo.edu*

As an association ARNOVA connects scholars, teachers, and practice leaders interested in research on nonprofit organizations, voluntary action, philanthropy and civil society. The majority of these connections are through formal professional development opportunities such as ARNOVA's annual conference, however it is unclear if there are informal or other types of professional development needs of ARNOVA members.

The purpose of this survey is to gather information about the professional development needs of ARNOVA members in order to document best practices and possible directions in future programming.

*Principals and Agents: An Investigation of Executive
Compensation in Human Service Nonprofits*

Milena Nikolova, University of Maryland, College Park

mnikolova01@gmail.com

This study extends the traditional principal-agent model and applies it to the nonprofit sector. The revised agency theory is tested empirically using a panel dataset for human service nonprofits.

*The Effects of Late Career Revelation on the
Emotional Health of Gay and Lesbian Leaders and
Their Organizations*

*Eric John Lutz, Case Western Reserve University
Sheri Perelli, Case Western Reserve University
Diana Bilimoria, Case Western Reserve University*

*eric@forwardthought.net
sheriperelli@comcast.net
dxb12@case.edu*

Research on experiences of gays and lesbians in senior leadership positions within the nonprofit sector is almost non-existent. We conducted an empirical study specifically focused on gay and lesbian senior leaders who came out in their organizations at late career stages. Our data demonstrates that their own emotional health – and quite possibly that of the organizations they serve – may be enhanced when they come out, it emphasizes the recursive nature of coming out and showed positive organizational outcomes of personal intentional change when gay and lesbian executives leverage their status to promote policy and culture reforms.

Ownership and Organization Design: A Sectoral Comparison of Workplace Organization in Nursing Homes

***Avner Ben-Ner, University of Minnesota
Ting Ren, Peking University***

***benne001@umn.edu
ting.ren@gmail.com***

Ownership differences among organizations result in different agency problems and organizational objectives. Organization design accommodates organizational objectives and ameliorates agency problems. We generate hypotheses concerning differences in delegation of decision-making to employees, reliance on different incentives, monitoring and selection of new employees among for-profit (FP), nonprofit (NP) and local government (LG) organizations. We examine empirically organization design in a sample of 105 nursing homes in Minnesota, using data obtained from an original survey. The findings generally support our hypotheses.

The Life Cycle of Immigrant Community Organizations in a Decade of Economic Retrenchment.

C. K. Richard Hung, University of Massachusetts-Boston

richard.hung@umb.edu

The proposed paper examines the growth and sustainability of immigrant nonprofits in the largest US metropolitan areas in the 2000s. Using Form 990 and census data, the paper explores if the growth pattern of these immigrant organizations has changed from the more prosperous 1990s, if the previous numeric growth is replaced by capacity growth, or if the economic downturns in the decade limit their capacity growth. It also assess the factors affecting the sustainability of these organizations, including organization age, size, functional type, and formalization - all shown to be relevant in the literature on nonprofit closure.

Nonprofit Leadership in Times of Crisis: Exploring the Connection Between Decision-Making and Adaptive Capacity

***Laura Deitrick, University of San Diego
L. Taylor Peyton Roberts, University of San Diego
Scott Campbell, University of San Diego***

***lauradeitrick@yahoo.com
tpeyton@sandiego.edu
scampbell@sandiego.edu***

Leaders of international NGOs, especially those that provide disaster relief, are required to make sound decisions and exercise leadership under turbulent conditions. Using a systems theory approach, the relationship between a leader's decision-making process and his/her organization's adaptive capacity is explored. Through a convergent parallel research design, data were gathered and analyzed from ten case studies of international NGOs that provided international relief after the 2010 Haiti earthquake. The results build upon and extend prevailing models for decision-making and nonprofit leadership in times of crisis.

The Effects of Public and Private Funding on Service Delivery, Organizational Strategies, and the Social and Civic Mission of NPOs

Hillel Schmid, The Hebrew University of Jerusalem

hillels@mssc.huji.ac.il

This paper presents the findings of a study that examined the effects of public and private funding on service delivery, organizational strategies, and the social and civic mission of NPOs. In contrast to existing research, which has focused mainly on the impact of public funding, the present study examined the impact of private philanthropic funding and self-generated revenue on the above-mentioned variables. The findings are described, analyzed, and evaluated in light of relevant theories which discuss these processes and the relationships between them in nonprofit human service organizations.

The Moral Obligations of Situational Power: The Salvation Army's Choice to Put its Philanthropic Windfall to Work

***Theresa A. Ricke-Kiely, University of Notre Dame
Patricia Phillips, The Salvation Army***

***trickeki@nd.edu
Patricia_Phillips@usc.salvationarmy.org***

The Salvation Army led an innovative effort to address disparities for minority (MBE) and women-owned (WBE) businesses in construction of a \$37 million Kroc Center. Given the modest local norm of 3% construction contract awards to W/MBEs, the Army self-imposed a minimum of 18%. Though not mandated to demonstrate any such benefit, they chose a radical, positive impact based on their commitment to social justice. Through rigorous partnerships, W/MBE construction contracts were awarded to an inconceivable 30% of the overall construction value. The Salvation Army used servant leadership (Greenleaf, 1970) principles to move this aggressive goal into reality.

Strategic Planning and Management for Small Nonprofit Organizations: Perception, Implementation, and Impact

***Qian Hu, University of Central Florida
Naim Kapucu, University of Central Florida
Lauren O'Byrne, University of Central Florida***

***Qian.Hu@ucf.edu
kapucu@ucf.edu
obyrne_lauren@yahoo.com***

Strategic planning and management has been seen as a management tool for capacity building, helping organizations develop strategic thinking and adapt to environmental changes. Yet, strategic planning can be time-consuming and costs extra human capital and monetary resources that many small nonprofit organizations have limited access to. Hence, it is worthwhile to examine the application of strategic planning and management to small nonprofit organizations. This research investigates executive and board directors' perceptions about strategic planning and management, the key elements of the strategic plans, the unique challenges in strategic planning and management, and the impacts of implementing strategic plans.

Nonprofit Organizational Response to Economic Uncertainty: A Panel Survey of Mid-South Executives

***Dorothy Norris-Tirrell, University of Central Florida
Susan Tomlinson Schmidt, University of Memphis***

***dntirrell@gmail.com
stschmidt@memphis.edu***

Recent economic conditions have had a direct impact on nonprofit organizations as contributions decreased while demand for services increased. The proposed paper updates earlier research on nonprofit adaptation with the findings of a four year panel survey of 31 nonprofit agency leaders in the Memphis Metropolitan Statistical Area. The research examines the utilization of cutback strategies and other organization changes from Spring 2009 – Spring 2012. The findings are useful to nonprofit leaders in managing their organization's response to uncertainty and offer important perspective about the implementation of cutback strategies on short term and long term resiliency in nonprofit organizations.

Mediating Structures: Are Professional Associations Promoting Bridging and Bonding in the Community?

*Marina Saitgalina, University of North Texas
Lisa A. Dicke, University of North Texas*

*marinasaitgalina@my.unt.edu
ldicke@unt.edu*

Voluntary organizations are mediating structures (Berger and Neuhaus, 1977), and the concept is also applicable to nonprofit professional membership associations. These groups already mediate between large institutions of public life (including the larger occupational category that the association seeks to strengthen), and individual members. They have great potential for engaging members in volunteer activities in their associations and communities. We use ASAE data to answer our research question: How can nonprofit professional associations promote bridging and bonding capital in their communities? Our findings show that through members' existing ties they can extend their reach in public service.

The Use of Information Technology and Its Impact on Perceived and Actual Performance in Nonprofit Organizations

*Hee Soun Jang, University of North Texas
Amina Sillah, University of North Texas
Kyujin Jung, University of North Texas*

*heesoun.jang@unt.edu
sillah06@aol.com
jkyujin@gmail.com*

To what extent does a nonprofit use Information Technology (IT) resources? And what is the impact of IT resources on perceived and actual performance of nonprofits? Based on the Information Value Model, this study examines impact of IT resources on perceived performance and actual measure of organizational performance of nonprofits. The perceived improvement in performance is important to be addressed because a change in performance maybe erroneously attributed to the IT resources they have. By differentiating perceived and actual performances, this study helps nonprofit managers determine whether their organizations need IT renovations and, propose better ways to utilize their current IT resources.

A Template for Strengthening Professional Nonprofit Associations and Communities Using Human Resource Management (HRM) Approach

*Marina Saitgalina, University of North Texas
Lisa A. Dicke, University of North Texas*

*marinasaitgalina@my.unt.edu
ldicke@unt.edu*

Professional associations can do more to ensure that their members feel valued, and a part of the community. Tending to members' needs is important in light of pressures and demands on time. But are professional associations using HRM practices that contribute to member sustainability in their organizations and communities? We offer a template useful for helping nonprofits address important HRM issues using elements from Cuskelly et al., 2006. Our data are derived from two ASAE surveys on volunteering and joining. The template can be used by association and other nonprofit managers to help ensure sustainability in their human resources.

Taking the Lead - the Impact Managers have on Employee Engagement and Well-Being during Management Transitions

Dale E Hartz, Case Western Reserve University

dhartz@connectionpoint.biz

In spite of enormous changes occurring routinely within organizations and the resulting movement of managers, there exists only a minimal amount of research on management transitions and even less research on the effects the transitions have on those being managed. Due to its role in organizational performance, employee engagement and well-being has recently been receiving significant attention. However, there remains a dearth of research on how employee engagement and well-being are impacted, specifically, during management transitions. This study investigates that gap, seeking to identify effective practices for implementing management transitions.

Tail Wagging the Dog: The Material Semiotics of Politics, Trade Unionism, and Membership

Mikko Laamanen

mikko.laamanen@hanken.fi

Many movements are political, and this is as much so for the labour movement. This paper discusses the interplay of the labour movement and their memberships with politics. It utilises trade unions as examples of politically embedded organisations that are challenged by the implications of their political past and the insecurities that come with the challenges in organisational futures. This conflict is contextualised by utilising material semiotics to exemplify the dynamics of the heterogeneous networks in which the labour movement organises to develop the working life for the benefit of individual members.

The Impact of the Recession on Nonprofit Organizations in Ohio: Financial Trends and Implications

Jennifer K. Alexander, University of Texas at San Antonio

niffer0203@gmail.com

Elaine Woloshyn, Cleveland State University

emwoloshyn@aol.com

The following paper examines the impact of the recession on nonprofit organizations in Ohio (n=237) through survey data that benchmarks results against the 2011 Nonprofit Finance Fund national study. Results are presented by organizational categories (social services, arts and culture, etc) and reveal that nonprofits in Ohio are in worse financial shape than organizations surveyed in the national study. The authors compare the financial health of lifeline organizations (those critical to the survival of people they serve) with non lifeline organizations. The authors discuss the implications and argue for teaching financial sustainability to mid- and smaller size nonprofits.

Maintaining Human Services Through Economic Turmoil: Interdependence Versus Government Dependence

Susannah Ali, American University

sbrunsali@gmail.com

Lewis Faulk, American University

faulk@american.edu

As government funding changes due to economic shocks, organizations need to respond to sustain themselves. We use a 10 year panel of government-funded human service organizations to examine how nonprofits use long-term risk-reduction vs. short-term adaptive revenue diversification strategies to maintain their services during economic downturns. We test whether prior resource diversification helps organizations through government funding lapses better than short-term adaptive strategies. We then assess whether organizations using an adaptive strategy sustained more stable and diversified financial portfolios as they moved forward or if they reverted to reliance on fewer sources of revenue between economic shocks.

Does Nonprofit Community Engagement Capacity Affect Financial Sustainability Over Time?

Durgesh Kumar, University of South Carolina

durgkum@gmail.com

Dennis Poole, University of South Carolina

dennis.poole@sc.edu

Sarahjane Rehnberg, University of Texas

rehnberg@mail.utexas.edu

In this paper we will examine the relationship between nonprofit community engagement capacity and financial sustainability. We hypothesize that community engagement capacity will have a significant positive effect on financial sustainability, even when controlling for organizational age and scale. Data will be drawn from the Community Engagement Index validation study recently reported by the Lead Authors (2012), as well as from a six-year longitudinal analysis of IRS 990 data (2005-2010) for 200 of the nonprofits in the study sample. The findings will be relevant to managers, funders, and researchers interested in strategies to strengthen nonprofit financial sustainability.

Strategic Transition through Failure Management

Junesoo Lee

Yvonne D. Harrison, University at Albany

David F. Andersen, University at Albany, State University of New York

ing1224@hotmail.com

yharrison@albany.edu

dfandersen@albany.edu

This paper presents the results of a study that aims to explore a new perspective in the management of nonprofit organizations—Failure Management (FM). More specifically, it is an attempt to conceptualize the use of FM as a practice that has permeated many organizational decision-making processes – informally or unknowingly in some cases. By employing both inductive and deductive approaches, a grounded framework of FM was developed. The paper will present a series of propositions developed from the FM framework and findings that show systematic patterns of how FM has been applied in the context of strategic transitions of nonprofit organizations. The paper concludes with future research.

The Paradox of Charismatic Leaders and Third Sector Capacity Building: Evidence from Three Countries

Ralph S. Brower, Florida State University

Francisco Magno, De La Salle University, Manila

Amer Afaq, Florida State University

rbrower@fsu.edu

magnofra@gmail.com

aa09s@fsu.edu

We conduct a comparative case study of leadership, governance, and capacity building in third sector organizations in the U.S., Pakistan, and the Philippines. We find that, unlike the U.S., where nonprofits usually transition from charismatic founder-leaders to power-sharing among a board, CEO, and within the organization's ranks, Pakistani and Philippine nonprofits often perpetuate charismatic leader conventions. Charismatic leadership deters empowering rank-and-file managers and employees, and thus hinders capacity building and organizational growth. We frame these patterns against the three countries' unique civil society environments and conclude with recommendations to enhance capacity building by enabling "learning organization" practices.

Financial Risk of Nonprofits: What Is It and How Much Exposure Is Too Much?

H. Woods Bowman, DePaul University

wbowman@depaul.edu

The research question is two-fold: how to measure nonprofit business risk and how much exposure is too much? This paper argues that nonprofit managers should maximize the intrinsic productivity of their assets (i.e., Return on Assets, not Return on Equity, as for-profits do) and borrow no more than their asset productivity allows. When an organization's ratio of net assets to total assets is below 25%, its survivability is in doubt.

Nonprofit Board Chair Perceptions of Leadership Skills Needed by Executive Directors

Richard A. Hoefler, University of Texas at Arlington

Larry D. Watson, University of Texas at Arlington

rhoefler@uta.edu

lwatson@uta.edu

This paper presents insights into perceptions of Nonprofit Board Chairs regarding qualifications and skills needed in agency Executive Directors. Board Chairs play a key role in hiring Executive Directors. The view of Board Chairs provides valuable insight to leadership qualities needed by those seeking executive positions in nonprofit organizations.

*Avoiding Service Cutbacks In Times Of Crisis:
Nonprofit Financial Vulnerability Following 9/11*

Santiago Guerrero, University at Albany

sangu20@yahoo.com

This article draws on nonprofit financial vulnerability theory (Tuckman&Chang,1991) to assess the impact of the 9/11 attacks on the operations of nonprofit organizations in the U.S. The results of the empirical analysis confirm the explanatory power of the determinants of nonprofit financial vulnerability. However, the results also reveal that a number of nonprofit organizations are susceptible to revenue disruptions and immediately cut back services after a financial shock. Finally, the article examines the case of the Whitney Museum of American Art, a nonprofit organization that suffered severe revenue disruptions after the attacks but managed to maintain stable levels of operation.

*Negotiating Nonprofit Mission and Strategy During
Times of Change*

David G. Berlan, Syracuse University

dgberlan@maxwell.syr.edu

The proposed paper examines the processes by which nonprofits discuss, negotiate and begin changes to strategy and mission during times of change. Through four in-depth case studies of complex nonprofit organizations with recent strategy and funding environment, leadership or structural changes, the resulting impact on mission interpretation, alteration and achievement is examined. Each case involves a series of interviews with key stakeholders and extensive document review, informed by a range of potential explanatory theories. The resulting narratives from each organization are then compared to identify cross-cutting themes and fit with theory.

*Leading Organizational Change in INGOs: The Case of
Save the Children*

*Tosca Maria Bruno-VanVijfeijken, Transnational NGO Initiative Syracuse
University*

tmb Bruno@maxwell.syr.edu

Many INGOs are currently undergoing large scale organizational change processes. The organizational transformation that Save the Children International is currently going through is particularly far-ranging: from a loose Alliance of 29 members, Save the Children is transforming itself into a much more centrally coordinated and integrated INGO, in which program delivery has been centralized in Save the Children International (SCI). This paper will provide a rare case study of leadership of change in INGOs: the drivers for change, the creation of a sense of urgency, establishment of a coalition for change, implementation issues and early signs of results in SCI.

Nonprofit Solvency Measures: Polish Evidence

*Grzegorz Marek Michalski, Wroclaw University of Economics
John T. Zietlow, Malone University*

*michalskig@ue.wroc.pl
jzietlow@malone.edu*

Recent evidence in the US indicates that nonprofits are striving for liquidity and financial flexibility as their primary financial objective. Nascent measures of these constructs have been proposed but are not easily measured, nor are comparative data widely available for managers and boards wishing to assess reasonableness (with the exception of Keating, E. et al(2008)). Second-best measures may be useful as proxy measures, such as the cash ratio, current ratio, and asset ratio. Using Polish data covering 2,188 nongovernmental organizations, we establish several workable solvency measures, compare them to other financial constructs, and, to the extent possible, test for industry differences.

Examining the Role of the Physician Scientist through Institutional, Intentional Change and Complexity Theories

***Philip Andrew Cola, Case Western Reserve University
Peter Whitehouse, Case Western Reserve University
Richard Boland, Case Western Reserve University
Eugene Pierce, Case Western Reserve University***

***pac4@case.edu
peter.whitehouse@case.edu
richard.boland@case.edu
eugene.pierce@case.edu***

Physician scientists, key nonprofit professionals, are being investigated since they are critical to the performance of their organizations and to society. To understand these challenges the role of physician scientists from training to experienced clinical academician is investigated within the context of institutional, intentional change and complexity theories. The objective is to reveal how physician scientists work in Academic Medical Centers (AMCs) with the intent of translating scientific knowledge to the practice of medicine. This research will also explore how physician scientists achieve broadened accountability and how those objectives integrate with the non-profit mission of an AMC.

Disaster Mitigation and Preparedness in Organizations: Are Nonprofit Organizations More Prepared for Disasters than Public and Private Organizations?

***Grace L. Chikoto, University of Wisconsin-Milwaukee
Abdul-Akeem Sadiq, Indiana University Purdue University Indianapolis
Erin Fordyce, Indiana University Purdue University Indianapolis***

***chikoto@uwm.edu
asadiq@iupui.edu
efordyce@umail.iu.edu***

Few studies have compared the mitigation and preparedness activities adopted by nonprofit, private, and public organizations. This study contributes to this important literature by comparing the adoption of mitigation and preparedness activities by nonprofit, private, and public organizations in Memphis, Tennessee. The findings show that, although nonprofit organizations may be more resource-constrained compared to private corporations, they adopt more mitigation and preparedness activities than private corporations. In addition, public organizations adopt more mitigation and preparedness activities than private organizations. The results are inconclusive on the comparison between nonprofits and public agencies.

Organizational and Environmental Determinants of Nonprofit Financial Vulnerability

Christopher Prentice, North Carolina State University

crprenti@ncsu.edu

This paper provides a substantive theoretical and empirical analysis of nonprofit financial vulnerability. The first section reviews the corporate for-profit literature on predicting bankruptcies that serve as the basis for models of nonprofit financial vulnerability. The second section describes the dependent variable, nonprofit financial vulnerability, in greater detail and consistent with previous literature identifies four proxies for financial vulnerability. The following section outlines the theoretical framework for this study and identifies the hypothesized predictors of nonprofit financial vulnerability. Finally, the paper identifies the most important variables in explaining nonprofit financial vulnerability.

Nonprofit membership associations in a weak economy: A multidisciplinary approach to the management, maintenance, and transformation of membership associations

Gary Igor Travinin, North Carolina State University

gitravin@ncsu.edu

The weak economy has had a stark effect on the management, maintenance, and leadership of nonprofit membership associations. Commitment and motivation of leadership, staff, and members are sure to be under duress as the economy forces association's to make drastic changes in everyday operations. The following paper proposes a model for nonprofit membership associations, based on Industrial and Organizational Psychology literature, which utilizes and promotes commitment and motivation in the face of an economic downturn.

From Disaster to Development: Leadership Profiles of Disaster Response Teams

Beth Birmingham, Eastern University

bbirming@eastern.edu

Michelle Shockness, Eastern University

mschockne@eastern.edu

Disaster mitigation and response leaders from all types of agencies agree that there is a dramatic increase in the number of emergency situations they are called to address annually. Despite the increase in incident, the expectation for their agencies to respond well and with immediacy is ever-present. "The key question for [our organization] is: how do we consistently and intentionally grow more and better leaders?" (Goudswaard, 2011). This mixed method study examines the leadership development and characteristics of First and Second wave disaster response staff through the lens of Ron Heifetz's Adaptive Leadership Characteristics.

Context, SHRM and Employee Engagement: A Case Study of A-Way Courier

Kunle Akingbola, Lakehead University

akingbola@rogers.com

This paper draws on contingency theory, social exchange theory and nonprofit management research to examine the context of SHRM in a social business nonprofit organization. The case organization emphasizes the importance of contextual drivers as a critical factor in SHRM. The results suggest that strategic human resource management (SHRM) practices and policy are consistent with the context and system architecture of A-Way. It indicates that SHRM is experienced through the social goals of the organization. The context that underlines the mission and values of A-Way links HR to the social exchange context of the organization.

Exploring the Dynamics of Interprofessional Teams in a Healthcare Setting

Christina Coidakis-Barss, Case Western Reserve University

barssc@ccf.org

Tony Lingham, Case Western Reserve University

txl28@case.edu

James Young, Cleveland Clinic Lerner College of Medicine

youngj@ccf.org

Sheri Perelli, Case Western Reserve University

sheriperelli@comcast.net

U.S. legislation is changing the way health care is delivered with government reimbursement for service based on patient satisfaction as well as quality outcomes. Healthcare systems are scrambling to improve both quality and patient satisfaction statistics, but with mixed results. Efforts to improve quality – including the use of interprofessional teams – are showing promise. The aim of this study is to explore the dynamics of interprofessional teams to inquire whether and how they break down professional boundaries, foster collaboration and improve patient care outcomes.

Crafting Philanthropy Framework for a Sustainable University of Tomorrow: A Case Study of Two Universities.

***Rohayati Mohd Isa, University of Tasmania
John Charles Williamson, University of Tasmania***

***rmohdisa@utas.edu.au
John.Williamson@utas.edu.au***

Contemporary universities across the globe all seek those causes which can command attention from philanthropists. What should the University do to attract donations in a multi ethnic and cultural society? This paper will report case study data involving a state university in Malaysia and an Australian university. The study employed a Qualitative Research Approach, and data were gathered from documents, questionnaire and interview with the university's senior staff, Advancement and Alumni administrators and donors. Findings demonstrate that in crafting the philanthropy 'model', the University needs to institutionalise the elements of love and affection in its strategy to 'court' prospective donors

Minefields of Paradox: The Multiple Logics of Development

***Eric Martin, Bucknell University
Jordi Comas, Bucknell University***

***ecm018@bucknell.edu
jcomas@bucknell.edu***

Observers and practitioners have expressed frustration with the pace of development in Bosnia claiming activities were inefficient, ineffective, and lacked coordination. These criticisms however don't take into account the extreme paradoxes faced by development professionals. Failures on one dimension may represent successes on another. Institutional logics, drawn from institutional theory, explain the roots of such paradoxes. Based on interviews with nearly 100 professionals in Bosnia, we explore how logics of aid, development, business, and career explain how private, public and NGO players manage development assistance efforts in complex nation-building settings, providing insight into perceptions of, and solutions to, obstacles reported.

Exploring the Current Status of Social Media Use Among Nonprofit Human Service Organizations

James Young, University of Nebraska-Kearney

youngja2@unk.edu

This paper highlights the results of a dissertation that examined how and why nonprofit human service organizations (HSO) are using social media in a moderately sized mid-Atlantic city. Utilizing a cross-sectional survey design, 126 human service organizations answered questions that underline the current status of social media use among these unique organizations. Results indicate that HSO's are generally satisfied with social media, use it primarily to promote their organization and services, and despite limited resources HSO's plan to continue to use social media in the future.

*An Exploration of Resilient Nonprofit Organizations:
How Human Services Providers in Virginia Thrived
During and After the Great Recession*

Saunji D. Fyffe, The Urban Institute

Sfyffe@Urban.org

The 'Great Recession' only magnified the chronic instability of the sector. Increased constraints on already limited funding resulted in many nonprofits struggling to stay afloat. Nonetheless, there are nonprofits that managed to capitalize on the economic conditions and emerge stronger and more prosperous than before the recession began. Specifically, these organizations embody resiliency.

A multiple case study approach will be employed to explore the essence of resilience through the experiences of human services nonprofits in Virginia. Examining resiliency may be more important than ever as nonprofits are challenged to operate in increasingly volatile environments.

*Managing for Change: A Long-Term Analysis of NGO-
Community Interactions in Slum Housing in Mumbai,
India*

Ramya Ramanath, DePaul University

ramya.ramanath@gmail.com

Development projects that displace people involuntarily are known to give rise to grave hardships. To minimize adverse consequences for those displaced, the last two decades have seen recommendations for civil society involvement in resettlement and rehabilitation efforts. Despite broad consensus favoring NGO involvement, there is little research that examines NGO effectiveness in leading these efforts. This paper draws on a longitudinal study of a housing NGO in Mumbai, India. In doing so, it provides an empirical and theoretical basis for examining evolution in NGO-community relationships and links research on the urban political economy of housing to research on participatory development.

*The Professionalization of Social Work: How Practice
Technologies Changed within Charitable Agencies*

*David Fauri, Virginia Commonwealth University
Mary Katherine O'Connor, Virginia Commonwealth University
F.Ellen Netting, Virginia Commonwealth University
D. Crystal Coles, Virginia Commonwealth University*

*dfauri@vcu.edu
mkoconno@vcu.edu
enetting@vcu.edu
colesdc@vcu.edu*

In this paper we study the process of social work professionalization in its multiple forms (staff, board, and the organization as a whole) in five of Richmond, Virginia's charitable agencies – an orphan asylum, a benevolent association, an old age home, a charity organization society, and a settlement house in the early 20th century. We begin with the debate about professionalization and then transition towards how organizations responded to early changes in technologies that accompanied professionalization as a springboard for consideration about technologies and professionalization in today's nonprofit world.

*Harnessing the Capacity for Change: Exploring
Linkages and Interdependencies Between
Dimensions of Capacity*

*Tara K. Bryan, University of Nebraska at Omaha
Kimberley Isett, Georgia Tech*

*tbryan@unomaha.edu
tarabryan77@hotmail.com*

Successful organizational change requires creating conditions that facilitate the change to actually be implemented on a daily basis. In this paper, we assess nonprofit organizations' capacity to implement and sustain change. Utilizing a multi-method approach that included both interview and survey data, this study finds that there are five dimensions of capacity relevant to implementing change efforts and that they work together to create synergies for change. In particular, our findings suggest that some capacity elements cluster together and then support the development of other, more complex and less tangible capacities.

High Performance Work Systems in Nonprofit Human Service Organizations

Sally C. Selden, Lynchburg College

selden@lynchburg.edu

Jessica E. Sowa, University of Colorado Denver

jessica.sowa@ucdenver.edu

How can nonprofits develop a workforce that delivers high performance? High performance work systems (HPWS) are defined as a bundled set of HRM practices that influence the knowledge, motivation, and involvement of employees. Research on these systems in the private sector shows that developing an integrated system of HRM practices can impact the performance of a firm, the commitment of employees, and voluntary turnover. This research addresses the following questions: How prevalent are high performance work systems (HPWS) in the nonprofit sector? Which components of HPWS do nonprofits address well? Which components of HPWS present the most challenges for nonprofits?

SIMO: A Model to Describe the Relationships Between Nonprofit Organization Strategy, IT/Mission Alignment and Outcomes

Kelly Ann Trusty, Western Michigan University

kelly.a.trusty@wmich.edu

This investigation identifies relationships found in nonprofit organizations between strategic and organizational factors that enable and inhibit IT alignment, the use of information technology strategies and tools in ways that support organizational strategies, and ascertain the extent to which performance outcomes are influenced by those relationships. Demonstrated relationships comprise a new theoretical model to explain the influence of strategy and IT alignment on outcomes in NPOs. This model expands upon business sector achievements by adapting and integrating existing business-sector strategy typology and IT alignment models with nonprofit outcome measurement models in light of unique characteristics of the nonprofit sector.

Head and Heart: Employee Engagement in the Nonprofit Sector

Jessica Word, University of Nevada Las Vegas

jessica.word@unlv.edu

This research examines the role of employee engagement in the nonprofit sector. Engagement, unlike employee satisfaction, refers to a more enduring relationship between employees and work which impacts not only their attitudes towards work but also organizational outcomes. This paper examines the level of employee engagement in the nonprofit sector and the impact of organizational, management, and individual characteristics on the engagement of nonprofit employees and their turnover intentions. Our analysis suggests, the values and emotions of the employees as well as the quality of management and support play a role in the engagement and ultimately turnover intentions of nonprofit employees.

How Do Nonprofit Employees Differ from Public and Private Peers? Exploring the Effects of Individuals' Risk Preferences on Job Choices

Hsiang-Kai Dennis Dong, University of Georgia

ddong@uga.edu

The present study examines the effects of risk preferences on individuals' probabilities of pursuing a nonprofit career. Using the 1979 National Longitudinal Survey of Youth (NLSY79), we found that level of risk aversion is an important predictor of individuals' job choices. An individual with moderate risk tolerance is more likely to self-select into nonprofit employment relative to someone with a higher or lower risk tolerance. Findings further suggest that nonprofit employees are similar to private employees in terms of risk preferences, but are less risk averse than public employees and more risk averse than self-employed individuals.

Using Member Lifetime Value to Support Value-Based Relationship Management in Membership Organizations

***Bernd Helmig, University of Mannheim
Christine Rupp***

***sekretariat@oebwl.bwl.uni-mannheim.de
rupp@oebwl.bwl.uni-mannheim.de***

Membership organizations are a vital component of civil society as well as a subject of various academic research streams. Relationship management, however, is underrepresented in membership research. This paper addresses this gap and contributes to the literature by introducing the concept of lifetime valuation to the membership context. Lifetime value-based segmentation fosters purposive resource allocation in relationship management. Member lifetime value (MLV), a measure for the value members contribute to organizations, is derived from existing lifetime value concepts, adding membership-specific elements. A first validation of MLV is obtained by computerized simulations. Applying MLV facilitates target-oriented relationship management in membership organizations.

Determinants of the Recovery of Distressed Nonprofits

Elizabeth A.M. Searing, Georgia State University

esearing1@gsu.edu

Indicators of financial vulnerability are normally used for diagnostic purposes; this is helpful, but leaves unanswered how the vulnerable nonprofit should prioritize them in order to escape distress. This study uses the financial indicators from three established models traditionally used to predict financial distress to instead gain insight into nonprofit recovery; we follow the financial indicators from the nonprofit's first year of vulnerability over an additional two years as they struggle to emerge from financial distress. In determining the characteristics of those firms who recovered, nonprofits can gain strategic insight on how to best improve their likelihood of recovery.

Who's in Charge? Reconciling the Strategic Decisions of Nonprofits

***Matthew I. Shea, West Chester University
Robert D. Hamilton, Temple University***

***mshea@wcupa.edu
rdhiii@temple.edu***

Stakeholder Theory is also used to predict the moderating role stakeholders fulfill in the relationship between environmental uncertainty and nonprofits' strategic decisions. The study examines 134 charities across six industries over a five year period and discovers the influence of environmental uncertainty on nonprofits' strategic decision depends on the ability of salient stakeholders to diversify their interests. The identified effect encourages Stakeholder Theory applications adopt a dual-perspective approach to the concept of salience; such applications need to account for the salience of the stakeholder to the organization and the salience of the organization to the stakeholder.

Expanding State Regulation of Nonprofits: A New York Case Study

Christopher Corbett

chris_corbett1994@hotmail.com

Public policy pressures to improve governance are increasing, the regulatory climate overheating.

Governor Cuomo's January Order caps state-funded providers on administration (25% to 15%) and executive compensation (\$199,000). On 2/16/12, the Attorney General issued a "roadmap" on compensation; self-dealing; board recruitment and training. That day, Senators solicited testimony on "bloated management salaries", expressing anger given ongoing NP abuses (Transcript 31; 87).

NY's efforts are increasing, threatening NP functioning and autonomy. This paper examines NY's actions to identify productive ways to engage and manage regulatory intervention, preserving NP autonomy as possible.

Nonprofit Advocacy in a Recession: A Multi-Product Firm Approach to Understanding the Use of Lobbyists

Sarah Beth Gehl, Georgia State University

sgehl1@student.gsu.edu

Can the fiscal stress of a recession be a factor leading nonprofits to increase or decrease advocacy efforts? Using Georgia data on registered lobbyists and IRS 990 data, this analysis contributes to our understanding of the resources devoted to influencing policy and the causes leading nonprofits to increase or decrease this advocacy strategy during a recession. Relying on James's multiproduct firm approach, nonprofit organizations are conceptualized as facing allocation decisions between service provision and advocacy during the 2007 recession, with a fixed effects panel data model used to test such conceptualization across subsectors and organizational characteristics.

Are Alberta's Neoliberal Policies Handicapping Disability Agencies? Proposal for a Neo-Institutional Research.

Nilima Sonpal-Valias

nksonpal@ucalgary.ca

Human service charities have been severely impacted by the policy shift from welfare state Keynesianism to neoliberal trends characterizing advanced political economies since the 1980s. This paper summarizes the literature linking neoliberal social policies and their impact on human service charities. Next, it describes a plan, guided by a neo-institutionalist framework, for empirically investigating: (i) the evolution of neoliberal social policies in Alberta; and (ii) the impact of these policy shifts on the inter-sectoral roles and relationships and organizational characteristics of disability services. The paper will conclude by sharing preliminary findings from the research.

The "Foundations" of Local Government: Determinants of Voluntary Support for Public Services in American Cities

David Gastwirth

gastwirt@usc.edu

Local governments can receive public contributions through government-supporting nonprofit organizations (GSNPs), but there is variation across American cities. This paper aims to link the study of GSNPs to the literature on citizen coproduction and nonprofit sector emergence. Prior work has considered the influence of government and market failure, community structure, and social characteristics on coproduction and nonprofit sector size. GSNP revenue for the 300 largest cities in the United States will be modeled to test theories of political economy (exit and voice) and community ecology (organizational density). The implications of these findings for public administrators and GSNP leaders will be considered.

Policy Innovations for the Regulation and Coordination of Nonprofit Organizations: Perspectives from Latin America

Susan Appe, Binghamton University, SUNY

sappe@binghamton.edu

Better—both more effective and more efficient—solutions to persistent public and social problems are on the policy agenda across the world. In order to provide needed goods and services, some call for the strengthening of nonprofit organizations' capacity and greater coordination among nonprofits. This paper addresses innovations related to nonprofit capacity and coordination implemented by government, the diffusion of these innovations, and their effectiveness. Using a diffusion of innovation framework, this paper seeks to first, address the policy diffusion, transfer, or convergence of innovative tools across governments and second, by then looking at in-depth case studies, the paper analyzes the effectiveness of such tools.

Towards a Liberal Theory of Charity Law

Matthew Harding, University of Melbourne

m.harding@unimelb.edu.au

The paper is laid out in three parts. In Part 1 I analyse how the state, through charity law, recognises and promotes certain goods. In Part 2, I consider and call into question some liberal objections to charity law that cluster around the notion that the state should be neutral in respect of conceptions of the good. In Part 3, with the anatomy of charity law that I introduced in Part 1 in view, I present an argument for charity law that appeals to the distinctly liberal value of personal autonomy.

Taxing Success? Understanding the Design of Payment in Lieu of Taxes Programs (PILOTs)

Heather MacIndoe, University of Massachusetts-Boston

Heather.MacIndoe@umb.edu

Payments in lieu of taxes (PILOTs) are monetary payments made by nonprofit organizations to local governments as compensation for the loss of property tax revenue associated with property owned tax exempt organizations (Brody, 2010). PILOTs are voluntary, negotiated agreements between municipalities and nonprofits. Little systematic knowledge exists about what factors influence their design and implementation. This paper explores this question through interviews with public managers in a sample of Massachusetts municipalities. The analysis includes a consideration of how a nonprofit can offset their PILOT payments by making a case for the "community benefits" their organization produces.

How to integrate philanthropy within the European Welfare State Paradigm

Theo N. M. Schuyt, VU University Amsterdam

gin.fsw@vu.nl

Philanthropy is growing rapidly in Europe. However, many politicians and social policy researchers in Europe may see philanthropy as a stage in European social development that is passé. Philanthropy is a concept that belongs in an era long before the welfare state. The welfare state and its facilities represent civil and social rights, the opposite of the inequality, paternalism and arbitrariness associated with philanthropy. These questions are discussed in this paper. Why has philanthropy been neglected and what panacea will be found to bring philanthropy back into the basics of European democracies?

Revenue Recognition and the Non-Profit Organization

***Andrew C. Holman, Helen Bader Institute for Nonprofit Management
Daniel Neely, Helen Bader Institute for Nonprofit Management***

***andy@ritzholman.com
neely@uwm.edu***

The purpose of this study is to examine the revenue recognition standards for United States nonprofits. We consider the theoretical soundness of the existing standards and compare the United States nonprofit financial reporting standards to the nonprofit financial standards of the principal countries indentified in the report on application of the conceptual framework project: the United Kingdom, Canada, Australia, and New Zealand. Based on our comparative review, we include several recommendations for new non-profit standards that should help guide current discussions on the best way to converge nonprofit financial reporting.

Acceptance of Sarbanes-Oxley Changes by Small Nonprofit Organizations

Paul L. Govekar, Ohio Northern University

p-govekar@onu.edu

Michele A. Govekar, Ohio Northern University

m-govekar@onu.edu

In June 2002, Congress passed the Sarbanes-Oxley Act (SOX) in response to Enron’s financial debacle and revelations of accounting irregularities and securities fraud at other firms. Even though SOX only applies to public corporations, SOX is becoming the de facto standard for nonprofits and private companies as well as the legal standard for publics. In 2008, Iyer and Watkins published the results of their empirical study of the adoption of Sarbanes-Oxley measures by nonprofit organizations in North Carolina. In our study, we survey small nonprofit organizations in Ohio and compare our results to those of Iyer and Watkins.

How Nonprofit Leaders Approach Their Role as Community Representatives

Theresa Anasti, University of Chicago

Tanasti@gmail.com

Jennifer E. Mosley, University of Chicago

mosley@uchicago.edu

Colleen M. Grogan, University of Chicago

cgrogan@uchicago.edu

Community-based organizations (CBOs) and religious congregations are often thought to play an important representative role in low-income communities. However, little is known about how leaders conceptualize their community representative role; this research seeks to address that gap. Findings demonstrate that CBO and religious leaders understand this role in different ways: CBOs frequently interact with residents about community needs, whereas religious leaders typically assume they have sufficient knowledge about the community, and do not frequently communicate with residents outside of their congregation. These different models of representation have implications for how community residents’ needs and concerns are presented to key stakeholders.

Nonprofit Property Tax Exemptions: Are They Really Burdening Homeowners?

Deborah A. Carroll, University of Georgia

dcarroll@uga.edu

This paper examines parcel-level property data for a major urban city – Milwaukee, Wisconsin – over a thirty-year time period to assess the extent to which, if at all, property tax exemptions granted to nonprofit organizations impact the property tax burdens of homeowners throughout the city and over time. Based on the theoretical framework of the hedonic price model, this study examines housing values and property tax burdens for owner-occupied housing units by U.S. Census blocks, while controlling for property characteristics and neighborhood location, to assess the influence of tax-exempt properties in close proximity to homeowners.

Creating Systemic Change: Civil Society Engagement on Poverty and Inequality Policy in Six Countries

Alnoor Ebrahim, Harvard Business School

aebrahim@hbs.edu

This paper provides a conceptual overview to a multi-country research project that investigates how CSOs are trying to influence national public policies on poverty. The research is a collaborative effort among scholars and practitioners in six countries. We elaborate three core conceptual challenges facing civil society organizations — accountability, representation and inclusiveness — as they engage in policy dialogues in democratic societies.

Religion and Welfare: Re-Examining European Perspectives

Sinisa Zrinscak, University of Zagreb, Croatia

sinisa.zrinscak@zg.t-com.hr

This paper reviews literature about the role of religion in welfare, and in particular about the current reconfiguration of the religious-welfare nexus in Europe. It summarizes and critically examines key arguments about the long lasting historical influence of political-religious cleavages, the influence of the welfare state crisis and the new role of non-state actors, religious responses to new social issues, etc. Differences among countries and various social issues are identified. The paper also addresses the particular case of post-communist countries, from theoretical and methodological points of view.

The Failures of Rapid Re-Housing for Rural Homelessness

Karen A. Ford, James Madison University

fordka@jmu.edu

Margaret F. Sloan, James Madison University

sloanmf@jmu.edu

This paper discusses the policy context of funding and organizational infrastructures providing homeless services in rural America. To analyze the problem, the researchers will conduct a mixed methods study including 1) analysis of policy documents related to homeless prevention funding (including Rapid Re-Housing) to understand the current obstacles for rural areas, 2) quantitative analysis of rural homeless service providers and their networks including resource streams and faith-based/secular mix, and 3) a structural examination of a rural homeless network. The paper concludes by offering policy recommendations for addressing funding concerns in addition to offering strategies for rural homeless service organizations.

The impacts of managerialism on social welfare NGOs: The case of Hong Kong

Zhuoyi WEN, City University of Hong Kong

wenzhuoyi@msn.com

Welfare state was in crisis in 1970s. The New Right alleviates public finance burden by marketization of social service. The process of purchasing service is managed in accordance with the doctrines of managerialism, such as value for money, accountability and customer oriented service. This managerial reform has brought fundamental changes in social service of western welfare state. Hong Kong established a managerialist subvention system at the turn of the century. The study will examine how and why the new subvention system changes the financial resource and political power of subvented NGOs.

Advocacy and Civil Society Development: Effective Advocacy in Russian Non-Profit Organizations?

Sergej Ljubownikow, Nottingham Trent University

sergej.ljubownikow@ntu.ac.uk

Jo Crotty, University of Salford

j.crotty@salford.ac.uk

In this paper we examine the scope, nature, and type of advocacy activities of Russian Non-Profit Organizations (NPOs). Conclusions on NPO advocacy activities and the impact of state funding remain divided. We contribute to clarifying this discussion by operationalizing qualitative data collected from health and education NPOs (HENPOs) in Russia. We demonstrate that HENPOs, whilst having access to various advocacy channels, fail to use these to influence policy. HENPOs use advocacy channels to position themselves in proximity to the state and to ensure access to funding. We discuss the implications of this failure to advocate for Russia's continuing democratization process.

The Challenge [or Threat] of Freedom Association in Young Democracies

***Paula G. Kabalo, Ben Gurion University
Hadara Bar Mor, Netanya Academic College***

***pkabalo@gmail.com
barmorh@netvision.net.il***

The paper reveals the history of the law of societies in Israel, throughout thirty years of discussions. It presumes that the legislative process serves as a kaleidoscope for the evolution of Israel's democracy and can also reflect the challenges that other new democracies have experienced while coming into being. This interdisciplinary study leans on historical and legal studies methodologies. It reveals historical records that shed light on the legal process, including minutes from meetings of political and professional actors, and compares the different versions of the law as those were accepted by the different players along the road.

Policy Influence Across Borders

***Lisa Hilt, Oxfam America
Omar Ortez, Oxfam America***

***lhilt@oxfamamerica.org
oortez@oxfamamerica.org***

In the face of limited economic resources and political opportunities, international non-profits are looking for ways to leverage their resources to increase their effectiveness in influencing policy. This paper provides an analysis of three case studies in which a prominent international NGO has combined US and national level policy advocacy in Cambodia, Guatemala and Haiti to affect change in each of these countries. In addition to describing the activities and outcomes that resulted from each of the three cases, this analysis will identify key challenges, benefits and other lessons for this type of cross-country collaborations.

***Does Government Funding Depoliticize NGOs?:
Examining Evidence from Europe***

***Elizabeth A. Bloodgood, Concordia University
Joannie Tremblay-Boire
Aseem Prakash, University of Washington***

***eabloodg@alcor.concordia.ca
jboire@u.washington.edu
aseem@uw.edu***

Does government funding depoliticize NGOs, and dampen their role as public policy actors? Previous work suggests that government funding can be used to create a politically active civil society sector. Using a dataset of 2500 NGOs registered with the EU we find to the contrary that increased government funding reduces the amount of money NGOs spend on advocacy activities. We examine two mechanisms to explain this: NGO self-selection and government threats to pull funding. Our paper should motivate scholars and practitioners to rethink how actors such as governments might help foster a politically active NGO sector.

Beyond the Cause: The Art and Science of Successful Advocacy

Erica Greeley, Independent Sector

ericag@independentsector.org

This study explores the ability of the nonprofit and philanthropic community to advocate successfully on federal public policy issues that affect the sector at large. First, four case studies are used to illustrate successful elements of advocacy. Second, is a landscape analysis of organizations engaged in relevant advocacy work, including analyses of several of the key issues such as the charitable tax exemption and lobbying rules. Finally, the paper offers recommendations for how the sector can increase its effectiveness in advocating for a public policy framework that supports the sector.

Promised and Delivered?: New Labour Rhetoric and Volunteer-Funding Streams

Anjelica Season Finnegan, University of Southampton

a.s.finnegan@soton.ac.uk

Volunteering is ever-present in government policy in the UK. However, little research has been done into government and volunteering. Focusing on the New Labour administration (1997-2010), this paper is a first step towards mapping and analysing government support of volunteering. A multi-method study using qualitative content analysis, elite interviews and analysis of financial data, this study investigates whether the net amount of public money New Labour committed to supporting volunteering is correlated to its stated priorities. The paper concludes that New Labour targeted its funding to specific volunteering activities (e.g. international development) and specific groups of people (e.g. young people).

Legislating Good Governance: A Case Study of Immigration Organizations and Tax Compliance

Thomas Southard, Independent Sector

toms@independentsector.org

In 2011, CETUSA, a 501(c)(3) organization that offers visas to young men and women around the world to work for short periods of time in the United States, made national news for the abuses it perpetrated on foreign teens who worked at the Hershey Company's chocolate factories. While CETUSA's labor practices were abhorrent, its tax-exempt compliance wasn't much better. This paper highlights specific issues in many of the visa-granting organizations, proposes actions Congress could take to prevent future issues, and puts these governance procedures in the context of Congress' 2006 legislation controlling 501(q) credit counseling agencies.

Advocating for Food Safety: The role of Advocacy and Lobbying by Food Safety Nonprofits

Megan Warnem, NC State University

mkwarnem@ncsu.edu

The purpose of this paper is to determine the differences between advocacy and lobbying activities between consumer safety and industry-based groups in terms of food safety policy. The research will examine exactly how large a role advocacy and lobbying plays in the day-to-day activities of these distinct food safety groups. Furthermore, I wish to add to the nonprofit literature and attempt to fill some of the gaps regarding the differences between advocacy and lobbying within the nonprofit field and provide a fourfold typology that operationalizes the definitions of advocacy and lobbying.

Nonprofit Influence in Public Policy: Perceptions and Success

*Anne Buffardi, Oxfam International/University of Washington
Robert Pekkanen, University of Washington
Steven Rathgeb Smith, Georgetown University*

*buffardi@uw.edu
pekkanen@uw.edu
srs83@georgetown.edu*

Using original data, we examine the extent to which Seattle-based nonprofits perceive they are influential in the political arena and factors associated with successful policy change. Nonprofits engaged in advocacy were more likely to perceive themselves as influential than those not involved, yet still less than a fourth believed they were strongly influential. Among this subset, 79% reported previous policy success, more often modifying or stopping policy than enacting new policy, particularly when acting alone rather than in coalition. Policy success was not associated with perceived political influence, suggesting that nonprofits may underestimate their role in the policy process.

*Policy Advocacy by Nonprofit Human Services:
Determinants of Frame Variation in the Welfare and
Homeless Debates*

Eve Garrow, University of Michigan

egarrow@umich.edu

Nonprofit human services have historically advocated on behalf of poor people. Yet, we know little about the factors that determine the content of advocacy. I conduct a comparative analysis of nonprofit human service advocacy on behalf of poor mothers and children in the areas of Welfare Reform and homelessness. The study tests a theory that explains how organizational variables, institutional context, political economy, and the moral construction of the target client group determine variation across issue frames and outcomes. It identifies the conditions under which advocacy strategies lead to more supportive social policies for vulnerable groups.

*Impact of Federal Budget Cuts on Nonprofits: Filling a
Critical Gap in Information*

Alan J. Abramson, George Mason University

aabramso@gmu.edu

This paper will provide important, up-to-date information on government funding of nonprofit organizations. In particular, the paper will draw on the author's previous research on this topic to report on recent trends in federal funding of nonprofits and projections of how federal support of nonprofits may change in the years to come under several different budget scenarios.

*A 19th Century Model for a 21st Century Problem:
Government-Nonprofit Fiscal Relations in the
Provision of Child Welfare Services*

Nicole P. Marwell, Baruch College - CUNY

nicole.marwell@baruch.cuny.edu

Thad D. Calabrese, Robert F. Wagner Graduate School of Public Service, NYU

thad.calabrese@nyu.edu

This paper explores one facet of the idea that the outsourcing of human service provision saves government money. We ask what the impact of this savings effort is on the nonprofit organizations themselves that discharge governments' responsibility to provide for their citizens. To emphasize the importance of governmental responsibility in the government-nonprofit relationship, we choose an area of human services that is statutorily incumbent upon government to provide: child protection and welfare.

*Exploiting the Hollow State: Nonprofit Advocates in
State Policy Decision Making*

Jennifer E. Mosley, University of Chicago

mosley@uchicago.edu

Mark E. Courtney, University of Chicago

markc@uchicago.edu

How is reduced government capacity, due to state cutbacks and budget problems, influencing the role and effectiveness of nonprofit advocates? This paper presents a case study of a major legislation change in California to show that contrary to expectations, reduced government capacity may actually increase opportunities for nonprofit advocates. This is largely due to the increase in collaborative stakeholder processes that have been developed around regulatory matters and implementation planning. Nonprofits with significant resources and cultivated expertise may be able to dominate these processes when state administrators are short staffed and have unmanageable workloads. Implications for democratic accountability are discussed.

Philanthropic Actions of Ordinary People and the Change of Public Policies

Hua Ma, Sun Yat-sen University

bernice.ma.cop@gmail.com

The year of 2011 witnessed a lot of unbelievable changes happening in China which were caused by philanthropic actions of ordinary people. Though political reforms have hardly taken place, philanthropy for the common good is more widely accepted, and even exerts positive influences to the government. This article, on the one hand, explores different strategies ordinary people in China used on philanthropic actions to successfully make changes to the public policies, on the other hand also finds that some of the actions are unsustainable and unduplicable.

Challenges of the Nonprofit-Government Relationship: Moving from Relational to Transactional Contracting

Brent Never, University of Missouri-Kansas City

neverb@umkc.edu

Erwin de Leon, The Urban Institute

edeleon@urban.org

The recession profoundly impacted state governments and their nonprofit partners. This paper begins with a conundrum: while government contracts can provide stability and legitimacy to nonprofit providers, state fiscal imbalance has increased their vulnerability. Analysis of Urban Institute's survey findings on nonprofit contracting and grants reveal a sector severely stressed. This analysis is augmented with six case studies to document the evolution of contracting from being relational to transactional. The implication is that if human service contractors are providing a good they also must embrace this reality and no longer view contracts merely as a means to further their missions.

Policy Dimensions of Arizona's Transaction Privilege Exemption

Mark A. Hager, Arizona State University

mark.hager@asu.edu

Susanne McArdle, Arizona State University

Susanne.McArdle@asu.edu

Most states exempt charitable organizations from paying sales tax on the purchase of goods. However, states differ on what organizations qualify as charitable and what steps organizations must go through to apply for and utilize the exemption. The proposed paper follows from our study of the exemption of certain nonprofits from Arizona's sales on purchases, known here as the transaction privilege tax. The paper takes the form of a case study of the law and its practical application to qualifying community health centers, health care organizations, and hospitals.

NPOs strategies in a changing arena: Nonprofit organizations at the local level

Dorit Bar-Nir, University of California, Berkeley

doritbarnir@berkeley.edu

Nonprofit organizations (NPOs) depend on their external environment for funding and legitimacy. Based on in-depth study of a large local authority in Israel in the years 1999–2006, this paper discusses the strategies used by NPOs to increase the dependence of the local authorities on their services, following steady privatization and devolution of social services provision from central to local government and local NPOs. These strategies include professional and financial leverage, commercialization, monopolization, subcontracting to for-profit organizations, and the use of formal and informal sources of influence.

Government-Foundation Partnerships in the 21st Century

Alan J. Abramson, George Mason University

Benjamin Soskis, George Mason University

Stefan Toepler, George Mason University

aaabramso@gmu.edu

bensoskis@gmail.com

stoepler@gmu.edu

This paper takes a fresh look at government-foundation partnerships. To do so, the authors have reviewed studies of government, foundation, and nonprofit partnerships; identified and compiled descriptions of the many government-foundation partnerships that have been established over the last decade; and interviewed 25-30 government, foundation, and other officials about government-foundation partnerships. The product of the research will be a paper that lays out an analytic framework for understanding government-foundation partnerships and applies the framework to assess a range of current partnerships.

The Institutional Context of Korean Philanthropy and a Leadership Role of (Quasi-)Community Foundations

Yu Jean Sohn, University of Southern California

ysohn@usc.edu

For over a decade, Korean philanthropy has been intensively developed and the government-leading tradition has shifted. It has been affected by the community foundation model, as a global cultural norm. This paper explores Community Chest of Korea and The Beautiful Foundation which are trying to make a social change beyond an asset building. Three research questions can be raised. First, how has a Korean fundraising model been influenced by a global cultural norm? Second, does a different relationship with the government make differences on fundraising and grantmaking? Third, which factors make a leadership role possible? Is a partnership with government helpful?

Advocacy Networks: Responses to Fiscal Stress

Brenda K. Bushouse, University of Massachusetts

bushouse@polsci.umass.edu

This paper analyzes responses by child advocacy organizations during the fiscal crisis. In 2010 aggregate funding for state preschool programs decreased, the first decrease since 2002 when data was first tracked. A key focus of this research project is to understand how networks of advocates responded to fiscal stress to understand under what conditions advocates collaborate or compete. This paper begins with a cross national analysis of state preschool funding and then focuses on three states with different state preschool funding mechanisms and administrative structures to assess how policy design interacts with advocacy networks to influence budgetary outcomes.

Participation, Deliberation and Decision-Making: The Dynamics of Inclusion and Exclusion in Mixed-Income Developments Replacing Public Housing Complexes in Chicago

*Robert Chaskin, University of Chicago
Amy Khare, University of Chicago
Mark Joseph, Case Western Reserve University*

*rjc3@uchicago.edu
akhare@uchicago.edu
mark.joseph@case.edu*

This paper explores the mechanisms, processes, and dynamics of participation and deliberation in three newly created, mixed-income communities being built on the footprint of former public housing developments in Chicago. Our findings reflect enduring dilemmas about the challenge of democratic participation and representation for low-income citizens in the context of urban revitalization efforts. The paper explores a fundamental tension between two orientations to organizing participation, one that privileges “mainstreaming” public housing resident participation into collaborative governance structures and existing market and civil society mechanisms, and another that suggests the continuing need for separate mechanisms that maximize public housing resident representation.

The Law of Fundraising: An Examination of State Fundraising Policy and Impacts on the Fundraising Profession

Ericka Harney, Eastern University

ericka_harney@hotmail.com

Changes in the charitable giving landscape has resulted in policies, regulations and rules that range in variety among the 50 states and the District of Columbia. The goal of this research is to provide information regarding the policies and/or registration requirements for fundraising professionals at the state level, and go a step further in fully understanding the intentions of such policies. Identifying these requirements and policies is not only important for organizations that operate in one state but also in gauging implications for program expansion, national organizations serving many states, grant and fundraising consultants, and the nonprofit sector.

Strategic Philanthropy: Developing Future Nonprofit Leaders Through Service-Learning

Stephanie Krick, University of Central Florida

stephanie.krick@ucf.edu

This paper explores the historical and theoretical framework of service-learning and delineate strategies for incorporating service-learning into curriculum. The author also discusses the barriers that limit the effective incorporation of a service-learning component to existing university curricula. The author then reviews how service learning related to nonprofit organizations can benefit both the student and the community. Lastly, the author provides an example of a service-learning course developed in partnership with the Community Foundation of Central Florida designed to provide students with the ability to become the grantor and distribute actual funds to real organizations in the community.

Responding to Challenge: Comparing and Contrasting Selected Nonprofit University Programmes and Pedagogy in the USA and Europe

*Alexander Murdock, London South Bank University
Carmen R. Parra, Universidad Abat Oliba CEU
Rebecca Tekula, Pace University
Pascal Glemain, University of Rennes, France
John P. Casey, Baruch College, City University of New York*

*alex.murdock@lsbu.ac.uk
cparra@uao.es
rtekula@pace.edu
pascal.glemain@wanadoo.fr
john.casey@baruch.cuny.edu*

In a time of challenge and change for non profits this paper will examine how programmes in four different countries have responded in terms of ethos, structure , content and delivery. The authors are all closely involved with programmes in the USA, the UK, Spain and France. The paper will explore similarities and differences between examples from the four countries . Each programme will also be located in respect of developments in non profit education both in national and international terms.

A University-Community Partnership as a Potential Model for Training Future Nonprofit Leaders in Fundraising and Philanthropy

Shelley Murphy Strickland, University of Michigan

srstric@umich.edu

Outcomes from a model internship program suggest that the expansion of a university program aimed at educating and training undergraduates in fundraising and philanthropy has successfully expanded into the local nonprofit community. The expansion beyond the campus to the community involved research, stakeholder input, and varied partnerships. Results from the three-year pilot prove promising on numerous levels for the students, participating nonprofits, university officials, and community leaders alike. The program yields potentially innovative methods for training future nonprofit leaders.

Putting the Public Back in Public Affairs Education: Strengthening Civil Society and Citizenship through Community Engaged Teaching

Thomas Bryer, University of Central Florida

thomas.bryer@ucf.edu

This paper develops the notion of community engaged teaching within the context of public affairs curriculum as a means through which to empower students, engagement community, strengthen civil society and develop active ethical citizens. Based on several years of practice and theory development in community engaged teaching, the author presents a theoretical framework for designing and implementing community engaged teaching, strategies and techniques for successful implementation, and cases for readers to consider, critique, and expand for their own use and development. Fundamentally, community engaged teaching should place the public as partner in educating our students.

The Future of Nonprofit Human Resources: Challenges and Recommendations for Success

Ericka Harney, Eastern University

ericka_harney@hotmail.com

Philanthropic studies have identified nonprofit workforce and human resource issues (American Humanics and Bridgespan Group):

Executive turnover and transition

Leadership/managerial transition and leadership development

Recruitment and retention problems

After identifying these issues in the challenges of the future nonprofit workforce, recommendations have been developed from the current literature for nonprofits and academia to undertake

A Role for the University in Building Fundraising Capacity in Nonprofit Organizations: A Case Study

Cathleen O. Erwin, Auburn University

cerwin@auburn.edu

What can the University do to assist nonprofits in building fundraising capacity? This paper focuses on the role of faculty outreach and service learning for students, specifically a case study of one faculty member's work to enable students enrolled in a fundraising course to engage in experiential learning with local nonprofit organizations. Relevant literature, the course learning objectives and assessments, and the results of a survey and interviews with the students, organizations' representatives, and United Way leadership are shared. Recommendations are made for the further development of the initiative and research.

Multi-Disciplinary Nonprofit Studies Program Development: An Evaluation and Proposed Framework

*Andrew Schoeneman, Virginia Commonwealth University
Nancy Stutts, Virginia Commonwealth University*

*schoenemanac@vcu.edu
nbstutts@vcu.edu*

This paper reports on a formative, process evaluation of a multi-disciplinary nonprofit studies program development process in a large, public, Carnegie-designated Research I and community-engaged institution in the mid-Atlantic region. In addition to discussing the findings, challenges, and opportunities of the process, the authors propose a framework for understanding different disciplines' approaches to nonprofit studies, including their perspectives on social change and the role of the nonprofit professional. The research includes analysis of the university's existing capacity in this area, and the landscape of national models for nonprofit studies programs. Implications for nonprofit studies impact and the sector are discussed.

Bridging Liberal Arts and Professional Training for Social Change

Brenda K. Bushouse, University of Massachusetts

bushouse@polsci.umass.edu

Students often arrive on our campuses eager to change the world—and many more develop that desire through coursework that improves their understanding of power, social inequality, and the ethics of justice. A growing trend on liberal arts campuses is for undergraduates to form their own social change organizations. However, liberal arts undergraduate students are often lacking the skills necessary to transform social change dreams into real organizations. This paper reports on a two-year process of developing bridges from undergraduate liberal arts education to professional training through collaboration among a research university and four liberal arts colleges.

College Student Community Service: Analysis of Volunteer Motivations and Constraints

Alicia Schatteman, Northern Illinois University

aschatteman@niu.edu

Occasional volunteering is a popular trend among university students, due to time limits and a tendency toward more reflexive and less collective type of volunteering activities among Generation Y. This paper will examine motivational and constraint factors of college students to volunteer for community service. It relies on the Volunteer Functions Inventory (Clary et al., 1996) and the structural constraint model (Crawford, Jackson and Godbey 1991). Data will be collected via an online survey of the 1,800 students who participated in a community service day. Preliminary results will be presented at the conference.

Using Literature as a Source for Case Studies

John T. Long, University of South Carolina Upstate

jtlong@uscupstate.edu

Most case studies in the nonprofit classroom are based on real-life scenarios. In other disciplines, such as in British literature, professors that assign novels or plays are in essence using the case study method with fictional material. Many professional fiction writers are extremely adept at developing case-like material that assimilates real-life scenarios. This paper will highlight the use of *The Merchant of Venice* from Shakespearean literature to discuss issues in diversity. It will explore how students will research and learn about matters such as discrimination through racial stereotyping, legal ramifications, and its deleterious outcomes.

*Understanding How Nascent Social Entrepreneurs
Become Social Entrepreneurs: A Mixed-methods
Analysis of a Social Entrepreneurship Training
Program*

*Andrew J Germak, Rutgers University
Jeffrey Robinson, Rutgers University
Donna Van Alst, Rutgers University*

*agermak@ssw.rutgers.edu
jrobinson@business.rutgers.edu
vanalst@ssw.rutgers.edu*

Social entrepreneurship (SE) is an emerging practice that promises to harness the energy and enthusiasm of entrepreneurship with the values of the social sector to address many long-standing social problems. Little is known, however, about how to encourage and support - through training, education, and other means - the creative solutions inherent to this approach. This paper presents a mixed-methods evaluation of an SE training program launched in early 2012 at a major public research university. Faculty from the school of social work and the business school are collaborating to build the capacity of social entrepreneurs.

*Preparing the Next Generation of Social Change
Agents in Community Work: A Case Study*

Alma M.O. Trinidad, Portland State University

atrinidad@pdx.edu

Due to the changing demography of the communities being served, the next generation of leaders in non-profit organizations and community-based work face issues regarding diversity, inclusion, and equity in the field. The role of general education is important in creating pathways to a career in non-profit work, grassroots organizing, or the helping professions. Utilizing a case study approach and critical interpretive grounded theory, this paper highlights the impact of a yearlong, interdisciplinary freshmen inquiry course on race and social justice at a Northwest urban university. Results establish a conceptual framework for preparing future leaders in philanthropy, volunteer, and service.

*How Should We Teach the NPO/NGO-Related Subjects
at Public Policy School for Building Civil Society?
Japanese Case.*

*Takafumi Tanaka, Tokyo Gakugei University
Nozomu Osawa, Waseda University*

*tтанaka@u-gakugei.ac.jp
osawa.noz@gmail.com*

Recently, Public Policy School (PPS) is established in Japan, as an organization that trains the professional in the public policy. The Government advocated word "New Public Commons". It expects NPO to play the public role substitute for the government, as the recovery from the disaster. We investigated 43 graduate schools whose main field is public policy. The results are surprising. "NPO-related subjects" are NOT supplied very much in PPS. There isn't professor who teaches these subjects in about half courses. The content of them is about "Specified Nonprofit Corporations (SNC)", by new NPO law in 1998, at most.

*Nonprofit Health Clinic: Role of Interdisciplinary
Pedagogy and Development of Intellectual
Entrepreneurs*

*Monica Nandan, Kennesaw State University
Vanessa Robinson-Dooley, Kennesaw State University
Jennifer A. Wade-Berg, Kennesaw State University*

*mندان@kennesaw.edu
vrobin11@kennesaw.edu
jwadeber@kennesaw.edu*

Higher education's pedagogical models were structured along disciplinary or professional lines for an era and community context that is no longer relevant for today's global economy and for complex/dynamic interface of social, material, psychological, economic and environmental challenges.

This presentation's purpose is to share relevance of, and structure for, preparing "intellectual entrepreneurs" through interprofessional/ interdisciplinary pedagogical model.

Specifically, the authors will share an existing and proposed educational model that prepares undergraduate and graduate students for interdisciplinary practice in nonprofit health care clinic
Nonprofit Academic Program Sustainability

*Norman A. Dolch, University of North Texas
Helen K. Wise, Louisiana State University in Shreveport
Ronald L. Wade, University of North Texas
SueAnn Strom, Park University*

*dolch@pacs.unt.edu
Helen.Wise@lsus.edu
ronaldlwade@ronaldlwade.com
sueannstrom@gmail.com*

Since the nonprofit sector is growing in importance and colleges and universities are taking an increasingly greater role in training persons for positions in the sector, it may make sense to examine factors that sustain, perhaps even make programs thrive. 168 out of 240 nonprofit programs responded to a survey Monkey questionnaire. Results of the survey are reported on the various data items. Further one-way ANOVAs for subgroups within the data found no difference for public versus private institutions but indicated some differences when comparing graduate and undergraduate programs. Program sustainability and ability to thrive may depend on sense making.

*Bridging the Theory-Practice Gap in a
Nonprofit/Philanthropic Studies Doctoral Program*

Robert Donmoyer, University of San Diego

donmoyer@sandiego.edu

The gap between universities and the knowledge they generate and teach, on the one hand, and practitioners and the problems they confront, on the other, has been discussed by scholars in a number of applied fields. This paper considers how those who design and run nonprofit academic programs might minimize the theory/practice gap problem. The paper is a compendium for another paper that recently was accepted for publication. That paper was a case study of a nonprofit master's degree program; here the focus is on the development of a Ph.D. program that educates both practitioners and future university professors.

Changing Organizations through Action Research

Mary B. McDonald, University of San Diego

marymc@sandiego.edu

This paper presents action research that answers two questions: 1) What do students actually learn in collaborative community-based action research projects? 2) Do they leave the project with a theoretical framework that will inform their leadership practice in an ever complex world? This study is part of a research class. Literature on the theoretical frame and practice of action research will structure student work. All participants will journal, dialogue, and analyze documents through the various iterations of the research cycles. Students will collaborate with their organizational “community” (McNiff and Whitehead), the organization where they work.

*Online Course Development for College Students
Studying Philanthropy*

*Sarah Nathan, Indiana University
Genevieve Shaker, Indiana University Purdue University Indianapolis*

*sknathan@iupui.edu
gshaker@iupui.edu*

This interactive presentation will share the successes and challenges of developing an undergraduate online course, “P105: Introduction to Giving and Volunteering in America.” As the gateway course for the bachelor’s degree in philanthropic studies and a general education course for the humanities, the online course serves a wide range of students while introducing them to the historic, philosophical and literary foundations of philanthropy in America. The presenters will showcase a number of innovative tools and strategies for online course development in the field and discuss the conversion of existing curriculum and pedagogy to an online environment.

*Pay it Forward: Engaging College Students Through
Experiential Philanthropy Courses*

*Jodi Benenson, Brandeis University
Erika Moldow, Brandeis University
Andrew Hahn, Brandeis University*

*benenson@brandeis.edu
emoldow@brandeis.edu
ahahn@brandeis.edu*

This paper examines experiential student philanthropy courses through Pay it Forward, a federally-funded initiative addressing critical needs in campus communities through student-led grantmaking and volunteerism. The study uses a post-survey of 1628 college students to assess their experiences in 111 philanthropy courses throughout Ohio, Michigan, and Kentucky. Results show that prior to taking a Pay it Forward course, 51% of students had never discussed their parents’ philanthropic activities with them. After the course, students report that they are more likely to talk to peers and family about giving and are more likely to engage in philanthropy throughout their lifetime.

*The Integration of Service Learning, Civic
Engagement and Online Education in Nonprofit
Management and Leadership: Lessons from
Tennessee State University*

Cara Robinson, Tennessee State University

crobin22@tnstate.edu

Both online education and service learning are increasingly popular across academia. At Tennessee State University, both areas are viewed as expanded opportunities to meet the University's goals of recruitment, retention and graduation. Moreover, the recently developed Urban Studies program maintains core values centered on the integration of civic engagement and community participation in the classroom across the major and the Nonprofit Management and Leadership minor. This paper explores the lessons the program has learned during its first four years of curriculum development and implementation.

Impacts of Service Learning on Nonprofit Organizations

Kerry Ann Kuenzi, University of Colorado at Denver

kerry.kuenzi@ucdenver.edu

The vast majority of service learning literature focuses on impacts to students. This paper examines service learning from the perspective of nonprofit organizations. Specifically, it answers the research question: how do service learning projects impact nonprofit organizations? A mixed method approach, utilizing surveys and in-depth interviews, will explore the issue. The data will be derived from a sample of organizations working with students from a school of public affairs conducting their service learning projects as a graduation requirement. Variables hypothesized to contribute to positive outcomes include the organization's commitment to education, experience working with service learning projects, and organizational size.

An Examination of the Relationship between Nonprofit Management Education and Academic Libraries

Christine W. Cugliari, High Point University

ccugliar@highpoint.edu

Kathy Shields, High Point University

dshields@highpoint.edu

Nonprofit management education (NME) is an interdisciplinary field and thus requires an interdisciplinary approach to discovery and research. However, little, if any, has been written on how academic libraries can support the students and faculty who are conducting research in this growing field. Utilizing the constructive paradigm within qualitative research, our paper examines this topic through focus groups comprising NME students (undergraduate and graduate) and faculty. By understanding how students approach discovery and research in NME, both NME faculty and academic librarians will be better prepared to serve our students and future nonprofit leaders and the field of NME.

Toward Nonprofit Doctoral Education: Where We Are and Where We Want To Go

Stephen K. Jackson, Rockefeller College, University at Albany

sjackson@albany.edu

Santiago Guerrero, University at Albany

sangu20@yahoo.com

Education in nonprofit and philanthropic studies at all levels of education in the United States (US) has expanded tremendously over the last two decades. This paper asks the central question: What is the current state of nonprofit doctoral education? The paper examines three sources of data: PhD student and faculty surveys, examination of nonprofit articles published in academic journals, and exploration of nonprofit doctoral student productivity. The paper adds to the nonprofit literature as it captures overall trends in nonprofit and philanthropic studies doctoral education and makes key recommendations to improve standards for doctoral education in our field.

Using Service Learning to Strengthen Local Advocacy: The Case of a Los Angeles Housing Project and Its Community Garden

Grace Bahng, Azusa Pacific University

gbahng@apu.edu

This article documents how an action research project placed within a service learning class can positively impact both student learning and a partnered community. A brief literature review will discuss the concerns of communities and community organizations in service learning partnerships with academic institutions. Then, the case of the Mar Vista housing project will be introduced as college students were partnered with continuation school students and residents of a local housing project in Los Angeles. Working together the two groups of students participated in local advocacy to the Housing Authority concerning issues around community gardens within the housing project.

***Social Media, Civil Society and Resource Mobilization:
The Rise of “Grassroots Philanthropy” in China***

Qihai Cai, The Chinese University of Hong Kong

qihacai@gmail.com

In authoritarian regimes, where institutions constrain grassroots mobilization, how are the resources in the society effectively mobilized to address imperative social problems? Drawing from a philanthropic program “Free Lunch for Children” in China, this study sheds light on how the creative use of social media facilitates “grassroots philanthropy” which is more capable of incorporating people into philanthropy. Although the institutional environment for resource mobilization remains stringent in China, this new approach of philanthropy provides a promising channel, through which social entrepreneurs diffuse information and mobilize resources to promote well-beings of target groups.

***A Comparative Study of Organizational Models
Adopted by Philanthropic Entrepreneurial Families
in Western Countries***

***Marta Rey-Garcia, Universidad de A Coruña
Nuria Puig-Raposo, Universidad Complutense, Spain***

***martarey@udc.es
nuriapuig@ccee.ucm.es***

Nonprofit and charitable foundations connected to entrepreneurial families and family firms have increased in number and social visibility during the past decades. This paper examines the organizational models prevailing in institutional family philanthropy in three Western countries (United States, Germany and Spain). Empirical results on the three country studies are compared and their institutional and regulatory environments contextualized. Two basic models of relationship between the entrepreneurial family, the family foundation and the family firm/group are identified. The paper ultimately aims at exploring the intrinsic and environmental factors -particularly institutional factors and state policies-influencing the choice of model internationally.

The Vital Distinction Between Generosity and Justice

Richard B Gunderman, Indiana University

rbgunder@iupui.edu

There is a deep and unresolvable tension between generosity and justice. If we do not understand this tension, or if we fail to take it into account in our actions and policies, we are liable to do more harm than good. Regarded from the standpoint of generosity, justice will tend to seem cold, distant, and uncaring. Regarded from the standpoint of justice, generosity will tend to appear subjective, biased, and unfair.

***The Impact of Payout Policy on Institutional
Philanthropy: Fulfilling the Public Good Amidst
Professionalization?***

***Amanda Janis, American University
Lewis Faulk, American University***

***janisam@gmail.com
faulk@american.edu***

Intent on foundations fulfilling their charitable purpose with minimal tax avoidance, the Tax Reform Act of 1969 instituted a payout requirement for philanthropic foundations. The administrative implementation of the 1969 law subsequently led to increased professionalization of institutional philanthropy. While the professionalization of foundations has contributed to charitable purposes, it has also ostensibly distracted resources from charitable grantmaking as foundations include administrative expenses as part of their 5% payout requirement. In this paper, we test whether professionalization and related administrative expenses reduce or improve charitable grant payouts in a multiyear sample of US foundations.

Understanding Opinion Leadership in Philanthropic Practice in Australia: Some Insights from Communication Theory

Wendy Scaife, Queensland University of Technology

w.scaife@qut.edu

To build on the communication theory base about opinion leadership, this paper draws on two recent landmark studies of Australian giving to explore whether and how opinion leaders spread philanthropy as an idea. Representing nearly 100 interviews/contributions, this research confirms the importance of source credibility and the power of existing trust and respect when communicating a more complex concept such as becoming a philanthropist. It reinforces prestige motives sometimes triggering donations, and stamps peers as critical in moving people from being 'givers' to 'philanthropists' who structure their previous ad hoc giving into formal, ongoing and greater support.

The Genesis of Philanthrôpía in the Philosophical Humanism of Protagoras, as Recovered by a New Interpretation of the Prometheia Trilogy

Marty Sulek, Indiana University

msulek@IUPUI.edu

Philanthropy was originally conceived of, as both a word and idea, in the classical Greek tragedy, Prometheus Bound. There, it is employed to describe the "philanthropic character" (philanthrôpou trôpou) of Prometheus. The significance of this reference has been misconstrued, though, largely due to erroneous assumptions regarding the play's authorship, date of composition and cultural influences. This paper argues that Prometheus Bound is nothing less than a mythological representation of the wisdom of Protagoras, the first and greatest of the sophists. This paper thus seeks to understand the origins of philanthrôpía, as an expression of the humanistic philosophy of Protagoras.

Philanthropy, Nonprofit Organizations and the Creation of Public Value

Stuart C. Mendel, Cleveland State University

s.mendel@csuohio.edu

Jeffrey Brudney, Cleveland State University

jbrudney@gmail.com

In this essay, we argue that philanthropy uses nonprofit organizations to create public value in important ways that have been overlooked in the "public value" literature. We suggest that philanthropic institutions stimulate a process leading to public value through three well documented characteristics of the nonprofit sector: mission fulfillment and impact, through public private partnerships; as an outcome of the stewardship role nonprofits assume as they provide the institutional space and constructive tension where collaboration can incubate and thrive.

Organized Charity, Poor Relief, and The Three Sectors in Indianapolis, 1835 to 1915

Katherine Badertscher, IUPUI Center on Philanthropy

kcoon@uemail.iu.edu

This paper examines the Indianapolis Charity Organization Society (COS), the largest private, nonprofit, social service organization in the city. The COS began as the Indianapolis Benevolent Society (IBS), formed in 1835 only a few years after the state's leadership chose the site for the new capitol city. The COS worked with Indiana's state institutions, Indianapolis' municipal government, and the city's business community. Relationships among the sectors depended on the situation, the specific point in time, and the people in key positions. This paper explores how the three sectors worked together in Indianapolis to conduct poor relief between 1835 and 1915.

Philanthropy and African American Museums: The Racial Value Frame

Patricia Banks, Mount Holyoke College

pbanks@mtholyoke.edu

This paper casts light on patronage at African American museums by describing how patrons define the value of giving to these institutions through a racial frame. Research is based on in-depth interviews with a diverse group of patrons, participant observation at museum events, and archival sources. I outline the dimensions of the racial value frame and discuss how donors from different racial groups place varying emphasis on different dimensions. I conclude by describing the social and cultural factors that influence the salience of the racial value frame and its dimensions.

Faith and International Philanthropy: Generosity, Rights, Citizenship, and Religion Among Faith-Based NGOs

Paul J. Nelson, University of Pittsburgh

pjnelson@pitt.edu

This paper examines how religious development NGOs based in the US, Europe, Japan and Taiwan practice three aspects of their missions: informing and mobilizing their constituency, encouraging financial gifts, and attempting to influence public policy. I develop a typology that distinguishes three broad forms of principled response to human need: generosity, solidarity, and the assertion and protection of rights.

Part of a study of 91 faith-based organizations, this paper examines organizations rooted in four faith traditions – Roman Catholicism, Evangelical Christianity, Islam, Buddhism – to understand the interrelation of teachings and practices of charity, solidarity, voice and religious outreach.

Affecting Philanthropic Propensity: A Case Study of Dallas Social Venture Partners

Hubert Sales, Belmont Abbey College

hughsales@bac.edu

Although slowed by the recent economy, the growth rate of New Philanthropists joining the sector is expected to escalate due to the massive intergenerational wealth transfer that is starting to occur. This study examines longitudinally, within a specific case, how meeting the initial motivations and socialization processes of these new philanthropists lead to the factors that positively affect their philanthropic propensity (defined as increases in charitable giving and membership in philanthropic organizations). Further research and practical applications are suggested that can build on these findings to develop and retain these future philanthropic leaders.

Is Grantmaking Getting Smarter?: Trends in Grantmaking Practice

J McCray, Grantmakers for Effective Organizations

mccray@geofunders.org

In 2011, Grantmakers for Effective Organizations conducted our third national field survey of grantmaker practices. It aims to explore facets of grantmaker practice that impact the success of nonprofits, including the types and structure of grant support, stakeholder engagement (or the lack thereof), application and reporting requirements and attitudes toward learning and evaluation. By analyzing this data over time, GEO is able to answer the question, is grantmaking getting smarter? If so, in what ways, and where is there room for improvement? GEO will discuss the findings, answer questions and ask participants where they believe grantmaking practice needs to improve.

Towards a Multicultural Framework of Philanthropy

Katherine Muthoni Ngaruiya, North Carolina State University

k_muthoni@hotmail.com

The American Heritage Dictionary defines philanthropy as “the effort or inclination to increase the wellbeing of humankind, as by charitable aid or donations.” With the growth of studies focusing on philanthropy there is an emerging need to bridge or generate shared understandings between countries, cultures and groups that embrace the ideals of philanthropic action. The goal of this paper is to review the existing literature on philanthropy from the viewpoint of various ethnicities, races and nationalities to begin building a multicultural framework of philanthropy.

Philanthropy in Crisis: Impacts of Macroeconomic Volatility and Risk on the Nonprofit Sector

Nuno S. Themudo, University of Pittsburgh

themudo@pitt.edu

This study develops and tests a new theory of philanthropy based on the influence of economic risk, combining insights from finance and game theory. The theory proposes that, by leading to profound changes in stakeholder preferences, risk influences the nature and extent of philanthropy. Specifically, higher risk levels tend to discourage philanthropic and other support for long-term causes and organizational development, generally weakening the nonprofit sector. Analysis of qualitative and quantitative, cross-national data lends strong support to this new explanation of variation in the nature and size of philanthropy.

New Visions for Philanthropy? The Philanthrocapitalist Values of the Gates-Buffet Giving Pledge

Erzsebet Fazekas, University of Albany, SUNY

efazekas@albany.edu

The Gateses and Warren Buffet launched a crusade. They asked America’s wealthiest to commit to donating at least half of their assets to charitable causes. How does the motivation of these wealthy individuals to give differ from what Andrew Carnegie spelled out in his gospel of wealth? I analyze the personal pledge letters to map the values of this large-scale fundraising campaign. How is America’s financial and social elite reformulates the meaning of philanthropy? I then explore the public reception of the Giving Pledge initiative in both conservative and progressive media to reflect on the war of ideas.

Principle of Care and Generosity

*Rene Bekkers, VU University Amsterdam
Mark Ottoni-Wilhelm, Indiana University Purdue University Indianapolis*

*r.bekkers@fsw.vu.nl
mowilhel@iupui.edu*

Generosity towards strangers in the form of philanthropy has puzzled scholars in many disciplines throughout history. This paper draws on theories from developmental and social psychology to solve the puzzle why people give. Using four datasets from the Netherlands and the USA, we present evidence that a generalized moral principle of care motivates philanthropy, more so than empathic concern. We also present a new measure of the principle of care, and evidence support the predictive validity of the measure in giving experiments and high test-retest reliability in a large panel study over a period of two years.

Philanthropy in a Dictatorship: Christian Donors in a Communist State

Gregory Witkowski, Indiana University

gwickows@iupui.edu

The act of giving is often considered universal but studies of philanthropy so often focus on democratic societies. My transnational project focuses on philanthropy in the former communist German Democratic Republic (GDR). I show that philanthropic giving existed in a dictatorship and even showed signs of forming different bonds between donors and recipients. Whether drawing on working class tradition or Christian notions, East German donors emphasized the idea of solidarity with recipients in a way that sought to overcome the power relationships inherent in donor/recipient relations.

Reframing the Question on “How Public is Private Philanthropy?”

Kandyce M Fernandez, Arizona State University

kmferna1@asu.edu

In an effort to address the on-going question of public-ness in private philanthropy, this paper expands the understanding of the public nature of private philanthropy by looking across the philanthropic spectrum to include both community and corporate philanthropic foundations. In an effort to better understand notions of public-ness within three types of foundations including, private, corporate, and community, the literature on public organizational behavior and management will be explored in the context of philanthropic foundations to highlight that which makes foundations public in the eyes of the public rather than the eyes of government.

Expanding the Capitalization Conversation: Philanthropy as an Activator of Renewable Capital

Elizabeth A. Castillo, University of San Diego

eac@san Diego.edu

Capitalization has emerged as a growing topic of interest in the literature. However, conversation has been framed almost entirely in terms of financial capital. This session will expand that conversation to include the concept of renewable capital (e.g., social, intellectual, creative). Using a case study of 26 arts, science, and culture organizations in San Diego, attendees will examine how collaboration has transformed philanthropic investment into renewable capital, thereby producing exponential, sustainable returns. Participants will then generate and reflect on metaphors for philanthropy, examining what mental models currently underpin philanthropic practice and collectively imagining additional possibilities.

Exploring Nonprofit Leaders' Perception of Philanthropy

Hyo-Shin Kwon, University at Albany-SUNY

carpediem8775@gmail.com

What do nonprofit boards mean by philanthropy? This paper explores two research questions: 1) how nonprofit boards perceive philanthropy and 2) what relationships between board members' perception of philanthropy and their behavior are? This paper will contribute to identifying broad and various approaches to perceiving philanthropy in practice, thereby recognizing the gap in the understanding of philanthropy between researchers and nonprofit leaders.

What Is—and Is Not—Philanthropy

George McCully, Catalogue for Philanthropy

gmccully@cfp-ma.org

This paper summarizes 15 years of research and practical donor-education experience for the Catalogue for Philanthropy (www.cfp-ma.org) and the Massachusetts Philanthropic Directory (MPD—www.philanthropicdirectory.org). “Philanthropy” has a distinguished and profound 2500-year history, in two cultures: humanistic, from ancient Greece to the 20th century, now being revived; and social-scientific, arising in and dominating the 20th century, temporarily neglecting the long tradition. The Catalogue advocates a balance between them, for mutual enhancement: “private initiatives for public good, engaged in public fundraising and volunteering, focusing on quality of life.” Only about 10% of “nonprofits” in Massachusetts thus qualify, for specified reasons.

Higher Education and the Public Sphere: The “German College of Politics” and Civil Discourse in the Weimar Republic

Peter Christian Weber

petweber@iupui.edu

I use civil society theory to understand the demise of Germany's inter-war democracy marked by the rise of Nazism. In this research, I focus on the connections between democratic processes and the realities of the German political system through the prism of the Deutsche Hochschule für Politik (DHfP). In contrast to the existing literature analyzing the role of the DHfP in the development of German political science, I contend that the faculty of the DHfP supported Germany's first democracy by conceptualizing higher education as a key component in the creation of a civil society and a civil public sphere.

Define the Right of Beneficiary: The Implications of Fearless Giving

Yannan Li, Indiana University Purdue University Indianapolis

anomylee@gmail.com

The sociological model of gift exchange illustrates an unequal relationship between the benefactor and beneficiary, as the act of giving usually involve obligations to acknowledge and return the gift. With the examination of dana, a form of free and unidirectional gift in Hindu culture, the paper contends how non-reciprocity can discharge beneficiaries from their obligations and preserve their freedom of receiving.

World Religions as a Path to Philanthropy

Janice W. Maatman, Western Michigan University

jmaatman@wmich.edu

Abstract: Religious motivations for giving are largely ignored in nonprofit fundraising literature, the classroom, and development offices. If religious motivation is considered at all it is assumed to be monolithic and taken from the Judeo-Christian tradition. While scholars have compared world religions to each other (Ilchman, W. F., Katz, S. N., & Queen II, E. L., 1998) and discussed how religion contributes to the development of nonprofit/nongovernmental organizations (Anheier & Salamon, 1998) there has been no research developed or conducted which would help distinguish the religious motivations of donors.

The Psychological Benefits of Philanthropy and Volunteering

Sara Konrath, University of Michigan

skonrath@umich.edu

This presentation summarizes a wide body of research literature suggesting links between giving money (i.e. philanthropy) and time (i.e. volunteering) to others and psychological well-being. I review the extent to which these effects generalize across cultures, circumstances, types of givers, and types of recipients. Because most of the literature does not offer explanations as to why giving should improve psychological well-being, I also review psychological and neurobiological reasons that these effects may exist. I end with a discussion of practical implications of this review for both givers and non-profit organizations.

Storefront Philanthropy: The Sprout Fund's Grant-Making Model as a Means for Cultivating Community

Dustin C. Stiver, The Sprout Fund/Eastern University

dstiver@eastern.edu

Since 2001, The Sprout Fund has been using carrots—in the form of small, catalytic grants—to cultivate community by supporting the work of emerging leaders. By providing industrious citizens with resources to pursue community-minded passions, Sprout uses grant-making as a tool to fertilize the development of a vast network of young innovators. From its storefront location in an emerging business district, Sprout connects the grassroots (community-based projects) to the treetops (government, business, and foundation support) in order to help engender an empowered citizenry. This paper evaluates the impact of storefront philanthropy, as illustrated by Sprout's first decade of operation.

Re-Examining Corporate Philanthropy: The Impact of Involving Staff in Choosing Charity Partners

Beth A. Breeze, University of Kent

b.breeze@kent.ac.uk

This paper explores decision-making within companies that allow staff involvement in the selection of corporate charity partners. Ethnographic research as a participant-observer in staff meetings, supplemented with interviews, explores three questions: Why do companies offer staff participation? How does this participatory process work in practice? What are the implications for charities seeking corporate partners?

We find senior managers view involvement as contributing to the management of staff morale, yet employees view participation as an opportunity to gain some control and fun in otherwise mundane working lives. Implications for the selection of non-populist nonprofits, and mobilising staff decision-makers, are also discussed.

Pragmatic Philanthropy and the Solution of Social Problems

Ekkehard Thümler, Heidelberg University

ekkehard.thuemler@csi.uni-heidelberg.de

The intention to solve or ameliorate social problems is an important common motive and rationale for philanthropy and the social sciences alike. Today this issue constitutes a blind spot of sociology which is due to a theoretical void in general and the neglect of civil society actors in particular. The aim in the paper is to sketch a conception of social problem solving based on the public philosophy of pragmatism, drawing on (neo-) pragmatist theory, current research on problem solving and two exploratory projects on European and North American Foundations.

Female Philanthropists: Perspectives on Giving and Fundraising in Hard Times

*Gemma Donnelly-Cox, Centre for Nonprofit Management
Jackie Anne Harrison, Trinity College Dublin*

*gdnnllyc@tcd.ie
jharrison@foundation.ie*

This paper examines how and why Irish female philanthropists give and the associated implications for non profit organisations seeking large gifts in Ireland. The wider context for the research is to ask whether at a time when many countries are in a severe recessionary period (with commensurate reductions in public support for non profit organisations), is there potential for greater female engagement in philanthropy? Could the adoption of a gender lens by those soliciting large gifts lead to an increase in giving in an underdeveloped philanthropy market, such as Ireland?

Grassroots philanthropy in South Africa

*Shauna Mottiar
Janis Rosheuvel*

*mottiar@ukzn.ac.za
janishazel@gmail.com*

This paper considers the limits and impact of civil society organizations / social movements on the South African Right to Know Campaign with regards to the ways these organizations / movements are funded within understandings of grassroots philanthropy. The Campaign opposes the Protection of Information Bill currently being considered at the national legislature which curtails access to information and freedom of expression. The paper considers three forms of grassroots philanthropy and examines how various forms of philanthropy affect the nature, reach and participation of civil society organizations and how various forms of philanthropy affect core elements of social movement building.

NGOs as Strategic Framing Agents in Mobilizing the Public Towards Philanthropic Actions

Aya Okada, University of Pittsburgh

ayaokada102@gmail.com

Through fundraising, membership solicitation, and volunteer recruitment, nonprofits mobilize citizens towards philanthropic actions. In doing so, nonprofits not only derive specific actions from the public, but also influence how they understand and perceive certain issues through messages that describe the nature of the problem, potential solutions, and why one should get involved. Applying framing theory, this paper presents an understanding of nonprofits as strategic framing agents and examines their framing behaviors. The study takes nonprofits that address the issue of poverty in the Third World, especially those based in industrialized countries, engaged in mobilizing the donor public towards international development.

Public Power in Private Foundations: Determinants of Decision Making Authority in Grantmaking Organizations

Jasmine A. McGinnis, George Washington University

jmcginnis@gwu.edu

In response to criticisms of foundation grant decisions as reflective of elite board members' interests (Odendahl 1990) foundations have begun to use citizen committees in lieu of traditional boards (Bourns 2010). Yet, we are unclear of the characteristics of foundations utilizing citizens in their grants process and just how much decision making power foundations are allocating to citizens. This paper uses a unique dataset; merging data from a 2009 Grassroots Grantmakers survey (an association for foundations that involve citizens) with 990 PF data to uncover the characteristics of foundations that give complete decision making power to citizens.

Studying Giving and Volunteering Behavior of Participants of Online Social Networks

Yuriy Davydenko, Georgia State University

ydavydenko1@student.gsu.edu

A promising direction for nonprofit resource development is associated with rapidly growing online social networks. How big the potential for resource development there is not clear though: there is little research on nonprofits' use of online social networks and philanthropic traits of social networkers. The purpose of this study is to find out how online social networkers differ from other internet users and nonusers in a number of characteristics. These include inclination to engage in voluntary activities, probability to make a contribution to a nonprofit organization, and tendency to give online rather than use traditional tools of giving.

Do Formal Social Services Crowd out other Approaches to Meeting Needs? A Study of Sugamo, Tokyo

James M. Mandiberg, Columbia University

jmm2151@columbia.edu

Well established social services may preclude other ways of meeting the needs of service dependent groups. Japan has a weaker social service sector than economically comparable countries, allowing for naturalistic study of what may emerge if this "crowding-out" does not occur. This study of a shopping district for seniors in Tokyo explores how the businesses there develop supports and services to meet customer needs that in other countries would be provided through social services. The paper then discusses this as a model for meeting the needs of social service dependent populations.

Between the Global and the Local: A Research Agenda on INGOs as 'Macro Actors' in International Relations

Francesco Obino

f.obino@lse.ac.uk

International Relations Theory (IRT) students have been interested in INGOs for their capacity to 'teach norms' to states and intergovernmental organisations. Such approach has often failed to establish a dialogue with other social science sub-fields, and clearly doesn't do justice to INGOs' vast and complex scope of work and agendas. Drawing on two bodies of literature (critical constructivist scholarship on norms, and social anthropology of development), I explore the theoretical and methodological implications of studying how INGOs articulate their agendas between the global and the local as a more articulate starting point to 'making sense' of INGOs in IR.

A Qualitative Study on the Hybridization of the Nonprofit Sector in Belgium

*Jozefien Godemont, K.U.Leuven - CeSO
Lesley Hustinx, Ghent University*

*jozefien.godemont@soc.kuleuven.be
lesley.hustinx@ugent.be*

Volunteering is a longstanding characteristic of NPOs, but recently the institutional environment of NPOs, their organizational settings, and the nature of volunteering are assumed to have become more hybrid. As a response to external constraints, NPOs are compelled to flexibly combine different sector logics and features. Third parties create new, instrumental opportunities for volunteering. Volunteering is increasingly diverse and can no longer be summarized in a single definition. Based on semi-structured interviews, this paper explores the changes in NPOs' institutional environment and organizational settings, brought about by the hybridization process, and their impact on volunteering in the Belgian nonprofit sector.

The Bigger the Better? The Effect of Program Offerings on Financial Support

Emily Barman, Boston University

Eabarman@bu.edu

In organizational theory, the principle of allocation describes the proposed advantages possessed by specialist compared to generalist organizations. Drawing from a data set of service-providing nonprofits, this article examines the effect of "niche width" (nonprofits' number of programs) on the acquisition of resources. As a whole, generalists (nonprofits offering multiple programs) prevail over specialists (nonprofits offering a single program) in obtaining financial support. However, nonprofits' audiences mediate the effect of niche width on revenue acquisition. Unlike nonprofits relying on donors' support of public goods, nonprofits reliant on consumers purchasing private goods are subject to the principle of allocation.

Pathways to Participation: The Influence of Civic Orientation on Volunteerism and Community Engagement

Vickie L. Edwards, University of Arkansas at Little Rock

vledwards@ualr.edu

This work will present a "pathways" framework for examining why individuals engage in certain types of civic behaviors, positing that individuals with a strong orientation toward some aspect of civic life will demonstrate increased engagement. Using data from a survey of Community Leadership Program participants in Georgia, this paper will examine how these individuals engage in their local communities and in volunteer activities. In addition to civic orientation, the research will consider other predictors including individual leadership skill, community knowledge, networking, and other social psychological factors. Results will be discussed with a focus on implications for volunteer recruitment and management.

Nonprofit Theory is a Misnomer

*Matthew I. Shea, West Chester University
Robert D. Hamilton, Temple University*

*mshea@wcupa.edu
rdhiii@temple.edu*

We investigate how the availability of financial and intellectual capital in the macro-environment influences the formation of nonprofit organizations. The analysis is an extension of Weisbrod's (1975) Heterogeneity Hypothesis and Ben-Ner and van Hoomissen's (1991) "social cohesion" principle. Findings indicate (1) "Nonprofit Theory" is better identified as "Nonprofit Hospital Theory" and (2) financial and intellectual capital are important to the formation of nonprofits, but the strength and direction of their influence varies by industry.

*Integrating Resource Dependence Theory and Theory
Of Weak Ties to Predict NGO Behavior*

Khaldoun AbouAssi, Texas A&M University

abouassi@tamu.edu

This paper uses resource dependence theory and the theory of weak ties to construct an integrated theory that predicts organizational response to simultaneous demands in the surrounding environment based on the level of resource dependence and the type of network ties organizations have. The integrated theory is supported with multiple case studies of non-government organizations (NGOs) to argue that NGO response to donor demands is conditioned on its reliance on external funding and the ties it constructs within a donor network.

*"Healthy Competition" and "Wasteful Duplication" –
Drawing from For-Profit Economic Theory to
Examine Rivalry in the Nonprofit Sector*

Danielle Vance, Duke University

dlv4@duke.edu

This work examines nonprofit competition and potential policies limiting the number of nonprofit organizations. I first show distinctions between sectors affect perfect competition's benefits and imply that nonprofits require a separate policy approach from for-profits. Second, I survey for-profit literature on competition (especially imperfect and monopolistic competition) and determine the findings' applicability to the nonprofit context. I hypothesize that applicable literature predicts net benefits are maximized with a moderate number of firms. Finally, I discuss possibilities for measuring an excess or dearth of competition in a market and (potentially undesirable) consequences of a public policy approach to limiting organizational proliferation.

Reexamining the Economic Impact of Social Capital

Craig Aubuchon, Indiana University

cpaubuch@uemail.iu.edu

Trent A. Engbers, DePaul University

tengbers@depaul.edu

Barry Rubin, Indiana University

rubin@indiana.edu

Proponents of social capital theory have long argued that it is not only in the best interest of civic life to build social capital but that social capital is vital for the economic health of communities. This study reexamines what has become conventional wisdom by analyzing the social capital of American cities and its impact on city economic wellbeing. This study improves upon past studies by examining different types of social capital (i.e. trust, group membership, social networks) and utilizing shift share analysis rather than job or wealth creation as a measure of economic development.

*Social Orientation of Nonprofit Organizations: Scale
Development and Validation*

*Silke Boenigk, University of Hamburg
Walter Wymer, University of Lethbridge
Mareike Moehlmann, University of Hamburg*

*silke.boenigk@uni-hamburg.de
walter.wymer@uleth.ca
mareike.moehlmann@uni-hamburg.de*

We propose to develop a scale for nonprofit social orientation. We define social orientation as the extent to which a nonprofit organization establishes and maintains its relationships with stakeholder groups in order to attract resources to the organization and to meet stakeholder needs. We have begun this work and anticipate its completion by the ARNOVA 2012 Conference.

*Catalytic Capital: The Hidden engine behind
organizational effectiveness and sustainability*

*Gina Weisblat, Cleveland State University
Jeffrey Brudney, Cleveland State University*

*boo500@aol.com
jbrudney@gmail.com*

By definition, nonprofit organizations (NPOs) operate where traditional market models of efficiency do not exist. The resources of economic, social, cultural, and human capital make up the core components of the organization and work together to contribute to the health of the organization. This paper proposes that the synergy between these capitals and a new capital, catalytic capital (knowledge generation, innovation and learning, adaptability, teamwork, organizational consciousness, and pride of place.) if recognized, can help an organization apply their capacity, work effectively within context and create organizational sustainability. This paper defines, applies and discusses the critical value of catalytic capital.

*Philanthropy's New World of Open and Linked Data:
Toward Mapping an Aggregate View of Charity
Financing in Canada*

*Susan D. Phillips, Carleton University
Michael Lenczner*

*susan_phillips@carleton.ca
mlenczner@gmail.com*

The emergence of open, linked data is about to radically change philanthropy research, particularly the ability to analyze financing patterns. A Canadian company, Ajah, is leading the way by linking information from the annual tax return with data on government, foundation and corporate grants as well as government contracts for Canadian charities. This paper provides the first exploratory study of charity financing using these linked data sets, focusing on immigrant settlement agencies. In assessing the implications, the paper argues that open data represents a new form of regulation-by-transparency that will significantly impact accountability practices for both charities and funders.

*Understanding the Lumpiness in Human Service
Geography: Modeling the Supply and Demand of
Services for Older Adults*

Brent Never, University of Missouri-Kansas City

neverb@umkc.edu

The system of using human service nonprofits has led to a patchwork of services. This paper models the lumpiness, and concomitantly the service deserts, that is inherent in the human service provision system. The model overlays a map of service areas in a metro region with a map of demand for those particular services. The result is a model that identifies the supply of services to a community as compared to the location of community members who demand those services. I seek to illustrate the inefficiencies inherent in how these particular human services are delivered to a population.

*Religious Models of Organization: Lessons on
Microstructure from the Faith and Organizations
Project*

*Jo Anne Schneider, George Washington University
Carl Milofsky, Bucknell University*

*jschneid@gwu.edu
milofsky@bucknell.edu*

This paper explores unconventional models of the internal structure of organizations fostered by religious communities. Some scholars assert that faith based organizations either maintain their traditions or become secularized. In contrast, we argue that organizational forms come out of a dialectic and dynamic merger of professional managerial forms and faith-based strategies. Our paper demonstrates how organizational styles vary across religious traditions. Using data from 83 FBOs and their communities, the proposed paper explores a new theory of organizational structure and processes that combines Bourdieu's social and cultural capital and the influence of community processes with neo-institutionalism and standard managerial systems.

*Cross-National Members of Professional Associations:
Empirical Descriptions and Emerging Theory*

*Beth Gazley, Indiana University
Matthew Baggetta, Indiana University*

*bgazley@indiana.edu
baggettm@indiana.edu*

Substantial numbers of professional association members live and work in countries other than the one in which their national professional association is based. What effects does this arrangement have on the joining, giving, and volunteering of members? Using datasets developed by the American Society of Association Executives, we examine the civic behaviors of cross-national association members. We then compare them to the civic patterns of their sending and receiving societies using data from large national and international surveys of civic behavior. Findings from these analyses add new insights to theories of globalization, network diffusion, and civic engagement.

*Measuring Intangible Assets: Implications for
Volunteering*

*Allison Summers Stagg
Jodi Benenson, Brandeis University*

*Allison.S.Stagg@gmail.com
benenson@brandeis.edu*

This paper assesses the ways researchers can measure the contributions of non-financial assets to volunteer participation among economically disadvantaged populations. To understand the capacity of data sets to speak to the role of intangible assets, we compare indicators across several existing databases and engage in a critical analysis of survey content and variable operationalization. Understanding how data sets measure intangible assets can have implications for how we interpret the impact of social and community resources for volunteering. Measuring volunteering through an asset lens can shape policy development to meet the needs of and create opportunities for low-income volunteers.

*Testing Public Service Motivation in Nonprofit
Volunteers*

*Anne-Lise K. Velez, North Carolina State University
Katherine Muthoni Ngaruiya, North Carolina State University
Richard M. Clerkin, North Carolina State University*

*aknox2@ncsu.edu
k_muthoni@hotmail.com
rmclerki@ncsu.edu*

The Public Service Motivation (PSM) model has been applied fairly widely to traditional public-sector employees, but not to nonprofit volunteers, despite a scholarly understanding of PSM as the motivation to perform “public, community, and social service” (Brewer and Selden 1998). Kim et al. (2011) recently revised the PSM measurement model’s dimension indicators based on an international study of government workers. In this paper, we test the psychometric validity of Kim et al.’s model using data from an online survey of nonprofit volunteers in three states. We also address whether nonprofit volunteers state their motivations to serve the public through volunteering.

***Institutional Choice Redux: How Fair Trade
Entrepreneurs Choose Between Nonprofit and For-
Profit Forms***

***Curtis Child, Brigham Young University
Eva M. Witesman, Brigham Young University
David Braudt, Brigham Young University***

***cchild@byu.edu
eva_witesman@byu.edu
d.braudt@gmail.com***

This paper advances scholarship on the “institutional choice” literature by examining how, when both options are equally legitimate, entrepreneurs choose between establishing for-profit and nonprofit organizations. Data come from semi-structured interviews with founders of businesses and nonprofits in the fair trade industry, where both organizational forms are common. We find support for some, but not all, of the assumptions that are built into prevailing theories of the nonprofit sector. Moreover, we find that founders are also motivated by factors not typically addressed in the relevant scholarship—especially the normative and symbolic meanings that they attach to organizational form.

***Invisible Groups of the Third Sector: Book Clubs as
Hybrids Responding to Social Needs***

David Billis, London School of Economics

worklevels@blueyonder.co.uk

This paper explores the role of “invisible groups” on the boundary of the formal organizations of the third sector. It utilises current work with 20 book clubs and contributes to the growing research into informal “unstructured” groups and hybridity. It utilises “snowballing” methodology in order to uncover these groups. It highlights the organizational features and the needs that are being met by such groups. The paper develops tentative theory regarding their role as “hybrids” that combine both the characteristics of the “personal world” (individuals, family, friends and neighbours) with those of formal associations.

***Towards a Consistent Theoretical Basis of Nonprofit
Density in Urban Areas: A Panel Analysis of Five
Subsectors***

***Jesse Lecy, Andrew Young School of Policy Studies
David M. Van Slyke, Syracuse University***

***jdlecy@gsu.edu
vanslyke@maxwell.syr.edu***

The nonprofit sector plays many important roles in the urban setting, but there are conflicting theories about what leads to more robust nonprofit sectors. In this paper we examine three theories (government failure theory, interdependence theory, and crowding out) across five nonprofit subsectors. Using panel data methods, we examine determinants of growth of nonprofit subsectors in 300 US cities. The analysis shows that different theories explain growth in different subsectors, as well as identified a common set of factors that leads to expansion across all subsectors. The research is a significant contribution to the empirical literature on nonprofit density.

***You Mean I Can Get Paid to Work Here? The Impact of
Volunteering and Service-Learning on Selecting a
Nonprofit Career***

Erin K. Nemenoff, University of Missouri-Kansas City

ErinNemenoff@mail.umkc.edu

This research will address the particular experiences nonprofit employees had prior to their entry into the sector that may have influenced their career decision. Are careers in the nonprofit sector a product of “right place, right time”, or an intentional choice created by early exposure and/or socialization to careers in the sector? Research questions include whether various levels of engagement in service learning and volunteering activities contribute to eventual employment in the nonprofit sector by allowing that population to see the sector as one that provides a viable career in their field.

Who are Self-Oriented Volunteers? Employment Sectors and Volunteering Motives

Hyung Hoon Kim

hkim60@gatech.edu

Recent studies find that nonprofit or public employees tend to volunteer more than for-profit employees, but it is still unknown how different volunteering motives are across employment sectors. Nonprofit or public employees do not necessarily volunteer for other-regarding reasons, as their paid work is likely to be involved in helping others in distress. Relying on the functional approach to volunteerism, I hypothesize that volunteering tends to serve an Understanding function less and a Social function more for nonprofit or public employee than for for-profit employees. This study tests these hypotheses using the 1992 Independent Sector Survey.

Generalized Trust Through Civic Engagement? Evidence from Five National Panel Studies

***Erik van Ingen, Tilburg University
Rene Bekkers, VU University Amsterdam***

***E.J.vanIngen@uvt.nl
r.bekkers@fsw.vu.nl***

According to a popular version of social capital theory, civic engagement should produce generalized trust among citizens. We put this theory to the test by examining the causal connection between civic engagement and generalized trust using multiple methods and multiple (prospective) panel datasets. We found participants to be more trusting. This was mostly likely caused by selection effects: the causal effects of civic engagement on trust were very small or non-significant. In the cases where small causal effects were found, they turned out not to last. We found no differences across types of organizations and only minor variations across countries.

The Role of Religiosity in the Relationship Between Volunteering and Health Outcomes Among Older Adults

***Lindsey M. McDougle, University of Pennsylvania
Marlene Walk, University of Pennsylvania
Femida Handy, University of Pennsylvania
Sara Konrath, University of Michigan***

***lindseymcdougle@hotmail.com
marlwalk@sp2.upenn.edu
femida11@gmail.com
skonrath@umich.edu***

Using the Wisconsin Longitudinal Study (WLS), we answer the question: What influence does religiosity have on the relationship between volunteering and health outcomes of older adults? This study extends previous literature that has found positive effects of volunteering on health among older adults. In particular, elderly volunteers have been found to have lower rates of depression, better physical functioning, and lower risk of mortality. More recently, religiosity has also been found to be correlated with volunteering and health outcomes in older age groups. However, what is not known is the role that religiosity plays in the relationship.

A Closer Look at the Difference Between Public and Nonprofit Employees' Volunteering

***Chung-An Chen, Nanyang Technological University
Young-joo Lee, University of Texas at Dallas***

***cchongan@gmail.com
ylee@utdallas.edu***

While research reports that nonprofit workers volunteer more than government workers, little explanation is available regarding what causes the discrepancy. Using the NASP-III data, this study finds that religious membership and motivation to serve the public do not explain the gap in volunteering rates and hours between the two groups. The results instead suggest that the difference is due to public and nonprofit managers' divergence in (i) non-altruistic job motivations, (ii) membership in non-altruistic nonprofit organizations, and (iii) involvement in nonprofit networks. These findings contrast the oversimplified altruism-volunteering link.

Differences Between Paid and Unpaid Social Services for Beneficiaries

Judith Wilma Metz

j.w.metz@hva.nl

Within Western states paid social services are replaced by voluntary social services and vice versa. Research about the interchangeability between paid work and volunteer work is of recent date and of limited scale. Even less is known about what it means for beneficiaries whether social services are carried out by paid or unpaid workers. In this paper we aim to provide further understanding of the differences between paid and unpaid social services for beneficiaries. This adds the perspective of beneficiaries to what is known about the value of volunteering, which consists of the (1) cost-perspective; (2) volunteer perspective; (3) society-perspective [social capital].

Do Public Affairs Students (Still) Care?: The Impact of PSM on Giving, Volunteering and Career Ambitions

Jaclyn Schede Piatak, American University

Jaclyn.Piatak@student.american.edu

Public service motivation (PSM) research has exploded over the past two decades, yet little is known about the behavioral implications of PSM. This paper seeks to address this gap by examining the impact of PSM on giving, volunteering, and the desire to work in public service, nonprofits, and government using a unique survey of MPA and MPP students. These findings have several important implications for nonprofit and public managers alike, such as understanding worker motivation to aid in recruitment and retention and altruistic motives to help guide fundraising and volunteer recruitment efforts.

Undergraduate Volunteer Motivation: VIF vs. PSM

Christopher Cody, North Carolina State University

cacody@ncsu.edu

The purpose of this study is to investigate motivational and constraining factors to volunteering by surveying undergraduate students, who are increasingly becoming a larger percentage group of people that volunteer (Gage and Thapa, 2011). This research will address the questions: 1) What motivates undergraduate students to volunteer? 2) What constrains undergraduate students involvement in volunteering? 3) What are the differences between the Perry's (1990) Public Service Motivation survey tool compared to Clary et al. (1996) Volunteer Function Inventory tool for measuring volunteer motivation?

4) What is the connection between motivations and constraints to volunteering?

Why Do Volunteers Return?: Theory of Planned Behavior

*Young-joo Lee, University of Texas at Dallas
Hyejin Bang, Florida International University
Doyeon Won, Yonsei University*

*ylee@utdallas.edu
bangh@fiu.edu
dwon@yonsei.ac.kr*

Keeping volunteers is as critical as recruiting them for many nonprofit organizations. Despite the abundant literature on employee retention and turnover and on motivation for volunteering per se, little is known about volunteer retention. Employing the theory of planned behavior, this study examines the attitudinal, psychological, and demographic attributes that may motivate volunteers to return to a nonprofit. The findings suggest that social networks and emotional attachment to the mission may be powerful motivations to return. The results also indicate that attitudes toward volunteering are more important reasons for first-time volunteers while social networks were stronger motivations for returning volunteers.

***Volunteerism from a Managerial Perspective:
Employee Participation in Volunteer Activities and Its
Impact on Absenteeism***

***Taesik Yun, The University of Georgia
Sangyub Ryu, University of Georgia***

***tyun@uga.edu
sangyubr@uga.edu***

Benefits of Volunteering have been often studied in relation to participating individuals and organizations. By examining the effects of employee participation in civic and voluntary activities on absenteeism, this study will suggest a new way of looking for benefits of volunteering from a managerial perspective. The preliminary findings show that participation in volunteer activities reduces the level of employee absenteeism at work.

***The Relationship Between PC to Intentions to
Continue Volunteering in Not For Profit
Organisations.***

Pam Kappelides, Latrobe University Melbourne Australia

p.kappelides@latrobe.edu.au

The objective of this study is to investigate the nature of the psychological contract (PC) developed by episodic and traditional volunteers and the relationship between PC to intentions to continue volunteering in not for profit organisations.

***Exploring Volunteer Task Preferences: Dimensions
and the Relatedness with Functional Motives***

***Jurgen Willems, Vrije Universiteit Brussels
Marlene Walk, University of Pennsylvania***

***jurgen.willems@vub.ac.be
marlwalk@sp2.upenn.edu***

We build on the functional approach with respect to volunteering, and question whether functional motives either relate to volunteering in general or to particular volunteer tasks. Within a single case organization we probe among volunteers for their functional motives and task preferences. Based on 2,201 responses we test with structural equation modeling to what extent each functional motive relates to specific task preferences or to multiple preferences. Results show that in general functional motives each predict specific preferences.

Implementation of Corporate Volunteering from a Nonprofit Perspective: An Exploratory Research

*Lonneke Roza, Erasmus University Rotterdam
Lesley Hustinx, Ghent University
Itamar Y. Shachar, Ghent University
Robbe Geysmans, Ghent University*

*Iroza@rsm.nl
lesley.hustinx@ugent.be
itamar.shachar@ugent.be
robbe.geysmans@ugent.be*

Corporate volunteering is the result of deliberate involvement of a third party which originally is a highly individual act. It refers to volunteering encouraged or even facilitated by the organization by which an individual is employed. Although recently academic attention has risen on the corporate perspective, little research has been conducted from the viewpoint of nonprofit organizations. This study aims to overcome this gap by addressing four major themes: 1) the rationale, 2) the perceived effects, 3) the design of this volunteer program and 4) the challenges. It is based on 40 semi-structured interviews with volunteer program managers in the Netherlands and Belgium.

Paid and Unpaid Labor in Nonprofit Organizations: Does the Substitution Effect Exist?

*Benjamin Bittschi, WU University of Economics and Business Vienna
Astrid Pennerstorfer, WU University of Economics and Business Vienna
Ulrike Schneider, WU University of Economics and Business Vienna*

*benjamin.bittschi@wu.ac.at
astrid.pennerstorfer@wu.ac.at
ulrike.schneider@wu.ac.at*

In NPOs volunteers often work alongside paid workers. This coproduction setting possibly leads to tensions between the two worker groups. The paper examines if and how volunteers influence hirings and separations of paid employees and contributes to the ongoing debate whether volunteers can substitute paid workers. Using Austrian data on an organizational level we find a positive impact of volunteer work on separations of paid workers in shrinking/stagnating NPOs, whereas volunteers have a negative impact on separations in growing NPOs. These findings lend support to the assumption that a substitution effect between the two groups of workers exist.

No Longer Unmeasurable: A Framework for Assessing Volunteer Program Effectiveness

*Rebecca Nesbit, University of North Carolina at Charlotte
Robert Christensen, University of Georgia
Jeffrey Brudney, Cleveland State University*

*BeckyNesbit@unc.edu
rc@uga.edu
jbrudney@gmail.com*

In this paper we develop a framework for assessing volunteer program effectiveness that includes such major components as the volunteer program inputs, the volunteer management practices, the volunteer program outputs, and the organization's financial and programmatic outcomes. We illustrate and test this framework using survey data collected from the staff, volunteers, executives, board members, patrons and donors of a large library system in an urban area in the southern United States.

Why They Do What They Do: Using Philanthropic Typologies to Understand Volunteers

*Leigh Nanney Hersey, University of Memphis
Laura Harris, University of Memphis*

*Inhersey@memphis.edu
leharri@memphis.edu*

Who are today's United Way Donors and Volunteers? This research used Prince and File's (1994) seven faces of philanthropy to develop a survey distributed to allocation volunteers at one United Way agency. When asked why they donate and volunteer, these volunteers were found to be overwhelmingly Communitarian and Altruistic. In addition, not only did they donate and volunteer with United Way, they were also active in their communities, donating and volunteering with multiple nonprofit organizations. Having a better idea of who donates and volunteers with United Way will help them create better recruitment and retention plans.

Local Government Use of Volunteers

*Rebecca Nesbit, University of North Carolina at Charlotte
Jeffrey Brudney, Cleveland State University*

*BeckyNesbit@uncc.edu
jbrudney@gmail.com*

At the local level, financial stringency and revenue shortfalls have led elected leaders to advocate for volunteers to shore up public services and compensate for cutbacks in paid personnel. Although government may be responsible for as much one-third of all volunteering activity, scant research has examined government adoption of volunteer programs in the 2000s. Using the alternative service delivery data from the International City/County Managers Association, we present a descriptive view of the depth of volunteer involvement in local government across the United States and multivariate analysis of the variables that predict and explain volunteer use by local governments.

Individual and Household Determinants of the Choice of a Volunteer Organization

Rebecca Nesbit, University of North Carolina at Charlotte

BeckyNesbit@uncc.edu

Research on volunteering has documented a host of individual and family characteristics that drive the decision to volunteer. However, beyond understanding who volunteers, it is also essential to understand which types of nonprofit organizations these people volunteer for. This study attempts to begin to fill this gap in the research by investigating predictors of volunteering for different types of volunteer organization. This paper uses data from the 2005-2008 Current Population Survey's volunteering supplement. Preliminary findings indicate the gender, race, income, education, and household structure vary with the type of organization volunteered for (e.g. youth development, religious, work-related, sports).

A Best Practice Model Or Models Of Best Practices? A Framework For Differentiating Effective Volunteer Program Management

*Jeffrey Brudney, Cleveland State University
Lucas C.P.M. Meijs, Erasmus University Rotterdam*

*jbrudney@gmail.com
lmeijs@rsm.nl*

Despite the common appeal to "best practices" in volunteer administration, research attempting to validate them has yielded disappointing results. This paper proposes that the lack of empirical confirmation stems from the different types of volunteer programs that have arisen to meet societal needs. Accordingly, this research advances a new framework for understanding these different types based on: (1) the locus of volunteer recruitment, and (2) the placement of volunteers. The framework demonstrates that the different types of volunteer programs vary with respect to primary stakeholders, essential challenges, strategies, and management responsibilities -- and the requisite best management practices.

Understanding Volunteer Center Performance: Developing and Testing a Model of Volunteer Involvement and Activation

*Jeffrey Brudney, Cleveland State University
Dayoung An, Cleveland State University
Sarah Wright, Cleveland State University*

*jbrudney@gmail.com
d.an@csuohio.edu
sewright24@gmail.com*

Volunteer centers connect prospective volunteers to organizations in need of volunteer assistance. Also called “volunteer bureaus” or “voluntary action centers,” these organizations exist worldwide and can be considered an international movement with volunteer centers in nearly 60 countries. Despite their scope cross-nationally, scant research has been directed to volunteer centers. Accordingly, this paper presents a model for explaining the performance of volunteer centers and tests it empirically based on data drawn from volunteer centers in South Korea in 2010. The model consists of environmental factors, organizational characteristics, and volunteer program features. Empirical evaluation demonstrates support for the model.

i-Volunteerism: Interactive Volunteerism Using Smartphones, YouTube, and Non-Traditional Organizations to Increase Citizen-to-Citizen Engagement

Linda-Marie Sundstrom, Cal State Long Beach

lsundstr@csulb.edu

The paper is intended to introduce a new concept of Interactive Volunteerism (i-Volunteerism), provide an overview of current practices, and explore trends of unconventional volunteer efforts in communities both inside and outside traditional nonprofit programs. i-Volunteerism is the use of smartphone applications, YouTube and Non-Traditional organizations to: a) connect citizens with resources; b) engage citizen-to-citizen collaboration; and c) empower citizens as volunteers.

Who Lends a Hand to Government? Volunteers in Public Service Delivery

Min Su, Georgia State University

minnasu519@gmail.com

Gregory Burr Lewis, Georgia State University

glewis@gsu.edu

The different missions and functions of government agencies and nonprofit organizations may attract different types of volunteers, but most studies of volunteerism overlook volunteer activities in the public sectors. Using a statewide survey in Texas that identifies government volunteers, we investigate whether any characteristics predict voluntary behavior in the public sector. We find that government volunteering is mostly affected by citizen engagement factors, such as citizen-initiated contact with government and contextual satisfaction. People who contact government on policy issues are more likely to become government volunteers.

How Voluntary is Volunteering? Examining Volunteers' Needs for Autonomy, Competence and Relatedness

Jemima Bidee, Vrije Universiteit Brussel

jemima.bidee@vub.ac.be

Tim Vantilborgh; Roland Pepermans, Vrije Universiteit Brussel

tim.vantilborgh@vub.ac.be

Gert Huybrechts; Jurgen Willems, Vrije Universiteit Brussels

roland.pepermans@vub.ac.be

Marc Jegers, Vrije Universiteit Brussels

gert.huybrechts@vub.ac.be

jurgen.willems@vub.ac.be

Marc.Jegers@vub.ac.be

In this paper we focus on volunteers' needs as the antecedent of volunteers' motivation, thus following a Self-Determination Theory approach. We investigate the importance or strength of volunteers' needs for autonomy, competence, and relatedness. We firstly construct a need strength scale. After validation of this scale, we investigate whether individual differences in need strength exist. To this end, a heterogeneous group of volunteers and paid workers, active in the profit and nonprofit sector, has completed our need strength scale. We end this paper with theoretical and practical implications of our study's results.

Young Adults and the Megachurch: What are the implications for volunteerism?

Ashley E. Hyder, University of North Texas

ashley.hyder@unt.edu

Religious institutions are known for their influence on volunteerism and are often viewed as catalysts for volunteer involvement (Wilson and Janoski 1995; Putnam 2000; Wilson 2000). The megachurch, typically Protestant churches with weekly attendance of 2,000 or more, are attracting 18-24 year olds at twice the rate of traditional churches (Thumma and Bird 2009). If most Americans volunteer on behalf of religious institutions and megachurches are engaging 18-24 year olds at a higher rate, it is important that scholars and practitioners understand how these congregations impact a new generation of volunteers who have been historically hard to reach.

Challenges and Opportunities in Healthcare Volunteer Management: Views from the Field

Sean E. Rogers, University of New Mexico

serogers@eden.rutgers.edu

Carmen Rogers, University of Arkansas

cmr008@uark.edu

Karen Boyd, St. Ambrose University

boydkd@sau.edu

Volunteer administrators from 105 hospitals in five states provided open-ended survey responses about what they perceived to be the most pressing challenges and opportunities facing hospital volunteer administrators and the volunteer management profession. A qualitative content analysis of their responses suggests that primary challenges include volunteer recruitment and retention, administrative issues, and operational difficulties brought about by the current economic crisis. Key opportunities include more explicitly linking the volunteer function to hospital outcomes and community impact, expanding volunteer recruitment pools and roles and jobs, and developing organizational support for volunteers and making the volunteer management function more efficient and effective.

Why They Volunteer? Motivation for Volunteering Among Latter-Day Saints

Ram A. Cnaan, University of Pennsylvania

cnaan@sp2.upenn.edu

Van Evans, Indiana University Purdue University Indianapolis

vanevans@iupui.edu

Daniel W. Curtis, University of Pennsylvania

dacu@sp2.upenn.edu

Recent research indicates that church-going Mormons volunteer much more than other groups. Based on a sample of 2,701 of active LDS members and using 25 Likert-scale items asking respondents to rate how important various motivations were for their decision to serve others, this paper sheds light on what motivates Mormons to volunteer. Applying exploratory factor analysis reveals five factors. Subject scores on three of these factors were shown to have a significant impact on the amount of time individuals volunteered and the amount of money given to charity.

Exploring Public Service Motivation and Commitment in Homeland Security Volunteers

Todd J Richardson, Saint Louis University

trichar8@slu.edu

This research studied motivation and organizational commitment of homeland security volunteers. The functionalist perspective was used to develop a partial mediation model. An online survey was administered. Data was analyzed using Barron and Kenny mediation technique and Sobel test. The study findings support the influence of public service motivations on attitudinal variables such as organizational commitment is mediated through its effect on value congruence. The results of this study suggest that the Public Service Motivation concept can be used to measure motivation in volunteers, especially in the public sector context.

***Defining Moments: A case of the AmeriCorps*Arizona
Member Experience***

***Patsy Kraeger, Arizona State University
Barry Kibel, SEED Impact***

***patsy.kraeger@asu.edu
kibel@SEEDImpact.org***

“Defining moments” are insightful episodes or experiences which catalyze personal growth and new life trajectories. This paper examines factors that contribute to defining moments for a sample of 300 stipended volunteers in 18 AmeriCorps programs in Arizona. It explores why this type of volunteer experience is particularly conducive to such moments. It conceptualizes and makes operational a larger social construction of what it means to be an AmeriCorps member and helps fill a neglected gap in the literature relating to the potency of stipended volunteer experiences.

***Interchangeability of Paid Labour and Volunteers in
Nonprofit Organizations***

***Antony Chum, University of Toronto
Laurie I. Mook, Arizona State University
Femida Handy, University of Pennsylvania
Daniel Schugurensky, Arizona State University
Jack J. Quarter, University of Toronto***

***antony.chum@utoronto.ca
lmook@asu.edu
femida11@gmail.com
dschugur@asu.edu
jack.quarter@utoronto.ca***

This paper focuses on the circumstances under which nonprofit organizations interchange paid labour and volunteers. Earlier research has documented that the interchange can go in two directions – paid employees for volunteer and volunteers for paid employees. One of the predictors of the likelihood of interchange was the size of the organization. This research answers many questions left unanswered and moves the unit of analysis to the individual. Based on findings from random sample survey of 1,000 individuals across Canada, experiences of individuals who have experienced either being replaced by paid labour or replacing paid labour are examined.

***Service-Based Scholarships in Higher Education:
Implications for Civic-Minded Graduates and
Professionals***

Julie A. Hatcher, Indiana University

jhatcher@IUPUI.edu

This paper focuses on ways that service-based scholarship programs in higher education contribute to civic learning outcomes for college students and graduates. Based on the results from a national study, the Bonner Foundation 20th Anniversary Study (n=380, representing thirty campuses), and a campus program evaluation of the Sam H. Jones Community Service Scholarship Program (n=160), implications will be discussed for both campus programs and public policy. In a time when colleges and universities are challenged to contribute to the common good through engagement, perhaps service-based scholarships are a way to address both fiscal and civic concerns.

Senior Volunteerism: The Impact of Social Context

*Lili Wang, Arizona State University
Carlton Yoshioka, Arizona State University*

*Lili.Wang@asu.edu
yoshioka@asu.edu*

Senior population provides significant amount of volunteer work in communities across America. Using data from the Arizona Health Survey 2010, this study examines the impact of various factors, mainly social context, on senior volunteering. The preliminary analysis shows that social networks, years living in the community, and associational participation increase seniors' likelihood of volunteering. Education, income, physical and mental health have positive impact on senior volunteering as well. However, having grandchildren in the household lowers the chance of volunteering among seniors.

Prisoners as volunteers: Insights from the UK

Rosie Meek, University of Southampton

rosiemeek@hotmail.com

Voluntary organisations have a long and rich history of working within the criminal justice system, with the involvement of community volunteers in correctional settings being widely regarded as serving an important role in prisoner rehabilitation. However, less research attention has been paid to instances of volunteering by those who are incarcerated. This paper presents data from an English study on the impact of prisoner volunteering in promoting positive identities and desistance from crime. Examples of good practice are highlighted and findings are discussed in the context of prisoner reentry and policy developments.

NGOs and Volunteer Tourism: A Look at Volunteer Tourism in Favela (Slum) Communities of Rio de Janeiro

*Jessica Faustini Aquino, Arizona State University
Kathleen Andereck, Arizona State University*

*jessica.aquino@asu.edu
kandereck@asu.edu*

The goal of this study is to look at the social aspects of volunteer tourism in favela (slum) communities in Rio de Janeiro, Brazil. This study was part of a larger project where local NGOs, volunteer tourists, and community residents were interviewed about their views on volunteer tourism. This paper reports on the findings from the interviews conducted with representatives from the local NGOs. A total of 12 NGOs working in favelas were interviewed from seven favelas. Findings show that there are mixed feelings about volunteer tourism impacts in favela communities. Recommendations towards increasing volunteer tourism's positive benefits are discussed.

Charity Begins at Home: Informal Volunteering and Formal Volunteering in Canada

*Lili Wang, Arizona State University
Laurie I. Mook, Arizona State University
Femida Handy, University of Pennsylvania*

*Lili.Wang@asu.edu
lmook@asu.edu
femida11@gmail.com*

Using data from the General Social Survey of Canada, 2008, this study examines the relationship between formal volunteering and informal volunteering. Preliminary results show that people who volunteer informally, caring for their family and friends and help out neighbors, are more likely to engage in formal volunteering. Additionally, social networks, trust, community connection, associational participation, and self-mastery scale increases the chance of formal volunteering. Mid-age, native-born female respondents who have higher education and income are also more likely to volunteer for organizations.

Changes in the Determinants of Volunteering in Japan Between 1995 and 2010

Haruyo Mitani, Osaka University

haruyo.mitani@gmail.co

This study examines the determinants of volunteering among the Japanese between 1995 and 2010. Nihei (2003) noted that the tendency for people with higher socio-economic status to volunteer has been stronger recently. Despite the rise of volunteerism after 1995, “the first year of volunteerism,” the question remains whether volunteers only come from the upper classes. Thus, I analyzed nationwide samples between 1995 and 2010. The findings show that the influence of socio-economic status, except education, on volunteering has been weaker during this period and that volunteerism now includes the middle and working classes.

Prosocial behaviors abroad: Selfish or selfless

Victoria Woo

vic@victoriaw.com

Richard Boland Jr, Case Western Reserve University

Boland@Case.edu

Richard Boyatzis, Case Western Reserve University

richard.boyatzis@case.edu

An increasing number of professionals are transitioning into new geographies, industries, companies and roles; cross-over from profit to non profit organizations. Research shows that ‘piling up’ of transitions may be detrimental to a person’s sense of well-being. Although there is much literature on coping strategies and adaptation to new realities, there is little written about the increase of well-being in multiple transitions. This study examines the phenomenon of the sense of well being in volunteerism while living abroad. What are the conditions and contextual environments conducive to increasing volunteerism, civic involvement or other prosocial activities? What is the motivation?

Did Sixteenth Century Spanish Conquests Influence Voluntarism and Donating in Latin America Today?

Van Evans, Indiana University Purdue University Indianapolis

vanevans@iupui.edu

This article investigates levels of volunteering and donation practices by three groups of New World countries: Anglo-Protestant, those that were the center of pre-Colombian empires, and others colonized by Spain and Portugal. It especially examines if and how modern levels of volunteering and giving were influenced by the Spanish conquests of the sixteenth and seventeenth centuries. Key findings show the U.S. and Canada have the highest levels, all Latin American countries are markedly lower, and Peru and Mexico have the lowest rates of volunteering and philanthropic donations as a share of Gross Domestic Product.

Accountable to Whom? Introducing Membership at an Immigrant Worker Center

Maureen Emerson Feit, Seattle University

feitm@seattleu.edu

This paper offers a case study of Casa Latina, a nonprofit active in national networks of workers centers that recently implemented a membership model designed to afford constituents greater power to make and influence key decisions, allocate work and ultimately hold the organization more accountable to its mission.

The Influence of Government and International Actors on Migrant-Serving Nonprofits: An Examination of NGOs Serving Palestinian Refugees in Jordan and Lebanon

*Ani Khatchadourian, San Diego State University
Shawn Teresa Flanigan, San Diego State University*

*anikhatch@gmail.com
shawn.flanigan@sdsu.edu*

This paper seeks to examine the relationship between the state, the UNRWA, and local and international NGOs with regard to social service provision to Palestinian refugees, and the particular impact these relationships have on nonprofit actors. Based on theories regarding the balance of service provision between nonprofit organizations and states (Lipsky and Smith 1989-90; Young 2000), we expect variation in state policy and UNRWA activity to be related to corresponding NGO activity by refugee-serving NGOs in Jordan and Lebanon (Sulieman, 1997). We examine this question through content analysis of organizational websites and survey data collected from NGO staff.

Private Voices, Public Forces: Agenda Setting and the Power of Foundations in the NCLB Era

Patrick Carr, Georgetown University

pjc83@georgetown.edu

How are foundations and the way they allocate grants viewed locally? Do foundation grants really set the agenda in local education politics, or are foundations most influential at the federal level? Have foundations' improved internal capacities changed how implementation of policy occurs at the local level? Each of these questions are addressed in this paper, which examines the tension between private voices and public forces – investigating the relationship between foundations and school superintendents, testing whether local conditions influence how superintendent view and work with foundations.

Teaching Online: A Case Study

SueAnn Strom, Park University

sueannstrom@gmail.com

This case study examines strategies in online learning. New technology usage in an environment where the educational paradigm is shifting and how this affects student learning is explored. Results include how to revise traditional courses into online classes; how to introduce this technology to instructors who have not taught at a distance and how deeper learning for students can be sustained in a virtual environment.

Workforce Contracting Policy in the Nonprofit Sector – Challenges Due to the Rise of Social Entrepreneurial Start-Ups

*Bjoern Schmitz, Heidelberg University
Marlene Walk, University of Pennsylvania*

*bjoern.schmitz@csi.uni-heidelberg.de
marlwalk@sp2.upenn.edu*

Within the past decades, the nonprofit sector significantly increased in size in many countries. The number of employees serves as an indicator for this growth. However, the quantitative growth gives little indication of the qualitative nature of this growth, e.g. the contract structure of the paid workforce. As new organizational forms arose like social enterprises, this paper explores the workforce-contracting policies of social entrepreneurship start-ups. It further investigates their effect on workforce contracting policies in mature nonprofit organizations. We used quantitative data to compare workforce-contracting policies in mature nonprofit organizations and social entrepreneurship start-ups in Germany and the U.S.

Transparency or Accountability? The Purpose of Online Technologies for Nonprofits

Georgette Dumont, University of North Florida

g.dumont@unf.edu

Nonprofit transparency and accountability are two intrinsically connected concepts, with transparency aiding in accountability. A literature has begun to form on nonprofit utilization of Internet technologies, and through content analyses of nonprofit Web sites early findings have noted that these technologies aid in enhancing an organization's transparency to broader publics. Still, the connection between transparency and accountability for nonprofits is less understood.

Advocacy Activities of Human Service Nonprofit Organizations in Israel - A Qualitative Inquiry

Michal Almog-Bar, Hebrew University of Jerusalem

Hillel Schmid, Hebrew University of Jerusalem

Michal Soffer, Ben Gurion University of the Negev

msmi@mssc.huji.ac.il

hillels@mssc.huji.ac.il

soffer.michal@gmail.com

The paper aims to present the findings of a qualitative study that examined the policy-advocacy activities of 100 nonprofit organizations that provide services to children, elderly people, women, and people with disabilities in Israel. Specifically, the study examined: perceptions, definitions, experiences and meanings attributed to advocacy; decision-making processes related to the choice of advocacy tactics; relationships with government officials; and the perceived impact of advocacy in policy-making processes. Qualitative data provided comprehensive insights into advocacy activities and relationships among NPOs and the government as perceived by the organizations.

Performance Management in the Era of Accountability: Managing Legitimacy in SROI Implementation

Kate Cooney, Yale University School of Management

Kristen Lynch-Cerullo, Independent Consultant

kate.cooney@yale.edu

klynch.cerullo@gmail.com

In multi-stakeholder organizations, such as human service nonprofits, the organization is embedded in multiple contexts; each one providing a different frame for action and distinctive evaluative culture. This paper presents a case study of a nationally-recognized Boston based nonprofit agency that recently conducted an SROI analysis on several of its core workforce development programs. The case illuminates the complexity of maintaining legitimacy across multiple stakeholders as a new accountability measure is adopted and identifies a set of creative strategies deployed by the focal agency to harness a relatively new method of evaluation (SROI) for advancing the organization's mission.

Financial and Performance Accountability of Community Foundations

Alicia Schatteman, Northern Illinois University

aschatteman@niu.edu

The first community foundation was founded in Cleveland, Ohio on January 2, 1914. We are now approaching their 100th anniversary as a unique form of nonprofit organization that assures management of charitable donations in perpetuity. The overall question guiding this research is to what extent community foundations are reporting their outcomes through voluntary disclosure in their annual reports. To answer this questions, we examined annual reports from community foundations located in a five-state region of the Midwestern United States (Illinois, Michigan, Ohio, Indiana, and Wisconsin).

How Do Nonprofits Use Outcome Measurement Data?

*Heather MacIndoe, University of Massachusetts-Boston
Emily Barman, Boston University*

*Heather.MacIndoe@umb.edu
Eabarman@bu.edu*

An expansive literature from the private and public sectors suggests that a variety of organizational goals underlies the growing use of performance measurement. This paper examines nonprofit organizations' use of the information they collect via outcome measurement, a particular form of performance measurement that quantifies the impact of a nonprofit's programs/services on clients (Benjamin, 2008). A new survey of Boston-area nonprofits reveals that implementation of performance measurement practices are shaped by how an organization utilizes evaluation data. Multivariate analyses examines how nonprofits' performance measurement orientation influences the extent of evaluation and what resources are allocated to get the job done.

A Crisis of Trust: Online Response to the Financial Crisis among Community Development Loan Funds

*Eric Kaldor, SUNY College at Brockport
Peter Lista, Indiana University
Lynne Moulton, SUNY Brockport*

*ekaldor@brockport.edu
peterlista@yahoo.com
lynnemoulton@gmail.com*

Nonprofit researchers are building a detailed understanding of why and how NPOs engage in accountability measurement. Less well understood is how NPOs communicate their accountability to multiple publics. The Internet provides an important platform where organizations can demonstrate their accountability. This paper analyzes how 74 Community Development Loan Funds (CDLFs) present their organizational accountability online from 2003 to 2012, focusing on changes after the 2008 financial crisis. Results show that following the crisis, a significant percentage of CDLFs added content that focused on trust-building such as their organizations history, while the presentation of quantitative measures of social impact declined.

NGO Accountability—A Two-Way Practice

Khaldoun AbouAssi, Texas A&M University

abouassi@tamu.edu

Extant research in the nonprofit literature focuses on NGO accountability. NGOs struggle to manage multiple—and sometimes conflicting—forms of accountability. An argument often made is that upward accountability to donors is dominant. Donor funding dictates upward accountability. Favorably responding to donor interests, an NGO is likely to witness substantial transformation in its organizational identity and consequently undermines its accountability to its beneficiaries or mission. The main argument of the paper is that perceptions and practices of accountability also shape NGO behavior and alter dependence on donors.

Understanding Transparency: Concept and Practice in the American Nonprofit Sector

Kathleen Hale, Auburn University

halekat@auburn.edu

This article illustrates and analyzes the concept and practice of transparency in the American nonprofit sector. In our understanding of American government, transparency is an article of faith; today, open meetings requirements and public records access policies are standard operating procedure for virtually all government offices at every level of government. In contrast, the concept and practice of transparency in the nonprofit sector is not identical to that of government institutions even though nonprofit organizations are broadly understood as operating for the benefit of various public constituencies.

Nonprofits and Accreditation: Hoop or Help?

Joanne G. Carman, University of North Carolina at Charlotte

jgcarman@uncc.edu

This paper examines how the performance and quality improvement standards (PQI) of the Council on Accreditation (COA) are shaping performance measurement in human service nonprofit organizations. Using data gathered through interviews with nonprofit executives and an online survey, this paper explores why some nonprofit organizations choose to become accredited, the challenges associated with implementing the PQI standards, and the benefits. The findings suggest that some of the accreditation standards have served as very useful tools to institutionalize the process of gathering performance measurement data in nonprofit organizations, and they also ensure the use of the data as well.

Nonprofit Accountability: Moving Beyond Program Outcomes to Assess Relational Work

Lehn M. Benjamin, George Mason University

lbenjami@gmu.edu

David C. Campbell, University of California, Davis

dave.c.campbell@ucdavis.edu

The papers' authors argue that current outcome measurement models focuses on program outcomes rather than client outcomes and consequently misses the relational work of nonprofit staff; work that is critical to client outcomes. They consider how the conception of nonprofit accountability might change if we were to take seriously this relational work. The paper argues that when outcome models ignore this relational work by staff, we fail to understand critical aspects of nonprofit performance and misconstrue nonprofit accountability.

Revenue Diversification Among Israeli Environmental NGOs: Are Foundation Funding and Government Funding Complementary or Competitive?

Itay Greenspan, Hebrew University of Jerusalem

itaygree@mail.huji.ac.il

This paper focuses on the revenue generation challenges of Israeli environmental NGOs. It examines the relationship between government grants and foundation grants in situations where foundations rather than the government provide the largest share of the revenues. The questions explored in this paper are: Which environmental groups receive governmental support, and what is the relationship between government support and foundation funding to Israeli ENGOs. Do government grants have crowding-out effect and consequently substitute for foundation funds, or does government support serve as a signal of an ENGO's quality and consequently crowd in greater foundation funding

Social Media and Constituency Feedback: An Initial Assessment

***David A. Campbell, Binghamton University, SUNY
Kristina Lambright***

***dcamp@binghamton.edu
klambrig@binghamton.edu***

There is a growing interest in how nonprofits can utilize social media to communicate with key stakeholders. However, researchers have only begun to investigate the role that social media plays in the nonprofit sector. This paper shares the results of a study of social media adoption among funders and providers in the Northeastern United States. The paper finds that the majority of organizations either did not use social media or used social media in a very limited way. In addition, several interviewees indicated their organization was hesitant to use social media due to concerns about client confidentiality.

Paper A: Understanding and Strengthening Public Attitudes toward Nonprofit Organizations

*Weiwei Lin, Rutgers University-Newark
Gregg Van Ryzin, Rutgers University-Newark*

*weiwelin@andromeda.rutgers.edu
vanryzin@rutgers.edu*

Public attitudes such as trust and confidence is central to the purpose and performance of nonprofit organizations. We conducted a survey to collect information in order to identify the factors that can explain public confidence and trust in nonprofits. The survey results suggest that judgment of nonprofit programs and services based on experience is an important factor in shaping trust and confidence in nonprofits. The findings provide important policy and management implications that will enable us to better engage the public in nonprofit and voluntary actions in various ways.

Paper D: Young Adults and the Megachurch: What are the implications for volunteerism?

Ashley E. Hyder, University of North Texas

ashley.hyder@unt.edu

Religious institutions are known for their influence on volunteerism and are often viewed as catalysts for volunteer involvement (Wilson and Janoski 1995; Putnam 2000; Wilson 2000). The megachurch, typically Protestant churches with weekly attendance of 2,000 or more, are attracting 18-24 year olds at twice the rate of traditional churches (Thumma and Bird 2009). If most Americans volunteer on behalf of religious institutions and megachurches are engaging 18-24 year olds at a higher rate, it is important that scholars and practitioners understand how these congregations impact a new generation of volunteers who have been historically hard to reach.

Big Lessons on Community from the Small State of Delaware

Lauren Miltenberger

lauren.miltenberger@villanova.edu

Community is often associated with the nonprofit sector, particularly nonprofit social service organizations. Some think this expression of community is a major element inherently incorporated into social service delivery by nonprofits – to provide a space where citizens can come together to express their collective interests, solve community problems and provide programs that aid disadvantaged populations (Smith & Lipsky, 1993). However, there is little scholarly discussion as to how nonprofits express and contribute to community. The purpose of this paper is to describe the findings from a study in Delaware on the specific ways community is expressed by nonprofit social service organizations.

Tea Party and Occupy: Grassroots Movements Setting the Political Agenda in the United States

Catherine Wilson, Villanova University

catherine.wilson@villanova.edu

This paper will explore how the Tea Party and Occupy movements have set the political agenda in the United States by examining eight geographic sites in reliably Democratic, Republican, and swing states where both social movements have flourishing operations. The paper will make use of document analyses, media and scholarly coverage, personal interviews of Tea Party and Occupy leaders, and other qualitative and quantitative data in order to analyze the movements with respect to their nonprofit structure, grassroots nature, as well as their use of symbolic imagery, non-violent direct action tactics, and engagement in coalition advocacy.

Paper B: Exploring the role of nonprofit organizations in leveraging citizen participation

***Mirae Kim, Rutgers University-Newark
Gregg Van Ryzin, Rutgers University-Newark***

***mirae@andromeda.rutgers.edu
vanryzin@rutgers.edu***

This study empirically examines the untested yet pervasive idea that the nonprofit sector functions as an incubator of participative democracy and as a mechanism for citizen participation. To explore this question, this study looks at the relationship between the size of the nonprofit sector and the level of citizen participation, along with the effectiveness of governance, at the country level. Then, it assesses the influence of growing number of nonprofit organizations on the level of citizen participation at local level. The study expects to contribute to understand the ability of nonprofit sector in terms of nurturing active citizens.

Lions Clubs in Guangdong Province, China: How Foreign-Origin Association Branches Can Exist in a Restrictive Environment

***Jiangang Zhu, Sun Yat-sen University
Yanchun Jing, Sun Yat-sen University
Yuepeng Chen, Sun Yat-sen University***

***jiangang2010@gmail.com
amy.jing.cop@gmail.com
yuepeng.chen.cop@gmail.com***

Lions Clubs International (LCI) is the world's largest civic service association. LCI's 46,000 branches (Clubs) are local Grassroots NGOs in 200+ countries. In Post-Mao China, foreign-origin Grassroots NGOs like Lions Clubs are especially resisted by the government, which views them as potential dangerous threats to the regime.

This paper, based on qualitative field research in Guangdong Province, attempts to explain how these LCI branches could exist and expand in China, given substantial government resistance. Key factors are the growing middle class, the attractiveness of the Clubs to middle class volunteers, and close relationships with government officials by Club leaders

Paper C: NGO managers' perception of citizens' participation in South Korea

Bok Gyo J. Jeong, University of Pittsburgh

jon.jeong@gmail.com

This study examines how South Korean NGO managers perceive citizens' participation in its management and policy implementation. Salamon's theoretical framework on the driving impulses for nonprofits will be adopted, including civic activism, voluntarism, professionalism, and commercialism. Where NGO managers stand among varied impulses would influence their perception of citizens' participation. Whereas voluntarism and civil activism stimulate citizen participation, professionalism and commercialism seem to hold some conflicting components with participatory approach. To examine this hypothesis, this study conducts in-depth interviews with 25 South Korean NGOs. This study will contribute to probing into the links between the evolutionary impulses and citizens' participation.

Grassroots Collaborators in a Public Initiative: Whether Strongly Faith-Based Partners Influenced Collaboration and Service Delivery

Jill W. Sinha, Rutgers University

jilsinha@ssw.rutgers.edu

Grassroots, faith-based nonprofits continue to dot the local service delivery landscape, particularly in service provision for children and youth, ex-prisoner reintegration, addictions recovery, and community economic development. What unique contributions and potential pitfalls does collaboration with such providers envelop? A case study offers in-depth look at whether inclusion of grassroots faith-based service providers as partners in collaborative service delivery offers any benefits, given that faith-based organizations' services appear to complement existing public and nonprofit service provision in some specific ways (see Campbell, 2011; Chaves, 2004; Cnaan, 1999, Kearns, Park, & Yankoski, 2005; Monsma, 2004; Smith & Sosin, 2001).

*How Chinese Grassroots NGOs Seek Government
Acceptance: Official Registration and Its Alternatives
in a Restrictive Environment*

*Jun Xu, Capital University of Economics and Business
David Horton Smith, Sun Yat-sen University
Boston College; City University London*

*junxu2005@126.com
davidsmith309@gmail.com*

Grassroots NGOs in Post-Mao China generally have difficulty gaining government registration in the minority of instances when they seek it. But without such registration, such NGOs are illegal by Chinese civil law. When rejected for official registration, NGOs have a choice of only a few alternative pathways to gain some recognition and legitimacy. Based on qualitative research interviews in China (mainly in Beijing) with 50 NGO leaders, this paper reports a theory that describes these pathways: Some NGOs give up and die. Some NGOs live on illegally. Some NGOs become registered businesses. Some NGOs gain legitimate "sponsors."

*Why Strategic Chinese NGO Alliances Were Permitted
During the Wenchuan Earthquake Relief Process in
Spite of the Restrictive Environment*

*Weijun Lai, Sun Yat-sen University
Jiangang Zhu, Sun Yat-sen University*

*laiweijun.cop@gmail.com
jiangang2010@gmail.com*

As part of general Chinese government resistance to NGOs, alliances and coalitions of NGOs are discouraged or disbanded, because of feared threats to the government regime (Ma 2006). Based on qualitative field research, this paper analyzes why an extensive NGO alliance and collective action were permitted during the disaster relief and reconstruction process following the Wenchuan Earthquake in Sichuan Province, China (May 2008). The paper explores the specific mechanisms of "incomplete" cooperation permitting this large scale NGO collective action in a generally restrictive societal environment, thus contributing to more general understanding of NGO collaboration (Austin 2000).]

A Democracy of Opportunity

Stephen Danley, University of Pennsylvania

Stephen.Danley@gmail.com

This study uses mixed methods, including interviews, surveys, document analysis and ethnography, to examine democratic innovation by neighborhood associations in Post-Katrina New Orleans. In these policy networks, neighborhood associations serve as links to the community. However, these links depend primarily on deep participation by a limited group of volunteers who run the associations, not on traditional democratic mechanisms such as elections. Instead of a system of widespread participation, such as voting, New Orleans neighborhoods use a Democracy of Opportunity; representatives of the neighborhood are those who have the time and initiative to do so.

Quantifying Organizational Effectiveness: An Outcome Accountability Model for Improved Resource Allocation

George E. Mitchell, The City University of New York

gmitchell@ccny.cuny.edu

Without good information resource allocation in the nonprofit sector will remain systemically arbitrary, untied to organizational effectiveness or efficiency. This article addresses the criterion problem by introducing a quantitative assessment framework that provides a theoretical basis for comparing the effectiveness of dissimilar organizations, and more importantly, for incentivizing information disclosure to facilitate comparative cost-effectiveness analysis at the programmatic level. The framework is based on prior research establishing that many nonprofit organizations, in practice, define organizational effectiveness as outcome accountability. According to the outcome accountability model, an organization is effective to the extent that it achieves progress toward its own goals.

What is All the Ado About? 'Reach' as a Proxy to Uncover Who is Actually Measuring Social Impact.

***Marta Rey-Garcia, Universidad de A Coruña
Kellie Cornelia Liket***

***martarey@udc.es
kellieliket@gmail.com***

Luis Ignacio Alvarez, Universidad de Oviedo, Spain

alvarez@uniovi.es

The pressure for NPOs to demonstrate their social impact has been rising over the last two decades (Kaplan & Grossman, 2010; Ebrahim & Rangan, 2010). Despite all the attention for impact, progress in measuring it seems to have been gradual. In this paper it is researched whether nonprofit organizations in both The Netherlands and Spain are currently measuring their social impact. Instead of directly inquiring into the measurement of social impact, the organizations ability to specify its reach is argued to be a more accurate method of revealing the organizations' efforts in measuring its social impact.

Addressing Measurement Validity: A Typology of Social Impact Measurement Methods

Kellie Cornelia Liket

kellieliket@gmail.com

Marta Rey-Garcia, Universidad de A Coruña

martarey@udc.es

***Karen Maas, Erasmus Centre for Strategic Philanthropy Erasmus University
Rotterdam***

maas@ese.eur.nl

Careful disentangling and clarification of the concepts of performance, effectiveness, impact and outcomes is a prerequisite for progress of both measuring and improving nonprofit performance. An adapted version of the social value chain is adopted that illustrates that different types of effects (e.g. output, outcome) can provide answers to questions at different organizational levels (e.g. operational, tactical). Consequently, a typology of methods is proposed that combines the type of effect that can be measured with a method, determining the questions the measurement can answer and the performance functions it can fulfill, as well as the rigor of the method.

Social Impact Measurement, a Five-Step Strategic Process: Why, What, Who, How and Where?

***Karen Maas, Erasmus University Rotterdam
Kellie Cornelia Liket***

***maas@ese.eur.nl
kellieliket@gmail.com***

Despite the increased popularity of evaluation and especially impact measurements in specific, nonprofits are found to be struggling with selecting the appropriate methods. In this paper a jargon-free description of the basic steps in impact measurement are set out. It aims to reduce the complex methodological debates, often focusing solely on the design part of impact measurement, and the wide and confusing landscape of methods down to a simple five question impact process for managers to use as a central part of their strategy.

***Framing the Organizational Effectiveness Debate:
The Domain-Measurement-Stakeholder Model***

Hans Peter Schmitz, Syracuse University

hpschmit@maxwell.syr.edu

This paper seeks to engage the effectiveness debate with the assertion that any inquiry about effectiveness will explicitly or implicitly make choices about three components of effectiveness: domains of nonprofit activity, measurement of performance, and stakeholder perspectives. Drawing on recent research, the paper works to develop a feasible empirical model of effectiveness and confront challenging aggregation problems to move effectiveness research toward providing a meaningful input into social impact markets.

***A Market of Nonprofit Organizations: Nonprofit
Organizational Effectiveness as The Social Bottom
Line (SBL)***

Kellie Cornelie Liket

kellieliket@gmail.com

In this paper it is argued that the fundamental assumption that underlies the transferability of market principals to nonprofits is a meaningful comparability of nonprofit organizational effectiveness (OE). The lack of conceptualization of both nonprofit OE and social impact is addressed. Mission advancement reflects an organization's bottom line. Mission advancement is best measured with social impact. A distinction is proposed between: a) mission-related impact that only concerns the social effects that are intended in the mission and b) public good impact which concerns all types of social effects that result from any action, intervention or organization, regardless of their link to the mission statement.

***The Context of Giving: The Relationship Between
Social Context and Gender Differences in Charitable
Giving***

Pamala Wiepking, Erasmus University Rotterdam

pwiepking@rsm.nl

Christopher J. Einolf, DePaul University

ceinolf@depaul.edu

In this study we will simultaneously examine the influence of both individual level explanations and contextual level explanations on giving behavior of men and women. Using the European Social Survey (Ncountry=21; Nindividuals=40,319), we will answer how much of the variability in gender differences in giving behavior is due to individual level differences between men and women in resources and motivations, and how much is due to differences in the context under which men and women display giving behavior.

***The Effects of Gender and Generation on Charitable
Giving***

Debra J. Mesch, Indiana University Purdue University Indianapolis

dmesch@IUPUI.edu

The research question addressed in this paper is: Are there gender and generational differences in charitable giving? We use two different data bases to examine this question--the 2002 and 2004 General Social Survey (GSS) and the 2008 Knowledge Networks datasets to estimate the differences in giving and motivations across gender and generation. Each data base also allows us to examine motives for giving by gender and generation.

We employ two motives for giving that have been used in previous research—empathic concern and principle of care.

Moral Identity, Giving and Gender

Jen Shang, Indiana University

cshell@indiana.edu

This paper explores how giving can be increased by understanding 1) the effect of priming moral identity, 2) how the act of giving reinforces moral identity, and 3) the moderating role of gender. There is an emerging interest in the moral identity construct. Moral identity is the degree to which one believes moral traits (e.g. compassionate, caring and kind) are an important part of who they are. Moral identity is like other identities such that when it is primed through a reference to moral traits, it becomes top of mind and influences giving.

Gender Differences in Giving Motives: The Dutch Case

Arjen De Wit, VU University Amsterdam

a.de.wit@vu.nl

Rene Bekkers, VU University Amsterdam

r.bekkers@fsw.vu.nl

In a variety of empirical studies from the USA, women are found to be more likely to donate money and to donate a higher amounts than men with similar levels of income and education (Mesch et al. 2002, Mesch et al. 2006, Mesch et al. 2011). The question we seek to answer in this paper is whether these gender differences in giving are also found in the Netherlands and if so, how the differences can be explained.

Opening the Blackbox: Religious Participation as a Gateway to Community Engagement through Volunteering and Philanthropy

Laurie E. Paarlberg, University of North Carolina Wilmington

paarlbergl@uncw.edu

Mary Tschirhart, NC State University

instituteforprofits@ncsu.edu

Stephen Meinhold, University of North Carolina Wilmington

meinholds@uncw.edu

This paper explores the role religious participation plays as a gateway to religious and secular philanthropy. Our preliminary findings indicate that religious attendance has a strong impact on engagement for newcomers to a community, controlling non-religious network ties. In particular, our interviews reveal that newcomers become aware of community needs through their local churches/places of worship. Over time as individual's secular relationships and ties to the community become stronger, the impact of religious participation on secular giving and volunteering in the community weakens. The results have practical implications for local organizations, both religious and secular, that wish to engage newcomers.

Public Service Motivation in Philanthropic Communities

Robert Christensen, University of Georgia

rc@uga.edu

Richard M. Clerkin, North Carolina State University

rmclerki@ncsu.edu

In this paper we explore the relationship between geographic mobility, sense of community, philanthropic behavior, and public service motivation (PSM). PSM is defined as the “motivation to serve the interests of a community of people.” Our interest in PSM and communities is in the literal sense: communities of residence where donors live. In this paper, using recent survey data from over two hundred residents of a highly mobile community in the United States, we explore the role of PSM among donors of varying lengths of residency and varying levels of community identity.

Off the Hook: How Geographical Moves Affect Giving and Volunteering

*Rebecca Nesbit, University of North Carolina at Charlotte
Darlene Xiomara Rodriguez, Salem College*

*BeckyNesbit@uncc.edu
darlene.rodriguez@salem.edu*

In this paper, we investigate how changing one’s community of residence affects philanthropic donations of time and money. We propose that individuals take different paths in transferring their philanthropy when they move to a new community. We create a typology of how geographic moves affect both giving and volunteering. Preliminary evidence suggests that some individuals often have natural gateways into the community, such as churches or homeowners associations. Other newcomers may drop their local commitments when they leave a long time residence but retain or establish new connections with national organizations that represent their interests.

Social Entrepreneurship in Cuba: Pushing the Limits of Risk and Reward

John C. Ronquillo, DePaul University

jronquil@depaul.edu

*****NO ABSTRACT*****

Social Entrepreneurship in the United States: Trends in an Evolving Space

Kate Cooney, Yale University School of Management

kate.cooney@yale.edu

*****NO ABSTRACT*****

Social Entrepreneurship in Germany: Founding, Transforming, Intrapreneuring

Bjoern Schmitz, Heidelberg University

bjoern.schmitz@csi.uni-heidelberg.de

*****NO ABSTRACT*****

Hybridity and the Nonprofit Sector

Steven Rathgeb Smith, Georgetown University

srs83@georgetown.edu

This paper will discuss the development of hybrid nonprofit organizations and the implications for hybridity on the relationship of nonprofit organizations including organized philanthropy to citizens, users, and the broader community and the implications of this relationship for the performance and accountability of hybrid organizations. This paper will also address the different types of hybrid organizations forms including partnership and subsidiary structures with a particular emphasis on organized philanthropy including foundations. This paper is particularly timely given the proliferation of hybrid organizations and the importance of understanding the governance and performance implications of hybridity for nonprofit organizations.

Toward Understanding Governance in Hybrid Organizations: The Case of Minnesota's Charter Schools

Melissa Middleton Stone, University of Minnesota

stone039@umn.edu

This paper presents results from a research study on charter school governance in Minnesota, the first state to enact charter school legislation in 1991. The paper examines the effects of the political and institutional environments on charter school governance, pays particular attention to how charter school boards navigate their legally mandated hybrid status, and analyzes the effects of hybridity on governance practices and school performance. The paper makes theoretical and empirical contributions to our understanding of governance in strong institutional environments and the implications of hybridity for relationships between contextualized governance and performance.

Social Entrepreneurship in East Asia: Change, Challenges and Opportunities

Jennifer H Chen, Nanhua University

chen.huiru@gmail.com

*****NO ABSTRACT*****

Patterns of Organizational Hybridity – Towards Measuring the Hybridity Status of Organizations

Bjoern Schmitz, Heidelberg University

bjoern.schmitz@csi.uni-heidelberg.de

Instead of starting with a clear definitional clarification of concepts like social entrepreneurship (SE), and falling into the traps of these debates, it is suggested to complement these debates with a perspective of commonalities which helps to reveal the similarities and common roots of concepts. This is because constructs like SE have in common a description of hybridization of organizational structures. Advantages of a perspective of commonalities will be given. Furthermore, an analytical model including indicators will be suggested to detect hybridity patterns on organizational level. The paper concludes with limitations of the model and suggestions for future research.

Survival in a Sea of Exclusion on College Campuses

Marcia Jones Cross, Cross Solutions, Inc.

mjcross1014@gmail.com

The second paper of this panel focuses on the panelist's book, "Survival in a Sea of White," where the author/main character, highlights her experiences as a public relations professional and advisor to the black students at fictional Détente' College in the mid-1980s. She relates her anger and discouragement about her daily encounters of racial, gender, homophobic, religious and social class disharmony on a predominantly white college campus.

Hair Rules!

Natalie T. J. Tindall, Georgia State University

ntindall@gsu.edu

Hairstyles and hair choices are loaded issues in families and community spaces. But is that the same in the workplace? The purpose of this first of three papers that comprise this panel is to examine how people make meaning of organizational politics and culture, grooming, and identity and to understand the image management strategies used in the workplace and its impacts on the so-called "professionalization" of the nonprofit sector.

I Am Really Not My Hair: Stories From a Participatory Action Research Project

*Monika L. Hudson, University of San Francisco
Pier C. Rogers*

*mHUDSON@USFCA.EDU
PROGERS@NORTH PARK.EDU*

Lawrence McGill, Foundation Center

lTM@FOUNDATIONCENTER.ORG

Why does responding to questions about a "threadlike outgrowth from the epidermis of plants, mammals and other animals" (<http://www.merriam-webster.com/dictionary/hair>) stimulate stories? What might these "hair" stories tell us about the lives of individuals currently in the nonprofit workplace? We began this participatory action research project with the intent of discovering more about the barriers and differences associated with working in the nonprofit sector. We concluded understanding more about narratives can be a powerful form of research for those traditionally unheard voices in the third sector.

The Challenge of Protecting Land 'Forever' or 'In Perpetuity' With a Conservation Easement

*Nancy McLaughlin, University of Utah
W. William Weeks, Indiana University*

*nancy.mclaughlin@law.utah.edu
wwwweeks@indiana.edu*

This paper examines legal and tax issues related to conservation easements donated for the purpose of protecting the conservation or historic values of the land “forever” or “in perpetuity.”

How Do Foundations Manage Grantees’ Advocacy Activities in the Field of Education? A Cross-Case Comparative Analysis

*Megan E. Tompkins-Stange, University of Michigan
Patricia Bromley, University of Utah*

*megan.tompkins@gmail.com
p.bromley@utah.edu*

Private philanthropic foundations play a central, though little understood, role in shaping nonprofit policy advocacy. While the Tax Reform Act of 1969 ostensibly banned foundations from funding efforts to influence legislation or supporting political campaigns, it was relatively vague with regard to the permissibility of less explicit advocacy activities. Thus, foundations operate in an ambiguous space with regard to funding of advocacy. Using unique qualitative data drawn from a rare set of interviews and internal foundation communications, we explore this ambiguity and the ways in which it is negotiated within foundations.

Evaluating Options for Reforming the Charitable Income Tax Deduction

*Joseph Cordes, The George Washington University
Joseph Rosenberg, Urban Institute*

*cordes@gwu.edu
jrosenberg@urban.org*

This paper will assess various options for reforming the current income tax deduction. Using the Urban-Brookings Tax Policy Center’s microsimulation tax model, we will estimate how various reforms would affect tax incentives to donate and the likely impact on the amount of individual charitable giving. Building on the work of Cordes (2011), we will use data from nonprofit tax returns (Form 990) and survey data on giving patterns to estimate the impact of these changes on the financial resources of nonprofits.

Principles and Rationales Behind the Charitable Deduction and Proposed Reforms

*Roger Colinvaux, Catholic University of America
Brian Galle, Boston College Law School
Egene Steuerle, Urban Institute*

*colinvaux@law.edu
brian.galle@bc.edu
esteuerl@urban.org*

Many proposals for budget and tax reform would change the value of the charitable contribution deduction. In addition, many other tax policy reforms, such as changes in tax rates, boundaries defining what types of organizations are eligible as donees, and general rules or overall limits on itemized deductions, can affect its value. What would the effects of such reforms be, and which are the most efficient? This paper examines current laws concerning the charitable deduction, the various rationales that have been offered in its support, and assesses proposed reforms.

The Nonprofit Property-Tax Exemption and PILOTs

*Joseph Cordes, The George Washington University
Evelyn Brody, Chicago-Kent College of Law
Adam H. Langlely, Lincoln Institute of Land Policy
Daphne Anne Kenyon, Lincoln Institute of Land Policy*

*cordes@gwu.edu
ebrody@kentlaw.edu
alanglely@lincolninst.edu
dkenyon433@aol.com*

This paper will focus on state and local tax benefits for charities, most notably the property tax exemption for nonprofits. Recent budgetary pressure has affected not only the federal government but also many states, counties, and cities. An increasing number of areas have begun requesting “voluntary” payments in lieu of taxes or PILOTs from nonprofits owning sizable amounts of property. This paper will examine the difficulties of constructing well-designed PILOT program and whether a more global solution is possible, as well as who wins and who loses under the current property tax exemption.

AIDS Treatment Advocacy in the US, Brazil and South Africa: Diverse Actors, Strategies and Sectors

Susan M. Chambre, Baruch College - CUNY

Susan.Chambre@baruch.cuny.edu

This paper describes the evolution of access to lifesaving medications in these three political contexts.

Breaking the Tire Cycle Campaign: A Case Study of Cross-Border Environmental Advocacy Affecting the U.S.

Pat Libby, University of San Diego

patlibby@sbcglobal.net

This describes a transnational advocacy campaign that was launched in the U.S. with the intention of affecting change in the U.S. along the U.S. Mexico border.

The Advent of Technology Enhanced Leaderless Transnational Social Movement Organizations: Implications for Transnational Advocacy

*Lori A. Brainard, George Washington University
Katherine Boland, Rowan University
John G. McNutt, University of Delaware*

*brainard@gwu.edu
boland@rowan.edu
mcnuttjg@udel.edu*

This paper will discuss the emergent leaderless and technology enabled organizations, identify the salient characteristics of these organizations and examine the implications of these findings for transnational advocacy.

Advocacy nonprofits and schools: A case study of the Dignity for All Students Act in New York State

Margery C Saunders, SUNY College at Brockport

msaunder@brockport.edu

How do advocacy nonprofits shape education policy and programs? This case study examines how the activities of nonprofit advocacy groups influenced education leaders and policy makers to pass the Dignity for All Students Act (DASA) in 2010. DASA requires schools to take steps to prevent and address bullying. Using interviews, analysis of legislative and policy archival information, and news reports, this study recounts the process of how this policy came to be, and examines the relationships and stances among nonprofit advocacy groups, and in what ways these groups continue to influence or assist in the implementation of DASA.

The Great Equalizer? Compulsory Schooling, Child Labor Laws and the Rhetoric of Progressive Era Reformers

Lia Howard, University of Pennsylvania

liaf@sas.upenn.edu

The presentation first discusses compulsory schooling legislation and its controversial nature as arguably America's first social policy. The legislation was passed because of the particular contextual moment of the Progressive Era with its mass immigration, urbanization and industrialization. The zealous activities of reformers will be examined (predecessors of non profits). Strategically reformers were successful by recasting the issue as one of citizenship (drawing upon the fears of native born Americans that unless these immigrant children were in school and Americanized, they would destroy American society). For this reason, schools became the agent of Americanization for immigrant children and their families.

Disparities between School District Characteristics, Educational Outcomes, and PTA/PTO Affiliates

*Robert M. Silverman
Kelly L Patterson, University at Buffalo*

*rms35@buffalo.edu
klp27@buffalo.edu*

This paper examines intra-metropolitan disparities between school districts and their PTA/PTO affiliates. It is based on an analysis of school districts in Erie County, New York. This area includes school districts in two distressed cities and 42 surrounding suburban and rural municipalities. There are a total of 28 school districts across the municipalities. A total of 86 PTA affiliates currently hold 501(c)(3) status in the area. Data come from IRS Form 990s, the American Community Survey (ACS), and the New York State Education Department (NYSED). The analysis examines the extent to which PTAs/PTOs promote and hinder equity across school districts.

*Collaborative Action Inquiry: A Tool for, and Result of,
Multi-Level Capacity Building*

*Paige M Bray, University of Hartford
Joan Pedro, University of Hartford
Erin Kenney, University of Hartford
Mary Gannotti, University of Hartford
Angela Frusciante, William Caspar Graustein Memorial Fund*

*bray@hartford.edu
pedro@hartford.edu
ekenney@hartford.edu
gannotti@hartford.edu
afrusciante@wcgmf.org*

This two year funded project focuses on connecting parents and others in the community to information about early childhood, knowing it is a key to the success of young children. Using a community-based participatory action research model of action inquiry, this project has an expressed commitment to practical outcomes which transform structures and relationships. Capacity building has occurred on four distinct levels- philanthropic, methodological, community and individual. Documentation for all levels will be discussed. The essential engagement via virtual space and face-to-face meetings for a constant communication and supportive contact are explored. Impact and contribution will be discussed.

Diversity in Nonprofit Cultural Organizations

Francie L. Ostrower, University of Texas at Austin

fostrower@austin.utexas.edu

This paper examines the homogeneity and heterogeneity of cultural organizations today, both internally with respect to their boards, and externally with respect to those that they serve – and the relationship between the two.

*Promoting Charity Accountability Through Financial
Reporting*

Oonagh Breen, University College Dublin

oonagh.breen@ucd.ie

This paper examines policy bases for charity accountability through financial disclosure, with particular regard to whether financial reporting can achieve those identified ends. It compares how different common law jurisdictions have addressed these issues. The study will consider how regulation changes according to the chosen regulator overseeing the disclosure (e.g., tax authorities, public interest bodies, corporate enforcement, specific charity regulators). It also examines whether changes in accounting standards at the international level will filter down to uniform practices at a national or regional level for NGO accountability.

*The Human Rights Movement of Dalits: The Role of
Indian Diaspora and International Organizations*

Lalit Khandare, Indiana University

lkhandar@umail.iu.edu

The paper analyzes the problems of the caste system, reasons for untouchability, and national and international legal dimensions.

*Three Different Explanations for What Went Wrong
with the Hershey Trust*

Robert A. Katz, Indiana University

rokatz@iupui.edu

This paper examines the fiasco of the Hershey Trust's aborted sale of Hershey Foods stock from three different perspectives: the ones proffered by civil society-oriented nonprofit law scholars, efficiency-oriented business organizations law scholars, and stakeholder-oriented management experts.

*Promoting Crossnational and Intranational
Charitable Activity: Towards an International
Convention on Nonprofit Donation*

Norman I. Silber, Yale Law School

norman.silber@yale.edu

This paper explores the feasibility and wisdom of UN-sponsored or UN-style guidelines for the treatment of charitable organization and a convention on international nonprofit donations.

*Building State-Nonprofit Pre-Contracting
Relationships: Nonprofits and Public Health
Emergency Preparedness Services*

Deborah A. Auger, University of Delaware

auger@udel.edu

The State-Nonprofit Contracting Relationship is of central importance to nonprofits. Recent studies have added valuable knowledge about how formalized service contracting relationships operate at the state level, with what positive and negative nonprofit effects. Yet little is known about how this state-nonprofit relationship operates in the "pre-contracting" phase. How do state agencies reach out to explore options with nonprofits? How do both sides assess whether nonprofits have means, money, and motivation to engage in more formalized arrangements? How are relationships built that make deeper engagement possible? This paper reports on a case study in public health emergency preparedness services.

*Contracting, Performance Management, and
Nonprofit Social Services*

Steven Rathgeb Smith, Georgetown University

srs83@georgetown.edu

The focus of the paper is an investigation of the implications of greater accountability requirements and expectations on nonprofit social service agencies receiving government contracts. The reliance of government on performance-based contracting and outcome evaluation has increased sharply with potentially profound consequences on the governance of nonprofits and their relationship to service users. The empirical research for this paper is based upon ongoing research on performance management in nonprofit social service agencies. The findings of this research are also directly relevant to understanding the implications of other performance management initiative supported by private funders.

Government-Nonprofit Contracts and Grants: Toward Better Practices

*Elizabeth T. Boris, The Urban Institute
Erwin de Leon, The Urban Institute
Sarah L. Pettijohn, The Urban Institute*

*eboris@urban.org
edeleon@urban.org
spettijohn@urban.org*

This paper will present findings from a new study of government grants and contracts with nonprofits. Interviews with government agency officials and nonprofit leaders in Connecticut, Maryland and New York, states with ambitious reform efforts, reveal new energy behind efforts to simplify processes and deal with problematic issues such as late payments, multiple audits, and others. Significantly, in some cases, nonprofits have achieved a seat at the policy table. Analysis of the innovations in government processes and the role of nonprofits in promoting better practices will help emerging efforts across the country and will inform a national survey to be fielded in 2013.

Reporting Administrative Expenses

*Carol J. De Vita, The Urban Institute
Sarah L. Pettijohn, The Urban Institute
Erwin de Leon, The Urban Institute*

*cdevita@urban.org
spettijohn@urban.org
edeleon@urban.org*

All funders – both government and private donors – want to know that their funds are being used efficiently and effectively for the purposes intended. This is especially true when resources are constrained. This paper provides an in-depth look at administrative expenses through the lens of the Community Services Block Grant (CSBG) program – one of the oldest U.S. anti-poverty programs. It examines the multiple guidelines that determine allowable administrative expenditures and discusses the dilemma nonprofits face when guidelines differ. The analysis is based on administrative records and interviews with government officials and local nonprofits. The authors recommend three areas for improvement.

Changing Schools One at a Time or All At Once: An Examination of Private Foundation Grantmaking for Pre-Collegiate Education Policy

Shayna Klopott, Columbia University

smk2121@columbia.edu

The paper seeks to understand if there is an association between private foundations' funding of pre-collegiate education policy and the foundations' characteristics. It also examines how such grantmaking changed from 1988 to 2005, a period in which education policymaking purportedly became less local and more determined by states and the federal government, vis-à-vis two factors: the propensity to make policy grants and the level of government targeted in the grantmaking. Specifically, this paper asks if there are common characteristics among foundations that make education policy grants, and if so, what they are.

Winning the Sprint, Losing the Marathon: Philanthropy's Race for Education Reform

Sarah Reckhow, Michigan State University

reckhow@msu.edu

How do major foundations become engaged in urban education politics? The combined effects of the increasing federal role in education and the rise of market-based ideas have challenged the legitimacy of traditional urban school leaders and introduced new actors into urban education. These trends make it easier for policy entrepreneurs from outside of the school system, such as philanthropists, to influence policy in urban school districts. I show that major foundations have targeted a small group of districts with political features, particularly mayoral or state control of a school district, that enable greater foundation influence in the short term.

*Issues in the Reform of Philanthropic and Charity
Law in China*

Mark Sidel, University of Wisconsin-Madison

sidel@wisc.edu

This paper analyzes key issues in the revision of China's regulatory structure of foundations, social organizations, and other forms of nonprofits.

*The Indicia of an Ideal Charitable Donation Incentive
in Canada*

Adam Parachin, University of Western Ontario

aparachi@uwo.ca

The Canadian Parliament is currently studying donation incentives. In order to evaluate the various reform proposals a set of normative evaluative criteria is needed. The research project considers the indicia of an ideal charitable donation incentive.

*The Impact of UK Anti-Discrimination on Charities:
Service Provision and Personnel*

Debra Morris, University of Liverpool

Debra.Morris@liverpool.ac.uk

This paper will explore the potential for conflict between the anti-discrimination principle that informs UK's Equality Act of 2010 and the increasingly robust requirement that UK charities provide "public benefit," especially in social service providers designed for beneficiaries of a particular gender, age, religion, or other personal characteristics.

*A Review of Consumer Communications by Charities
Regulation Programs*

Putnam Barber, University of Washington

putnam.barber@gmail.com

This paper surveys state-run programs for regulating charitable solicitations and advising donors. and evaluates these programs. It focuses on how they represent their services, the information they make available, and the policies they advance.

Charitable Contributions of Property: A Broken System Reimagined

Roger Colinvaux, Catholic University of America

colinvaux@law.edu

This paper examines the current regime for charitable contributions of noncash property, examine the rules in light of their theoretical underpinnings, and, provide for alternative approaches to such contributions that could both raise revenue and provide for a greater social benefit.

The Power of Observation: Teaching Nonprofit Leadership through Art and Stories

Theresa A. Ricke-Kiely, University of Notre Dame

trickeki@nd.edu

Diana Matthias, University of Notre Dame

Diana.C.Matthias.2@nd.edu

We propose a pedagogical framework for teaching leadership in an art museum. Students go through a process of observation, description, and interpretation utilizing paintings. The activity goes beyond simple observation and allows the students to discriminate and focus on their judgment and assumption-making. Working with both a museum educator and nonprofit professor allows students to effectively integrate leadership theory through reference to historical storytelling. This exploratory study suggests that students can learn about leadership through an analysis of art and stories, which involves observation, listening, interpretation, and exploration of culture and historical context of the artist and viewer.

Adult Learning Theory and Experiential Learning: Making an Impact in Teaching Volunteer Management

Sylvia Ramirez Benatti, University of the District of Columbia

sbenatti@udc.edu

The Volunteer Management course is established on two theories Knowles's Adult Learning Theory and Kolb and Fry's Experiential Learning Theory. This course requires students to be able to make choices, call on their past experiences, be ready to learn, apply their past knowledge and have the motivation to learn. The course provides concrete learning experiences thru working in a nonprofit organization with an established volunteer program, observation and reflection through the use of online journals and group discussions, the opportunity to be able to form abstract concepts and test new situations through presentations of their papers on their experiences with the nonprofit organization.

Transformational Nonprofit Pedagogy: The Use of the Arts and Storytelling

Teresa VanHorn, University of San Diego

tvanhorn@sandiego.edu

Instructors for leadership courses in Guatemala faced the challenge of how to wisely create interaction with the tragic and traumatic history of the country. The desired outcome was to inspire in students movement toward transformational leadership. The challenge is that Guatemala's history of civil strife, negative foreign policies, extreme poverty, and discrimination confronts students with ugly realities.

Changing United Way Allocations: Contingent or Symbolic Response to Changing Contexts

*Laurie E. Paarlberg, University of North Carolina Wilmington
Stephen Meinhold, University of North Carolina Wilmington*

*paarlberg1@uncw.edu
meinholds@uncw.edu*

This paper describes to what extent United Way allocations to partner agencies changed over time and how these changes are related to local economic conditions? Our paper draws upon the concept of local logics to explore the often competing tensions between strategic contingencies facing organizations and the institutional demands of local and field level expectations. We test our model using a longitudinal database that captures changes in allocations of partner organizations for all local United Way systems. Our analysis explores the relationship between the extent of change in allocations and local context.

Participation and Policy: Foundation Support for Civic Engagement and Community Organizing in the United States

*David Suarez
Youngmi Lee, University of Southern California*

*dsuarez@usc.edu
youngmil@usc.edu*

Non-profits build social capital by linking citizens to each other and to government, but little research has explored the role of foundations in this process. Using data from 2007 for approximately 1,400 foundations, this study focuses on the determinants of foundation support for community organizing and civic engagement. Empirical analyses indicate that foundations with a legacy of promoting social justice philanthropy tend to support both activities, and foundations with more organizational memberships also support both activities. In addition, foundations with larger boards are associated with funding for civic engagement and community organizing, and larger foundations are as well.

A Partial Theory of Nonprofit Success in Grant Markets

*Jesse Lecy, Andrew Young School of Policy Studies
Jasmine A. McGinnis, George Washington University*

*jdlecy@gsu.edu
jmcginnis@gwu.edu*

We present a review and meta-analysis of 20 years of research on nonprofit competition in grants markets searching nonprofit, public administration and management journals. Within each article the authors identify the research question asked, theory used, methodology employed, data analyzed, and findings. Initial findings reveal that data used in grants research cannot observe characteristics of nonprofits that did not receive a grant, which introduces a particular kind of bias into analysis. Research methods to overcome these inefficiencies are discussed. In doing so, we lay the ground work for future research on the foundation grant making process.

The Contestation of Social Enterprise from Within the English Nonprofit Sector

*Pascal Dey, University of St. Gallen
Simon Teasdale, University of Birmingham*

*pascal.dey@unisg.ch
s.teasdale@bham.ac.uk*

This paper seeks to understand how the totalizing discourse of social entrepreneurship is accommodated and / or resisted by nonprofit practitioners. Drawing upon a qualitative longitudinal study of nonprofits in England we outline five relation patterns capturing responses to the master signifier social enterprise. Our analysis enables a more thorough understanding of how government stipulations of social enterprise are re-enacted or transgressed at the level of practice for both pragmatic and ideological reasons. We conclude that the nonprofit sector remains a contested space where market liberalism has not actualized its hegemonic potential, and arguably never can.

Family Foundation Transitions in Rural Capacity-Building Philanthropy

Annie Hernandez, LFF & Antioch University

annie@anniehernandez.com

This panelist, as a program officer at a family foundation, will share the action research conducted over the past two years to evaluate and shift the Foundation's capacity building grant programming in a rural region. She will discuss the two prong approach the foundation has evolved to which allows for deep relationships with fewer nonprofits while offering broad development opportunities to all nonprofits. Issues will be discussed related to network development as well as promising practices and shifts in nonprofit capacity building through the lens of philanthropy.

The Pattern and Characteristics of Neighbourhood-Level Charities in England

*John Mohan, Third Sector Research Centre
David Clifford, Third Sector Research Centre*

*J.F.Mohan@soton.ac.uk
D.M.Clifford@soton.ac.uk*

Geographical variations in voluntary sector activity are important where they lead to inequity in service provision and differences in the opportunity to participate in voluntary group activities. However, despite important theoretical work, very little work has demonstrated variation empirically, particularly variation at the local (neighborhood) level.

Philanthropic Involvement in Policy Advocacy and the Capacity-Building Role of Intermediaries

Roberta G. Lentz, McGill University

becky.lentz@mcgill.ca

Two years after passage of the historic Telecommunications Act of 1996, the Ford Foundation initiated exploratory grantmaking for a potential new funding initiative in media policy and technology. Eight years later, a five-year field-building initiative was adopted. Its primary aim was to build capacity for public engagement in communications policymaking at federal, state, and local levels based upon the assumption that the free flow of information depends upon laws, judicial decisions, regulations, and public policies that protect an open democratic media environment. This paper draws upon numerous unpublished reports from the grantmaking initiative, describing its theory, rationale, challenges and outcomes.

Nonprofit Capacity Building: Linking Organizational-Level and Community-Level Effects

Catherine Humphries Brown

c.humphries.brown@gmail.com

While the practice of foundation-funded nonprofit capacity building does change participating organizations' leadership and management practices, little work has addressed how these changes impact community strength and democratic norms. Drawing on new survey data, documentary evidence, and interviews with executive directors and board members from nine organizations that participated in a year-long foundation-funded capacity building program this paper examines the impact of an organization's decision to participate in a nonprofit capacity building program on how it is embedded in community networks and the role it plays in these networks, two factors which relate to overall community strength and democracy.

Towards a More Perfect Nonprofit: The Performance Mindset and the 'Gift'

Roseanne M. Mirabella, Seton Hall University

mirabero@shu.edu

This paper critically examines the increased use of evaluation feedback in decision making by governments, foundations, corporations and individual donors financing the nonprofit sector in an environment of resource scarcity. Included is an analysis of curricular offerings in program evaluation courses offered by nonprofit management education programs, which were found to primarily include instruction in systematic evaluation and the logic model. It argues that an alternative approach to educating future nonprofit leaders would emphasize the social role of nonprofits and the concept of charity, drawing extensively on Derrida's understanding of the gift.

Network learning from inside the philanthropic black box: Adventures in aligning and engaging for research, practice, and socio-political change.

Angela Frusciante, William Caspar Graustein Memorial Fund

afrusciante@wcmf.org

This panelist, as knowledge development officer at a family foundation, will share the background for incorporating a network learning approach to more traditional organization-focused development. She will offer key conceptual and practical considerations that led her to frame an action research design as critical to her role as both a socio-political scholar and foundation officer. Issues that will be discussed relate to research design, notions of action and inquiry, ways of conceptualizing and collecting data, and questions of capacity building for stronger relations between university scholars and participants a funded initiative.

Capacity building for what? Nonprofit responsiveness and the limits of change

*Nancy Stutts, Virginia Commonwealth University
Kevin W Allison, Virginia Commonwealth University*

*nbstutts@vcu.edu
kallison@vcu.edu*

A three-year 'foundation documentation' utilizing mixed methods (interviews, surveys, observations, secondary data, and historical document review) suggests capacity building targeting organization-level capacity may limit the nonprofit sector's capacity to contribute to systemic change.

Nonprofits, government and advocacy in a new governance era

Lauren Miltenberger

lauren.miltenberger@villanova.edu

This paper describes the UK Compact and the Canadian Accord, briefly discusses the implementation of each and the current status, and then focuses on how these systems encourage nonprofit advocacy.

Structured Advocacy Relations between International NGOs and Supranational Institutions

John P. Casey, Baruch College, City University of New York

john.casey@baruch.cuny.edu

This paper analyzes the evolution of structured advocacy relations between INGOs and supranational institutions and the implications for global policymaking.

Transnational Consumer Rights Advocacy Education on "Access to Knowledge" Issues

Roberta G. Lentz, McGill University

becky.lentz@mcgill.ca

This paper presents case study research on a 2-year transnational demonstration project led by Consumers International (CI): A Global Consumer Dialog and Advocacy Network on Access to Knowledge (A2K) Issues.

Alone Together: Communicative Action and the Rise of Transnational Advocacy Networks in Global Education

Jeffrey P. Tiell, University of Maryland

jtiell@umd.edu

This paper argues that within a changing global higher education landscape, mechanisms within civil society are emerging to confront the challenges of the dynamism; Transnational Advocacy Networks (TANs), have sprouted as civil society solutions to the challenges of an increasingly collaborative and nonhierarchical global context.

*Capacity Building of the Third Sector through
Depoliticization:*

*Ching-Ping Tang, National Chengchi University
Ping-Lan Tu, National Chengchi University*

*cptang@nccu.edu.tw
96261504@nccu.edu.tw*

Western countries usually have strong civil society before the introduction of democratic governing system, through which the governments can be held accountable. For most non-democratic regimes or new democracies, however, the space of civic activities is seriously constrained by the suspicious political power holders. If engaging the third sector has become an imperative for effective public governance, how to release this long oppressed sector from choking control of the governments becomes to be the most critical issue for these countries.

*Towards an Institutional Framework for New
Philanthropy in Hong Kong: Policy Agenda
Implications*

*Danny WF Lam, The University of Hong Kong
Elaine Chan, The University of Hong Kong
Sihla Koop, The University of Hong Kong*

*dwflam@hku.hk
elaine_chan@hku.hk
skoop@hku.hk*

Recently, philanthropists in Hong Kong have gone beyond writing cheques, resorting instead to a diverse array of institutional arrangements for doing good. That these seemingly different arrangements are in fact institutional solutions to problematics involved in mobilizing and leveraging private resources for social good has been overlooked. Drawing upon an Institutional Analysis and Development framework, we argue that philanthropists have to cope with a number of problematics involved in the provision and production of the good. Developments in Hong Kong's philanthropic sector in the past decade are reflective of the philanthropists' strategic institutional responses to its changing political economy.

Foundations and the Discourse of Philanthropy

Courtney Jensen

cjensen@georgiasouthern.edu

This research seeks to examine how foundations contribute to the discourse of philanthropy. Using a discourse analysis and interviews with foundation personnel this research suggests that contrary to their critics foundations that focus on addressing racial inequality are less interested in preserving existing social relations and dominant structures, but are extremely interested in preserving and promoting philanthropy's role in society. This finding goes beyond the previous research that has demonstrated the trend in professionalization to illustrate how ideological beliefs "are not just free-floating ideas generated by human beings, but are 'materialized' in specific types of institutions and organizations" (Howarth, 2000, p. 94), such as foundations.

*Philanthropy and Development Strategies: Working
on the Boundaries*

Zhang Xiulan, Beijing Normal University

zhang99@bnu.edu.cn

China is at a transitional moment in its development where social policy is largely been driven by economic factors. As China is moving into a middle-income country, with a rapidly aging population, massive labour mobility and dynamic urbanization, and increasing inequalities on all sides, the challenge for China's policy-makers is to maintain growth, reduce income gaps, increase domestic consumption, and provide welfare benefits to people who are unable to access, for one reason or another, the available socio-economic welfare system.

Empathy and its Discontents: The Disaffected Side of Empathy

Lisa Zanetti, University of Missouri

zanettil@missouri.edu

This paper is a theoretical exploration of the nature of empathy as it relates to individual involvement in philanthropic activity by exploring what happens when empathy goes awry, leading to dysfunctions such as over-identification, compassion fatigue (burnout), or related misalignments. What can we expect when empathy runs into overdrive, or runs low, or runs out completely? Does it simply cease to exist, or does it shift dialectically into something different? How might these transformations affect the organizational dynamics of philanthropic organizations, and would the dynamics be different if we are talking about volunteers versus staff?

Deconstructing Civil Society 'Mappings'

Susan Appe, Binghamton University, SUNY

sappe@binghamton.edu

The term 'mapping' has garnered a lot of attention in civil society research and nonprofit studies. Important contributions to mapping discussions have often focused on definitional issues, what to include and not include, what the data are intended for, and measurement challenges. However, mapping civil society still has not been thoroughly examined through a critical perspective. This paper critically scrutinizes mapping civil society and the implications it has on the everyday work of nonprofit organizations.

The Idea of a "Charity Desert:" Methods for Mapping the Distribution of Charitable Resources within England, Wales and Scotland

John Mohan, Third Sector Research Centre

J.F.Mohan@soton.ac.uk

There are a number of challenges involved in mapping the distribution of charitable resources within the UK. In this paper, using data from the Charity Commission and other sources, I consider challenges that arise in identifying patterns in the distribution of registered charities and in the distribution of charitable resources. This includes information on the area of benefit of charities, their area of operation, and on the scale at which they operate. Other methods of doing such work include comparisons of expenditure by similar organisations across geographical areas. Comparisons with Scotland are also presented.

The Standardization of Nonprofit Organizations by Organizational Development

Ola Segnestam Larsson, Ersta Sköndal University College

ola.segnestam-larsson@esh.se

Organizational development models are deployed with the idea to improve project and organizational performance in nonprofit organizations. However, there is concern in organizational research that these models may alter the distinctive character of nonprofit organizations. The aim of this paper is therefore to present a critical examination of organizational development in nonprofit organizations. The empirical material derives from case studies of organizational development. The main conclusion offered is that these models are not meant for implementation. Instead they serve as legitimacy devices, protect existing organizational praxis, and standardize the discourse on nonprofit organizations.

A Special, Set-apart Place No Longer: The Discourse of Values in Nonprofit Organizations

Emily Kay Balanoff, Texas State University

eb14@txstate.edu

That there are two competing value orientations vying for dominance in modern nonprofits tends to be a hidden reality. This paper uses a social constructivist approach to explore the tension produced by the societal value orientation and the market value orientation in today's nonprofits. This study uses data from approximately 1,000 issues of published newsletters from 21 nonprofits to capture the discourse of—as opposed to the discourse about—nonprofits. The study found, as a result of the constant strain between societal and market values such as getting/giving; people/productivity; pluralism/professionalism; and innocence/experience, nonprofits have lost their presumptive ideological privilege.

American City Bureau and the Movement toward Professional Philanthropy, 1913 to 1930

Katherine Badertscher, IUPUI Center on Philanthropy

kcoon@umail.iu.edu

This paper examines American City Bureau, one of the country's oldest professional fundraising firms, during the period between its formation in 1913 and 1930, and locates its work in the context of the movement toward professional philanthropy. The paper investigates how the Bureau's vision of the ideal American city shaped the professional fundraising field, promoted civic engagement, and impacted charity work. The author relies on rarely cited documents from the American City Bureau Records at the Ruth Lilly Special Collections and Archives at IUPUI and The American City magazine.

A History of the Formative Years of the Indianapolis Foundation, 1915-1923

Marc Hardy, University of Notre Dame

mhardy@nd.edu

This paper highlights the creators and first trustees of the Indianapolis Foundation, and the roles that their social, political, religious and professional relationships played in the foundations development. Revealed is how the three trust companies retained control of the foundation and its assets, and addresses the reasons that no funds were granted by the foundation from its inception in 1916 through 1923. This paper relies almost exclusively on primary source documents rarely cited from the Indianapolis Foundation unprocessed private archives, the Ruth Lilly Archives at IUPUI and the unprocessed Woollen papers at the Indianapolis-Marion County Library.

Managerialization and the Use of Corporate Management Knowledge in Civil Society Organizations

Johann Hvenmark, Ersta Sköndal University College

johan.hvenmark@rf.se

The aim of this paper is to broaden conceptual understanding of the consequences that emerge when corporate management knowledge and practices are applied to the development of CSOs through a case study involving the Swedish Union of Tenants (SUT). The focus is directed to the internal striving to change SUT from the mid-1990s and onwards, and the analysis evolves particularly around the adoption and use of Balanced Scorecard. The data includes semi-structured in-depth interviews with 15 key executives and elected representatives from SUT's national and regional levels as well as minutes from national board meeting between 1992 and 2010.

The Local "Ecology" of Charitable Resources: Case Studies in Contrasting Communities

Rose Lindsey, University of Southampton

R.Lindsey@soton.ac.uk

This paper utilises both quantitative and qualitative studies on the funding base of charities and the local detail of flows of funds into particular communities, in order to explore the distribution of charitable resources, both geographically and over time. It draws in particular on a large number of interviews undertaken with charity personnel and local stakeholders in two contrasting communities in southern England. This mapping of charitable resources enables the authors to investigate the idea of 'charity deserts' and other implications of unequal distribution in the regional share of charitable resources.

Growth and Change in the Charitable Sector: Tracking Income Concentration and Charity Survival Among Registered Charities in England and Wales

David Clifford, Third Sector Research Centre

D.M.Clifford@soton.ac.uk

There is a perception that the charitable sector in England and Wales has become increasingly concentrated, with the larger charities capturing an increasing share of total sector income. We used a very substantial dataset to describe trends in the distribution of charitable income, using data on the population of registered charities in England and Wales from 1995 to 2007.

Aggregative Rationality? Toward an Industrial Organization Based Theory of Competition in the Grants Market

Shena Ashley, Syracuse University

shashley@maxwell.syr.edu

Nonprofit competition in the market for the \$145 billion in public and private grants distributed annually is of increased scholarly interest, yet, philanthropy literature lacks a comprehensive theoretical framework for understanding the phenomenon and its complexities. In this study, I engage in a conceptual analysis to apply industrial organization perspectives to organize and construct a conceptual framework of competition in the grants market. This framework will expand the focus of the field beyond organization and institutional perspectives toward sector-level perspectives and will provide a reasonable organizing and testable theoretical framework for scholars.

A Study on Effect of Group-network on Public Policy Diffusion

Hee Chul Lee

dlglclfl@korea.ac.kr

This study tries to find the effect of Group-network on Public Policy Diffusion. To be specific, we focus on introducing the Super-SuperMarket regulation ordinance. In this research, we will choose the regulation policy which the receiver and victim are clearly found and find the factors having an effect on the introduction of regulation policy through the Event History Analysis. In addition, we will try to verify the hypothesis that the power of the demonstration network shown up through coupling of the civil organization, politician and the interest group will make enacting regulation policy earlier.

*The Ford Family, Ford Foundation, and Edison
Institute: A Case Study of Emerging Philanthropic
Strategy, 1929-1951*

Brittany L Miller, Indiana University Foundation

millbrit@iupui.edu

This paper focuses on the Ford family's philanthropic strategy and management of the Edison Institute and Ford Foundation, based on sources from the Benson Ford Research Center and Foundation Center Historical Foundation Collection. Henry, Clara, and Edsel Ford established the Edison Institute and Ford Foundation's funding and management structures, and their deaths changed the philanthropic relationship between these organizations. The author examines how the Ford family created the Ford Foundation, in part, to sustain the Edison Institute and how their deaths resulted in a dynamic shift in the Edison Institute and Ford Foundation's leadership, funding, and future strategy.

*A Critical Exploration of the Professionalization of
Nonprofit Governance*

Billie Sandberg, Portland State University

billie.sandberg@pdx.edu

In recent years, the increased professionalization of the nonprofit governance has received much attention, as both scholars and practitioners debate whether it has been a positive or negative development for the sector. Drawing on the work of historian and philosopher Michel Foucault, this paper seeks to contribute to this ongoing dialogue by examining the trend as an issue of government. More pointedly, this paper examines how the discourses associated with professionalization have become constituted as authoritative and powerful within the nonprofit sector. Furthermore, it explores the implications these powerful and authoritative discourses ultimately hold for nonprofit governance.